



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Finance and Resources Committee

CORPORATE RISK MANAGEMENT AND MANAGEMENT OF OCCUPATIONAL ROAD RISK

Report of the Chief Fire Officer

Date: 14 October 2022

Purpose of Report:

To provide Members with an overview of the Corporate Risk Management Process including the current version of the Corporate Risk Register.

Recommendations:

It is recommended that Members note:

- The most recent version of the Corporate Risk Register and the work ongoing to mitigate the risk to the Authority.
- The high level of risk and uncertainty associated with the current operating environment, and the subsequent impact on risk to both the Authority and the Service.

CONTACT OFFICER

Name :	Craig Parkin Chief Fire Officer
Tel :	0115 967 0880
Email :	craig.parkin@notts-fire.gov.uk
Media Enquiries Contact	Corporate Communications Team (0115) 967 0880 corporatecomms@notts-fire.gov.uk

1. BACKGROUND

- 1.1 The Authority continues to follow the robust risk management process, enabling the consideration of key external and internal risks as part of the management decision-making process.
- 1.2 By establishing a systematic approach to identifying, assessing and managing risk, Nottinghamshire Fire and Rescue Service (NFRS) intends to continually improve the Authority's governance, increase accountability and enhance overall performance.
- 1.3 This report provides Members with an oversight of the Corporate Risk Management process and the key risks to which the Authority is exposed.
- 1.4 The Authority's Corporate Risk Register details those risks that are significant enough to warrant management by a Principal Officer. Specific risk control measures are put in place to reduce the likelihood and/or impact of a risk occurrence where this is felt to be practicable and/or appropriate.

2. REPORT

- 2.1 The Authority's current Corporate Risk Register (CRR) dated September 2022 is attached at Appendix A. Page 4 of the Corporate Risk Register provides a visual indicator of those risks which have been escalated and de-escalated since the CRR was last reported in April 2022.
- 2.2 The risks contained within this register are those that the Service has identified as being the most significant in terms of impacting on the Service priorities. Members will note the activities in place, and those planned, to mitigate those risks.
- 2.3 Members will see that a number of risks have been escalated at the time of reporting. This is indicative of the impact global and national issues are having and the current high level of complexity and uncertainty within the operating environment.
- 2.4 The risk associated with the Service's ability to set a balanced budget has been increased from high to very high. This is due to high levels of economic uncertainty impacting on the financial operating environment. More specifically ongoing issues relating to the level and funding of pay awards for staff, the impact of inflation on the Service's costs and the impact that one year funding settlements have on the Service's ability to implement effective budget management is increasing the risk the Authority will not be in a position to set a balanced budget for the FY 23/24.
- 2.5 Members will be aware that the Futures 2025 Efficiencies Strategy update was presented at the September meeting of the full Fire Authority. This strategy outlines the Service's approach to mitigate the risks associated with

the financial position, with a current estimated budget shortfall of £3.2 by April 2023.

- 2.6 The level of risk associated with the budget issues reflects the position that despite stringent budget monitoring and reporting arrangements, the mitigation measures proposed as part of the Futures 2025 will not effectively mitigate the risk should the decision be taken by the Fire Authority to not implement them.
- 2.7 The risks associated with the firefighters' pension scheme (Risk 2) were updated at the previous Finance and Resources Committee meeting in April 2022 relating to application of the remedy following the McCloud case. The risks associated with this issue remains very high whilst Government legislation and a national resolution is awaited.
- 2.8 Risk 4, Employee Engagement, has been escalated from high to very high as a consequence of the ongoing risk of industrial action due to the national dispute over pay. The Fire Brigades Union has confirmed they will be balloting members for industrial action. In turn the Service has responded by standing up established business continuity management arrangements. These are subject to separate reporting via Policy and Strategy Committee with a further report due in November 2022. The high-risk level reflects the significant impact that industrial action would have on the Service's ability to deliver critical functions.
- 2.9 The risk associated with workforce sustainability (Risk 5) has been escalated from high to very high. This is as a consequence of recruitment and retention challenges to key green book roles including occupational health functions and key ICT roles which cannot be mitigated through the use of short-term contracts and agency staff. In addition, the grey book (operational) establishment is currently operating with a shortfall in numbers whilst the outcome of the Futures 2025 efficiency strategy is awaited.
- 2.10 The previous report discussed the hardening of the insurance market, specifically relating to the provision of cyber insurances due to increasing risk for insurance underwriters. Additional work has been undertaken with the Service's cyber insurance provider, and a decision has been taken to terminate the cyber insurance policy cover due to high costs and policy limitations. The Service has instead chosen to reinvest the money that would have been spent on policy cover into additional cyber and information security risk mitigation measures.

