



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Community Safety Committee

CORPORATE RISK MANAGEMENT

Report of the Chief Fire Officer

Date: 31 March 2023

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 endorse the Service's approach to managing the key risks to the Authority;
- Members note the most recent version of the Corporate Risk Register, specifically the risk areas of mobilising, budgets and pensions that are rated as 'very high', and new risk area of Service reputation;
- Members approve the removal of the following risk areas from the Corporate Risk Register and endorse these risks will now be monitored at departmental level:
 - Emergency Services Network;
 - Legal Knowledge;
 - Programme Governance;
 - Environmental.
- Following the de-escalation of three areas of risk previously reporting as 'very high,' Members approve the recommendation for this report to return to a six-monthly reporting frequency.

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1. BACKGROUND

- 1.1 A report detailing the Service's approach to corporate risk management that outlined a number of escalating areas of risk, was presented to the Policy and Strategy Committee on 14 October 2022. Due to the report outlining several risk areas deemed as 'very high', the Committee Chair asked that this report be presented to the full Fire Authority in December 2022 to ensure a wider awareness.
- 1.2 At the request of full Fire Authority, due to the current levels of risk facing the Authority, this report will now be presented to the Finance and Resources Committee on a quarterly basis to allow for oversight and scrutiny.
- 1.3 The Authority continues to follow a robust risk management process, enabling the consideration of key external and internal risks as part of the management decision-making process.
- 1.4 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.
- 1.5 This report provides Members with an oversight of the corporate risk management process and the key risks to which the Authority is exposed.

2. REPORT

- 2.1 The Authority's Corporate Risk Register (CRR) 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 impact of a risk occurrence where this is felt to be practicable and appropriate.
- 2.2 A copy of the Service's CRR can be found at Appendix A. This has undergone a full review in each of the risk areas.
- 2.3 Much of the risk to the Authority is driven by external forces. The decision of the Fire Brigade's Union (FBU) membership to accept the national pay offer has meant that three areas of risk, namely Mobilising (Risk 3), Employee Engagement (Risk 4) and Availability of Resources (Risk 9), all previously reporting as 'very high', have been reduced. The ongoing situation with the Service's mobilising supplier and replacement mobilising system is covered in the review of the 'Mobilising' risk.
- 2.4 A high level summary of current risks facing the Authority, based on the residual risk ratings, is as follows:

Risk Reference	Risk Title	Risk Rating
Risk 1	Balanced Budget	16 very high
Risk 2	Firefighters Pension Scheme	16 very high
Risk 3	Mobilising	16 very high
Risk 15	Service Reputation	12 high
Risk 9	Availability of Resources	12 high
Risk 6	Preventable Deaths	10 high
Risk 4	Employee Engagement	9 high
Risk 5	Workforce Sustainability	9 high
Risk 7	Health, Safety and Welfare	8 medium
Risk 9	Availability of Resources	8 medium
Risk 13	Environmental Impact	5 low
Risk 11	Legal Knowledge	4 low
Risk 12	Programme Governance	4 low
Risk 8	Emergency Services Network	zero

EXCEPTION REPORTING: RISK AREAS DEEMED 'VERY HIGH'

2.5 In the last report, Members were made aware that there were six risk areas reporting at the highest level of 'very high', there is now three risk areas reporting at 'very high'. These are mobilising; inability to set a balanced budget and firefighters' pension scheme.

Risk 1: Inability to set a Balanced Budget

2.6 At its meeting on 24 February 2023, the Fire Authority set a balanced budget requiring a £0.4m use of reserves. The forecast for 2024/25 and 2025/26 is for a deficit position of £1.1m and £1.8m respectively. There remains significant uncertainty surrounding funding for future years due to the one-year funding settlement and lack of predictability around Council Tax levels and the dates for the business rate reset. The 2025 Efficiency Strategy will need to identify significant savings should they be required.

Risk 2: Firefighters' Pension Scheme

2.7 Since the last report, draft tax legislation and draft remedy legislation relating to McCloud has been released. This provides some assurance, although there remain some areas of uncertainty. There have been no updates

regarding legislation for the Matthew / O'Brien Modified Scheme. There is a requirement for both McCloud and Matthews / O'Brien legislation to be passed through Parliament by October 2023. The Service will then have 18 months to implement the revised legislation. There is currently a national shortage of expertise in this area and the Service is finding it difficult to fill a vacant pensions post – alternative solutions are currently being considered.

Risk 3: Mobilising

- 2.8 Although the likelihood of industrial action has reduced, this area remains 'very high', due to the challenging circumstances with the Tri-Service's current mobilising system and the resource requirements to manage the procurement and implementation of a replacement mobilising system.
- 2.9 The ongoing situation with the current mobilising system provider is being monitored closely and subject to its own risk register.