3. FINANCIAL IMPLICATIONS

- 3.1 The minimum level of general fund reserves is reviewed each year and set according to the perceived financial risk. For 2021/22 the minimum level was increased from £3.9m to £4.5m to reflect the current increased financial risks. General fund reserves were £5.2m on 1 April 2022.

- 3.2 The Authority has a statutory duty to set a balanced budget each year. Currently there is a predicted budget shortfall of £3.2 million for the FY 23/24 and there is a risk that the Authority will not be able to set a balanced budget depending on the outcome of decisions taken as a consequence of the Futures 2025 efficiency strategy.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are several escalating risks which present human resources and industrial relations issues to the Authority, including those associated with industrial action and workforce sustainability.

5. EQUALITIES IMPLICATIONS

- 5.1 An equality impact assessment has not been undertaken because this report consolidates existing work streams that may themselves be subject to an equalities impact assessment.
- 5.2 There are a range of risks identified on the CRR which are mitigated by workstreams relating to equality and inclusion, including employee engagement, workforce sustainability and preventable deaths.
- 5.3 Equality and Inclusion workstreams identified on the CRR include the following:
- Engagement with Equalities Steering Group and the Employee Engagement Network;
 - Recruitment practices and occupational health and wellbeing interventions that proactively drive the equality and inclusion agenda at NFRS;
 - Proactive targeting of prevention activities at those communities and individuals most at risk of harm from fire and other risk factors.

These are discussed in more detail in the Service's People Strategy, Workforce Plan and Community Safety Strategy.

- 5.4 Community Risk Management Plan has been consulted, and published on 1 April 2022. Strategic Goal 4: We will continue to support and develop our workforce and promote an inclusive Service, further supports the Service commitment to equality, diversity and inclusion.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

The failure of the Authority to effectively manage the risks to which it is exposed poses a risk, particularly where there is a systemic failure. Risk management is a key element of the corporate governance framework and it is imperative that risk identification and management is both up-to-date and embedded in the decision-making, governance and scrutiny processes of the Authority.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report.

10. RECOMMENDATIONS

It is recommended that Members note:

- 10.1 The most recent version of the Corporate Risk Register and the work ongoing to mitigate the risk to the Authority.
- 10.2 The high level of risk and uncertainty associated with the current operating environment, and the subsequent impact on risk to both the Authority and the Service.

11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

Craig Parkin
CHIEF FIRE OFFICER

Corporate Risk Register

September 2022



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

'The Corporate Risk Register provides information on the very high and high risks in the Service. The document also assesses the likelihood and impact of each risk'.



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Introduction

Nottinghamshire Fire and Rescue (NFRS) Corporate Risk Register (CRR) is used to identify, analyse and prioritise those risks that may affect the ability of the Service to achieve its' Strategic Objectives, as detailed within the Community Risk Management Plan (CRMP).

The following Matrix is used to assess the level of risk posed to the service. Risks which pose a high or very high risk are recorded, managed and monitored via the corporate risk register with oversight at a Strategic Level.

Likelihood	5	Medium	High	V High	V High	V High
	4	Medium	High	V High	V High	V High
	3	Medium	Medium	High	High	High
	2	Low	Low	Medium	Medium	Medium
	1	Low	Low	Low	Low	Low
		1	2	3	4	5
		Impact				

Likelihood		
Rating	Score	Likelihood issue will occur
Almost Certain	5	Almost certain within the coming year.
Likely	4	Very likely to occur in coming year
Possible	3	More likely than not in coming year
Unlikely	2	Potential, but not often
Rare	1	Little evidence of occurrence
Impact		
Rating	Score	Impact of issue occurring
Severe	5	Permanently or long disruption
Major	4	Medium-term disruption
Moderate	3	Short term disruption
Minor	2	Day to day management
Negligible	1	Little or no impact on Service



Residual Risk Changes

Likelihood	5						
	4			5	1, 2, 4, 5		
	3					7 8. 9	
	2				12 3	6 11 13	
	1						
			1	2	3	4	5
		Impact					

Ref 1 Inability to set a balanced budget and to contain spending within existing budgets		
CRMP: Strategic Goal 6: We will manage and invest in our Service to ensure it is fit for the future.		
Risk Owner: Head of Finance (on behalf of the CFO)		
Risk Description	Owner Assurance Commentary	Key Projects
Risk of overspending in 2022/2023 due to impact of uncertain national economic position – high inflation / impact on pay awards / increasing interest rates / supply chain issues / ongoing war in Ukraine.	Ongoing uncertainty around inflation and pay awards.	Futures 2025 Efficiency Strategy.
Medium term risk of not being able to set a balanced budget due to uncertain economic climate (see above) and risk of not delivering the efficiency strategy.	Futures 2025 report considered by Fire Authority September 2022. Risk to future years budgets if savings not identified and approved by Fire Authority in February 23.	Reserves Strategy.
Reduction in income due to changes in local economy (devolution / impact of any future Covid restrictions and reliance on Section 31 Grants – Pension grant and one-off services grant).	MTFS to consider all aspects of funding and expenditure – to be reported to Fire Authority in December 2022.	Medium-Term Financial Strategy (MTFS).
One-year funding settlement for 2021/2022 has created uncertainty about funding in future years.	Internal audit of financial management including budgetary control.	Comprehensive Spending Review
	Careful use of reserves to provide resource to support and deliver Futures 25 Efficiency Strategy to enable a balanced budget to be set in future years.	Implementation of McCloud remedy (see Risk 2)
	Participation in devolution discussions to protect financial position of the Authority.	
	Rigorous budget monitoring procedures in place. Budget monitoring reported regularly to SLT and Finance and Resources Committee.	

Corporate Risk Register



Inherent Risk Score					Residual Risk Score						
Likelihood	4	Impact	4	Total	16(VH)	Likelihood	4	Impact	4	Total	16 (VH)



Ref 2											Firefighter’s Pension Scheme – impact of McCloud remedy and other ongoing legal cases.																		
CRMP: Strategic Goal 6: We will manage and invest in our Service to ensure it is fit for the future.																													
Risk Owner: Head of Finance (on behalf of the CFO)																													
Risk Description						Owner Assurance Commentary						Key Projects																	
<p>Lack of national clarity and guidance making implementation very difficult. Immediate Detriment cases will need to be addressed before national guidance is available and new legislation approved. Increased complexity and additional associated workload for NFRS staff and pension administration will have impact on ability to provide a timely and accurate pension administration service.</p> <p>Increased risk of legal claims against NFRS.</p> <p>The costs of implementing the remedy are likely to be significant and some of these are expected to fall to individual Fire Authorities.</p>						<p>This is a national issue with the Fire Service being led by the Local Government Association (LGA). The complexities of the remedy increase the likelihood of a national skills shortage in this area.</p> <p>Regular report to Policy and Strategy Committee.</p> <p>The Service’s Pension Scheme Administrators – West Yorkshire Pension Fund (WYPF) provide services to about half Fire Services and have significant specialist knowledge which NFRS has access to.</p> <p>Use of shared pension expertise with Leicestershire and Derbyshire Fire Services.</p> <p>Budget provision for additional internal pension resources.</p>						<p>Implementation of McCloud remedy.</p> <p>Monitoring of situation by Scheme Manager and Local Pension Board.</p> <p>Regular updates to Policy and Strategy Committee.</p> <p>Involvement of Head of Finance and scheme administrators at national level.</p>																	
																		Inherent Risk Score						Residual Risk Score					
																		Likelihood	4	Impact	4	Total	16(VH)	Likelihood	4	Impact	4	Total	16(VH)

Ref 3		Mobilising									
CRMP: Strategic Goal 3: We will respond immediately and effectively to emergency incidents.											
Risk Owner: Assistant Chief Fire Officer											
Risk Description				Owner Assurance Commentary				Key Projects			
Service is unable to receive and act on emergency calls in contradiction of statutory duty				Fire Control has business continuity plans in place for failure of mobilising system and other disruptive events. These plans are practiced on a regular basis due to numerous live events.				Tested BCPs exist where alternative mobilising arrangements are in place, reliance on communication equipment is critical and therefore such equipment must be maintained operationally robust and resilient.			
Joint Fire Control project was implemented in July 2019 with ongoing management, governance and contract monitoring arrangements.				Testing of the 'fall back' business continuity arrangements are completed at periodic intervals to assure business continuity arrangement between JFC and Leicestershire FRS.				Familiarity and BCP confidence has developed within control rooms, continual support and communication to be provided to control staff.			
Continuity with the planned re-tender of The operating system.				The robustness and resilience of communications equipment between control rooms, stations and appliances must be maintained.				Testing and exercising schedule in place and reviewed annually.			
				Joint Control SLA in place. Joint Control currently exceeding agreed performance indicators.				The review of resilience crewing arrangements is ongoing. This links to Joint Fire Control Risk Register.			
				Residual Risk has reduced to Medium (from High). However with Key Project to review/re-tender, ongoing sight on the CRR is appropriate.				Re-tender of the operating system has been initiated, with a Tri-Service Area Manager facilitating.			
Inherent Risk Score						Residual Risk Score					
Likelihood	3	Impact	5	Total	15(H)	Likelihood	2	Impact	4	Total	8(M)