NEW AREA OF RISK

- 2.10 Risk 15, Service Reputation, has been added following widescale national media reporting regarding the inappropriate culture and behaviours in some fire services. This follows the high-profile London Fire Brigade (LFB) Cultural Report and the findings of His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) on culture in the State of Fire report.
- 2.11 Members will be aware that one of the Community Risk Management Plan (CRMP) Strategic Goals is: *We will continue to support and develop our workforce and promote an inclusive culture*, and that this is an ongoing priority area for the Service.
- 2.12 At the last Service inspection, HMICFRS rated the Service as Good in the area of People. In 2022, Members will be aware the Service commissioned an independent equality, diversity and inclusion review. This highlighted some areas of improvement. An action plan is in place to deliver these.
- 2.13 An action plan is also being developed to ensure some of the sector improvement areas identified within the LFB cultural report are implemented.

DE-ESCALATION OF RISK MONITORING

- 2.14 The Service has undertaken a full review of its CRR in line with its annual scrutiny process. To simplify the risk management process and allow for greater focus and scrutiny on the highest risk areas facing the Authority, a two-tier risk management process is to be adopted. This will see each department develop and manage a departmental level risk register. The lead person for this will be the Area Manager responsible for each portfolio.
- 2.15 This enables risk management to become more mainstreamed into day-to-day business. When a residual risk rating escalates to 'medium' or above, it is presented at CRMP Assurance Board and then, following review, the risk may be adopted into the CRR to allow a higher level of scrutiny and

oversight. Likewise, risks from the CRR can be de-escalated to be managed at department level.

2.16 As a result of this process, Members are asked for approval to remove the following risk areas from the CRR and for them to be adopted into departmental plans:

- Risk 11 Legal Knowledge (currently reporting as low);
- Risk 12 Programme Governance (currently reporting as low);
- Risk 13 Environmental Impact (currently reporting as low);
- Risk 9 Emergency Services Network (currently reporting as zero risk).

2.17 The above risks are the lower reporting risks, and influences in these areas, both external and internal, have been largely static for some time.

3. FINANCIAL IMPLICATIONS

3.1 The minimum level of general fund reserves is reviewed each year as part of the Reserves Strategy and set according to the perceived financial risk. The current minimum level is set at £4.5m. 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. There is a risk that this will not be possible without the use of reserves – this is reflected in the risk register (See Paragraph 2.6).

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are several risks which have human resource implications, notably Risk 4 Employee Engagement and Risk 5 Workforce Sustainability. The risk overview and mitigations are detailed in the CRR attached at Appendix A.

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 equality impact assessment.

5.2 Risk 15, Service Reputation, links to the national reports of culture within several fire and rescue services. This is reported in the main body of the report and in the CRR attached at Appendix A. The Service has an action plan in place to address the findings of the national reports.

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:

- 10.1 Members endorse the Service's approach to managing the key risks to the Authority.
- 10.2 Members note the most recent version of the Corporate Risk Register (attached at Appendix A) specifically the risk area of Mobilising, Budgets and Pensions that are rated as 'very high' and new risk area of Service Reputation.
- 10.3 Members approve the removal of the following risk areas from the CRR and endorse these risks will now be monitored at departmental level:
 - Emergency Services Network
 - Legal Knowledge
 - Programme Governance
 - Environmental
- 10.4 Following the de-escalation of three areas of risk previously reporting as 'very high,' Members approve the recommendation for this report to return to a six-monthly reporting frequency.

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

None.

Craig Parkin
CHIEF FIRE OFFICER

Corporate Risk Register



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

March 2023



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Corporate Risk Register

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.

Index

Index		Page 2
Introduction		Page 3
Residual Risk Changes		Page 4
Risk Register	Risk 1	Inability to set a balanced budget
	Risk 2	Firefighter's Pension Scheme – impact of McCloud remedy and other ongoing legal cases.
	Risk 3	Mobilising
	Risk 4	Employee engagement
	Risk 5	Workforce sustainability
	Risk 6	Preventable deaths
	Risk 7	Health, Safety, and Welfare
	Risk 8	Emergency Services Network
	Risk 9	Availability of resources
	Risk 10	BLANK – REMOVED April 2022
	Risk 11	Legal knowledge
	Risk 12	Programme governance
	Risk 13	Environmental impact
	Risk 14	BLANK – REMOVED April 2022
	Risk 15	Corporate Reputation
Document Control		Last update- March 2023 MR
Revision Record		See last page of document