Ref 4	Employee engagement	
CRMP: Strategic Goal 4: We will continue to support and develop our workforce and promote an inclusive Service, further supports the Service commitment to EDI.		
Risk Owner: Assistant Chief Fire Officer		
Risk Description	Owner Assurance Commentary	Key Projects
Negative employee relations.	SLT champion positive engagement with staff and representative bodies.	Open communications including effective use of technology to publish key decision minutes. Ensure engagement with employee networks.
Risk that the Service will be unable to effectively deliver high quality services or improvements due to a lack of employee engagement and/or low morale.	Engagement through Panels with the JCNP arrangements.	Changes to employee networks implemented September 2021.
National negotiations relating to pay and broadening the role of Firefighters present a risk of industrial relations tension and action which is beyond the control of NFRS.	Organisational Development and Communications strategy focus upon staff engagement.	Ensure adequate resourcing to comply with national requirements
The outcomes from the Firefighter national pension tribunals (McCloud and Matthew cases) may result in individual or collective changes which could result in IDRPs, pension ombudsman or High Court or Tribunal Claims.	Continual dialogue with the representative bodies to deescalate any local issues.	2 yearly employee survey to identify areas for improvement and address via action plan.
Potential for national dispute arising from national pay and conditions negotiations during 2022/23.	Pension issues are being managed through the Pensions Scheme Manager to mitigate any risks, deal with issues as they arise and referral of policy decisions to the Fire Authority and reports to the Pension Board. The Service engages with the LGA (Fire Pensions Team) and national legal advisors for guidance on application and interpretation of the Regulatory process. Employees or retired members will be kept informed and contacted in relation to their situation. A new Pensions Advisor role has been funded to ensure that communication with pension scheme members is maintained.	Management of pensions changes arising from changes to regulations. Business Continuity Management Group stood up and meeting regularly to plan for potential industrial action impacting on critical functions.

Corporate Risk Register



					Potential ballot for industrial action for grey book staff. Awaiting ballot results relating to pay offer for green book staff.									
Inherent Risk Score					Residual Risk Score									
Likelihood	3	Impact	5	Total	15(H)	Likelihood	5	Impact	4	Total	20(VH)			

Ref 5	Workforce sustainability	
CRMP: Strategic Goal 4: We will continue to support and develop our workforce and promote and inclusive Service, further supports the Service commitment to EDI.		
Risk Owner: Assistant Chief Fire Officer		
Risk Description	Owner Assurance Commentary	Key Projects
Inability to maintain sufficient or adequate workforce to meet service requirements, competency of staff, loss of corporate memory and business continuity issues	Annual workforce plan, provides an overview of workforce projections and identifies key priority areas. This supports planning for anticipated vacancies and recruitment to key roles.	SLT monitor key performance metrics including workforce numbers, skills and competencies and workforce requirements. Temporary deficiency in numbers of grey book posts whilst outcome of Fire Cover Review consultation is awaited.
Potential Risk have been identified as to the resilience of WDS rostering arrangements due to supplier/ client relationship.	L&D ensures delivery of effective acquisition and revalidation of operational training against national standards. 3-year training plan has been developed integrating revalidation of all operational core competencies.	BCM exercise programme coordinated by Risk and Assurance Team.
Loss of key corporate and ICT skills has the potential to reduce capacity for delivery in some areas over the short term due to skill gaps.	Leadership and management framework e.g. ILM (Inc. Coaching and mentoring). Amalgamation of L&D.	L&D assurance function in place with Service Delivery. Wholetime recruitment campaign underway for appointment commencing 2023.
The impact of Firefighter pension Regulation changes could result in a higher level of operational retirements than normal.	Managers complete business impact analysis to inform issues in BCM plans.	Occupational Health interventions. Wellbeing Strategy to promote healthy lifestyles and reduce risk of long-term ill health. Focus on mental health and wellbeing of employees.
The Service has seen a higher than expected turnover level for support roles during 2021 – 2022 (20%) and the recruitment market has become increasingly competitive. This may lead to longer vacancy times.	Monthly ridership meetings to consider deployment of resources by Area Manager (Response) to maintain appliance availability. Management of ill	An outline business case was presented to SLT in early 2020 which identified both the need and benefits of a new rostering system. The project is one of the year three strategic priorities for 21-22.



<p>health and absence levels to ensure optimum attendance levels.</p> <p>Current WDS rostering arrangements that support management of the CA are delivered by RosterMagic. Rostering enables the Service to determine the efficient and effective use of resources, ensure that sufficient Firefighters are on duty to provide the required levels of service.</p> <p>The Service is currently undertaken work to establish the Service as an employer of choice for prospective candidates in order to increase applicant response.</p>					<p>Oversight at PO level is via the ACFO. Temporary and fixed term contracts are being used to reduce impact and support has been made available from neighbouring FRS's whilst key posts are filled.</p> <p>Risk escalated 5/07/22 due to loss of key green book posts impacting on delivery of statutory functions in the occupational health team.</p> <p>Review of recruitment and retention undertaken by Head of People and OD.</p>						
Inherent Risk Score					Residual Risk Score						
Likelihood	4	Impact	4	Total	16(VH)	Likelihood	4	Impact	4	Total	16(VH)

Ref 6	Preventable deaths	
CRMP: Strategic Goal 1: We will help people stay safe from fires and other emergencies.		
CRMP: Strategic Goal 2: We will improve fire safety in the buildings people live and work in.		
Risk Owner: Assistant Chief Fire Officer		
Risk Description	Owner Assurance Commentary	Key Projects
The risk that a person will die in an incident, where the Service failed to put in place an intervention which would have reduced the risk, or where an intervention was ineffective	<p>Strategic plan purpose for Creating Safer Communities now in place.</p> <p>Prevention and Protection strategy and local/district business plans within Service Delivery.</p> <p>District profiles that inform Service activity.</p> <p>Partnership working with other agencies to identify and target interventions at high risk individuals and premises/sites. NFCC national campaign support locally.</p> <p>Fire investigations to identify learning. Serious fire incident review panel in place to review incidents and Service actions.</p> <p>Information sharing across Service departments to learn from events. Development within the continuous improvement project for target setting and learning.</p> <p>Engaged in Nottinghamshire Road Safety Partnership meetings to coordinate road safety initiatives.</p>	<p>iMatch Software installation complete and in use.</p> <p>Data led Safe and Well now in use to target resources to risk.</p> <p>Adult Social Care and Exeter database. Partnership mapping review in progress.</p> <p>Upgrade of CFRMIS system 6.3 with better functionality for users.</p> <p>Roll out of CFRMIS Vulnerable Persons Module.</p> <p>Communications steering group to raise profile incl. e.g. vehicle wrapping for key messages/ accessibility of services/ inclusion and marketing</p> <p>Further referrer training for partners and other agencies to ensure effective referral of vulnerable people -</p> <p>Development of online referral pathways for prevention and protection concerns from partners & public.</p> <p>Review of Safe & Well questions to ensure effective delivery</p> <p>Review of RBIP to ensure proper assessment of risk in the County.</p>



					<p>Prevention & Protection activities are evaluated and quality assured. These processes are reported and monitored through the quarterly evaluation and assurance board.</p> <p>Engagement of Occupational Therapist to ensure effective engagement with most vulnerable and referrals to partners</p> <p>Increase in productivity relating to SWVs and Audits – detailed within Strategy.</p> <p>Attendance and information sharing at MASH and City Social Care teams.</p> <p>CHARLIE profile evaluated by Nottingham Trent University and confirmed 'fit for purpose'.</p> <p>New RBIP implemented and reviewed by HMICFRS and NFCC PPRU.</p>	<p>Evaluation of CHARLIE profile to ensure continued relevance.</p>					
Inherent Risk Score					Residual Risk Score						
Likelihood	4	Impact	5	Total	20VH	Likelihood	2	Impact	5	Total	10M

Ref 7	Health, Safety, and Welfare	
CRMP: Strategic Goal 3: We will respond immediately and effectively to emergency incidents.		
Risk Owner: Assistant Chief Fire Officer		
Risk Description	Owner Assurance Commentary	Key Projects
<p>The risk arising from the hazards associated with the Service’s activities which may cause injury, ill-health or death to employees and/or non-employees and could result in both criminal and civil sanctions, reputational damage and negative effects on service delivery and employee morale.</p>	<p>The existence of the safety management system and availability of ‘competent persons’ to advise the Service of its duties.</p> <p>Risk information gathering process provides a structured methodology for assessing the risk from hazards associated with specific operational sites.</p> <p>Risk and Assurance Team facilitates learning from operational incidents operational de-briefs feeding into Operational Learning Board.</p> <p>Service learning from major events affecting FRSS via NOL/JOL to Service Health, Safety and Welfare Committee</p> <p>Health and Safety and role specific training ensures competence of employees</p> <p>Organisational Learning Policy in place including the EP1 process.</p> <p>Operational Learning Board in place and meeting on a Bi-monthly basis.</p>	<p>Co-ordinated risk management approach being adopted to address NOG and training involving peer FRSS to address interoperability and achieve efficiencies available from joint work.</p> <p>Ongoing review of the SMS to refresh and communicate across the organisation.</p> <p>Communications plan to promote SMS. A Communications Plan is currently being devised in line with National campaigns, and internal stakeholders. The communications plan will provide details of projects for H&S team and internal communications will be used to cascade information, as well as positive articles to keep Safety as part of the Service News. E.g. News on MyNet, informative, OAB etc.</p> <p>Implementation of NOG.</p> <p>Station based audit programme in place led by Response.</p> <p>Performance framework that encompasses organisational learning and ongoing performance in place to monitor the effectiveness of service provision.</p>

Corporate Risk Register



Risk of inaccurate or incomplete risk information being available to crews on the incident ground via the MDT					Risk information includes Site Specific Risk Information, Operational Guidance, Crash Data and Chem Data. A Service wide task and finish group has been convened to manage this risk and put remedial actions in place. These are short, medium and long terms actions.					Intensified ICT support to improve turnaround times when MDT failures reported. Supplier has recruited new engineer. Ongoing works to with ICT on MDT platform. Systems in place to allow for more frequent remote checking of functionality and updating of MDT risk data Project includes use of secondary device. Longer term programme of work initiated in relation to the future provision of a mobilising system for the Service.				
Inherent Risk Score					Residual Risk Score									
Likelihood	4	Impact	5	Total	20(VH)	Likelihood	3	Impact	5	Total	15(H)			



Ref 8		Emergency Services Network									
CRMP: Strategic Goal 5: We will continue our improvement journey to deliver an outstanding Service.											
Risk Owner: Assistant Chief Fire Officer											
Risk Description				Owner Assurance Commentary				Key Projects			
The risk that lack of robust operational communications will affect the delivery of public services during the transition to ESN				<p>Nationally agreed programme funded by government.</p> <p>Airwave remains in place until successful transition has been achieved.</p> <p>Work is being progressed regionally on required interim measures in conjunction with the Home Office.</p> <p>Internal project Manager established.</p> <p>Permanent establishment has been agreed for the dedicated PM post in Service.</p> <p>Clear, established communication channels between the Home Officer and Service PM are in place.</p> <p>Regular assessment and reporting to the CFA on future implications.</p>				<p>Greater collaboration to assure transition and long-term capability management, seeking multi service support and reduce duplication in activity.</p> <p>ESN action plan to deliver a more robust and secure infrastructure.</p>			
Inherent Risk Score					Residual Risk Score						
Likelihood	4	Impact	5	Total	20(VH)	Likelihood	3	Impact	5	Total	15(H)

Corporate Risk Register



Ref 9		Availability of resources									
CRMP: Strategic Goal 3: We will respond immediately and effectively to emergency incidents.											
CRMP: Strategic Goal 6: We will manage and invest in our Service to ensure it is fit for the future.											
Risk Owner: Assistant Chief Fire Officer											
Risk Description				Owner Assurance Commentary				Key Projects			
<p>The risk that the Service will lose widespread access to key resources – premises, equipment, ICT systems/employees, Airwave TE02 Radio Licence impacting its ability to deliver services</p>				<p>Business continuity plans are in place. Service has attained the National Cyber Security Centre (NCSC) Cyber Essentials PLUS standard on its corporate infrastructure. Competent managers. Property Strategy. Transport Strategy. NFRS have a vehicle degradation policy that can be initiated to meet the possible shortfall if appliances that are not available for operational deployment.</p> <p>Service policy framework for employees.</p> <p>The Service has specific ICT disaster management plans in place, BCM actions and procedures for out-of-hours response. The Service is moving to clouds-based servers which increase resilience.</p>				<p>BCM plans to be reviewed, with testing and exercising on a programmed, auditable basis.</p> <p>Tri-Service partners continue to work with Systel to maintain availability of Control Room solution.</p> <p>Upgrade of Control Room solution as part of the ESN project to ensure LFRS and DFRS are ability to retain Airwave CoCo.</p> <p>BCMG and SLT members continue to monitor potential supply chain issues caused by Exit from the EU and the conflict in Ukraine.</p>			
Inherent Risk Score						Residual Risk Score					
Likelihood	4	Impact	5	Total	20VH	Likelihood	3	Impact	5	Total	15(H)

Corporate Risk Register



Ref 11		Legal knowledge									
CRMP: Strategic Goal 6: We will manage and invest in our Service to ensure it is fit for the future.											
Risk Owner: Assistant Chief Fire Officer											
Risk Description				Owner Assurance Commentary				Key Projects			
The risk that the Service will make decisions without full understanding of legal implications.				<p>Risk and Assurance coordinates the identification of vulnerabilities through the risk management process with departmental leads with support from Contractor.</p> <p>Embed the local code of governance into daily decision making and practice.</p> <p>Formally identify subject matter experts in the organisation and ensure they are enabled to maintain CPD</p> <p>Key roles maintain subject matter expertise/CPD to mitigate risk.</p> <p>Use of external professionals to support the Service on compliance in areas not covered by in-house expertise (East-Midlands LawShare)</p>							
Inherent Risk Score						Residual Risk Score					
Likelihood	4	Impact	5	Total	20(VH)	Likelihood	2	Impact	5	Total	10(M)



Ref 12		Programme governance									
CRMP: Strategic Goal 5: We will continue our improvement journey to deliver an outstanding Service.											
Risk Owner: Assistant Chief Fire Officer											
Risk Description				Owner Assurance Commentary				Key Projects			
<p>The risk that the Service fails to effectively prioritise and resource programmes and projects, resulting in acute capacity issues and potential financial strain</p>				<p>Business case process requires authorisation of Strategic Leadership Team as appropriate, who have knowledge of competing demands and priorities.</p> <p>Approved programmes and projects managed through project and programme management framework through SLT/ CRMP Assurance Board governance model.</p> <p>Business planning process in place to ensure clear link between CRMP commitments and the Annual Delivery Plan priorities.</p> <p>The Service Project Manager reports on project and programme status to the CRMP Assurance Board monthly.</p> <p>A robust change process is used to manage change to the ADP or CRMP commitments in order to manager resources and achieve required outcomes.</p>				<p>The new CRMP provides clarity and direction which has been used to build the Year One Annual Delivery plan. A new structure of governance internally for the Service will provide a clear reporting structure, oversight and assurance for the delivery of change projects and business as usual through a series of KPMs and milestone reporting.</p> <p>The Service will continue to improve its business planning process under the new CRMP.</p> <p>Corporate risk register is linked to internal audit programme to ensure assurance activities focussed on those areas that present highest risk to the Service.</p>			
Inherent Risk Score						Residual Risk Score					
Likelihood	5	Impact	4	Total	20(VH)	Likelihood	2	Impact	4	Total	8(M)

Ref 13		Environmental impact									
CRMP: Strategic Goal 6: We will manage and invest in our Service to ensure it is fit for the future.											
Risk Owner: Assistant Chief Fire Officer											
Risk Description			Owner Assurance Commentary				Key Projects				
The risk that the Service will fail to comply with its environmental duties resulting in the potential for enforcement action.			Property Strategy – Energy saving, and generation considered as part of new build/refurbishment projects.				Development of environmental performance improvement targets integrated as part of new CRMP.				
Failure to consider environmental factors when making other business decisions may result in missed opportunities for reducing waste, emissions and purchasing environmentally superior assets that may deliver financial savings			Access to competent environmental advice.				Develop environmental reporting to all levels of the Service, SLT and the CFA to allow transparency and scrutiny.				
Evolving Government Policy concerning withdrawal of fossil fuel powered vehicles.			Environmental Strategy in place and reviewed.				Review and update of Environmental impacts.				
			Procurement process considers ‘whole life’ implications of equipment and other products bought into service.				New build construction projects include JHQ and, Worksop Fire stations include environmental sustainability as part of design.				
			When procuring services, tender requirements include assessment of environmental management of the service.				Foam discharge consent completed, and advice for new Stations can be provided at early design stage.				
			Collaborative working with the Environment Agency and partners at operational incidents.				Procurement of specialist vehicles, pumping appliances and light fleet include consideration of environmental impact as part of vehicle design/selection.				
Inherent Risk Score						Residual Risk Score					
Likelihood	3	Impact	5	Total	15(H)	Likelihood	2	Impact	5	Total	10(M)

Document Control

Title	Corporate Risk Register
Person responsible	Risk and Assurance Manager
Date last updated	28/09/2022
Status	Released
Location	

Revision Record

Summary of changes	Date of change
Risk 1 – Risk escalated due to ongoing uncertainty around pay award, inflation and national funding impacting on ability of service to set a balanced budget. Risk 4 – Remove specific reference to JHQ. Updated and risk level escalated due to increased likelihood of industrial action due to national issues. Risk 5 – Escalated due to deficiencies within both green and grey book roles. Risk 7 – Key projects updated to include recruitment and retention project.	28/09/2022
Risk 4 – Risk level escalated due to increased likelihood of industrial action due to national issues. Risk 5 – Risk level escalated due to loss of key green book posts impacting on statutory functions. Risk 10 – Use of vehicles on authority business – removed following April 2022 F&R Committee Risk 12 – Key projects updated to include link between CRR and internal audit programme Risk 14 – Covid 19 – Removed following April 2022 F&R Committee	05/07/2022
Updated layout. Risk 1 & 2 - Finance: Inherent risk amendment – Risk Description/ commentary updated. Risk 3 – Residual risk reduced due to effectiveness of mitigation in place. Risk 4 – Residual risk increased to reflect impact of pension remedy	01/04/2022

Corporate Risk Register



Risk 6 - Update to reflect new CFRMIS modules and the external assurance on assessments. Risk 10 – Removed due to reduction in inherent risk score. Risk 14 – Removed due to reduction in inherent risk score.	
Risk 4 – Updated to reflect new employee network structure & Industrial Action planning and exercise. Risk 5 – Updated to reflect loss of key support roles. Risk 6 – Updated to reflect recovery from Covid-19 Risk 7 – Updated to reflect implementation of NOG & outcomes of MDT programme of works Risk 9 – Updated to reflect potential supply chain disruption due to external factors. Risk 11 – Updated following recruitment of Business Continuity/Emergency Planning Officer Risk 13 – Updated to reflect foam discharge work complete.	24/09/2021
Risk 7 – Updated to reflect position with access to risk information via MDT's (Leila Henry)	24/05/2021
Risk 1 – general update to take account of changing financial environment	03/03/2021
Risk 2 – Update to Pensions risk due to McCloud remedy developments	03/01/2021
Routine Review of Corporate Risk Register	01/03/2021
Risk 14 – New risk created related to Covid-19 response and recovery to encompass implications and actions	04/06/2020
Risk 6 – updated for impact of Covid-19	21/05/2020
Risk 1 – Updated for impact of Covid 19	07/05/2020
Risk 10 – Insertion of installation of hands free Airwave radio kits into key projects	21/04/2020
Risk 2 New Risk. Firefighter's Pension Scheme – impact of McCloud remedy. Renumbering Was Risk 2 now Risk 3, was Risk 3 now Risk 4, was Risk 4 now Risk 5, was Risk 5 now Risk 6, was Risk 6 now Risk 7, was Risk 7 now Risk 8.	13/03/2020
Risk 8 reviewed by Head of Digital Transformation.	31/01/2020
Renumbering Was Risk 9 now Risk 7, was Risk 10 now Risk 8, was Risk 11 now Risk 9, was Risk 12 now Risk 10, was Risk 13 now Risk 11, was Risk 14 now Risk 12.	28/01/2020
Risk 8 Closed. Review of the risk rating to an acceptable level – Medium. No longer presents a high risk to the Service	28/01/2020
Risk 7 Closed. 92% of actions closed on the Working at Height Action Plan. Risk Reduced to acceptable level.	28/01/2020
Risk 3 Insert Risk Outcomes of Firefighter pension tribunal and implications for NFRS e.g. Pensions Administrator provisions. Key Project – Upcoming positive action new project for 2020/21. L&D Assurance function in place with Service Delivery.	28/01/2020
Risk 1 Control Business planning process identifies impact of savings on Services Key project insertion Transformation and efficiency strategy under development.	28/01/2020

Corporate Risk Register



Risk 2 Removed Joint Fire Control project. Now complete as of July 2019. The project is now live business as usual. New Control Tri-Service operational board attended by AM response to represent NFRS interests.	28/01/2020
Risk 9 & 10 moved to DCFO to reflect organisational responsibilities. All risks renumbered in a sequential order.	26/09/2019
Risk 5 – iMatch Software implementation complete as of 05/06/18- update Narrative updated on each by Risk Owners Head of Finance 23/07/2019, Deputy Chief Fire Officer 12/08/2019 Assistant Chief Officer 30/07/2019	20/08/2019
Risk 4 – Key project ownership amended from AM Delivery to AM Response	17/06/2019
Risk 4 – insert RedKite PDS audit. Remove risk relating to implementation of new crewing structures. Insert risk relating to management of dual contract hours Risk 2 – insert risk associated with Joint Fire Control project	18/02/2019
Risk 1 – general update to take account of changing financial environment	03/03