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 Rating

Risk Rating	Very High	High	Medium	Low
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Likelihood	5					
	4				1 Budgets 2 Pensions 3 Mobilising	
	3			4 Employee engagement 5 Workforce sustainability	15 Service reputation 9 Availability of resources	
	2				7 Health, Safety and Welfare	6 Preventable Deaths
	1	8 ESN Rating zero			11 Legal Knowledge 12 Programme Governance 13 Environmental Impact	
		1	2	3	4	5
Impact						

Risk 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			
Medium term risk of not being able to set a balanced budget due to uncertain funding position and economic climate. Risk of not delivering savings through the efficiency strategy.			Futures 2025 update report considered by Fire Authority February 2023. Risk to future years' budgets if savings not identified. Additional commitment to increasing fire cover at Ashfield Fire Station.					Futures 2025 Efficiency Strategy Phase 2.			
Reduction in income due to changes in local economy (devolution / Business Rates re-set) 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 2023.					Reserves Strategy.			
One-year funding settlement for 2023/2024 has created uncertainty about funding in future years.			Careful use of reserves to provide resource to support and deliver Futures 2025 Efficiency Strategy to enable a balanced budget to be set in future years.					Medium-Term Financial Strategy (MTFS).			
			Participation in devolution discussions to protect financial position of the Authority.					Comprehensive Spending Review			
			Rigorous budget monitoring procedures in place. Budget monitoring reported regularly to SLT and Finance and Resources Committee.					Implementation of McCloud remedy (see Risk 2)			
Inherent Risk Score					Residual Risk Score						
Likelihood	4	Impact	4	Total	16(VH)	Likelihood	4	Impact	4	Total	16 (VH)

Corporate Risk Register



Risk 2	Firefighter's Pension Scheme – impact of McCloud remedy and Matthews / O'Brien Case.										
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			
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.			These are national issues with the Fire Service being led by the Local Government Association (LGA). The complexities of both cases increase the likelihood of a national skills shortage in this area.					Implementation of McCloud remedy.			
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.			Regular reporting to Policy and Strategy Committee and Pension Board.					Monitoring of situation by Scheme Manager and Local Pension Board.			
Increased risk of legal claims against NFRS.			The Service's Pension Scheme Administrators – West Yorkshire Pension Fund (WYPF) provide services to about half of the Fire Services and have significant specialist knowledge which NFRS has access to.					Regular updates to Policy and Strategy Committee.			
The costs of implementing the remedy are likely to be significant and some of these are expected to fall to individual Fire Authorities.			Draft Tax regulations and pension scheme regulation relating to McCloud has been released for consultation which provides some indication of direction of travel, thus reducing the risk facing the Authority.					Involvement of Head of Finance and scheme administrators at national level.			
			Use of shared pension expertise with Leicestershire and Derbyshire Fire Services.					Review of pension resources			
			Budget provision for additional internal pension resources, although this is proving difficult to source.								
Inherent Risk Score					Residual Risk Score						
Likelihood	4	Impact	4	Total	16(VH)	Likelihood	4	Impact	4	Total	16(VH)

Risk 3	Mobilising	
CRMP: Strategic Goal 3: We will respond immediately and effectively to emergency incidents.		
Risk Owner: Assistant Chief Fire Officer: Service Delivery		
Risk Description	Owner Assurance Commentary	Key Projects
Service is unable to receive and act on emergency calls in contradiction of statutory duty	The Service’s current mobilising supplier remains under the supervision of the French courts, due to challenging financial and operational environments, consequently increasing the risk of mobilisation failure. The ongoing situation is monitored by the Tri-Service Executive Board, with legal, contractual, and technical workstreams being undertaken to reduce and mitigate risk.	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.
System mobilising system - inability to maintain a mobilising system	Further complications to current working arrangements are due to the departure of the Tri-Service Project Manager and impending compliance requirements set by the Home Office. Joint 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.	Familiarity and BCP confidence has developed within control rooms, continual support and communication to be provided to control staff. Testing and exercising schedule in place and reviewed annually.
Replacement Mobilising System (RMS) Failure to procure and deliver new mobilising system	Leicestershire Fire and Rescue Service (LFRS) have indicated their intention to withdraw from Tri-Service arrangements by the end of the current contract with Systel in Oct 24. As a result, this adds further complications to both existing and future working arrangements, increasing the level of complexity in the current contract. Work will need to be undertaken to disaggregate LFRS from current arrangements. Replacement Mobilising System – a current project is underway to specify and procure a new mobilisation system. Initially the project was a Tri-Service Project, however, LFRS have withdrawn from the project. Derbyshire and	Systel monitoring ongoing RMS had dedicated project and governance framework

Corporate Risk Register



					Nottinghamshire continue to proceed with the project, the project risks have been exacerbated by both the withdrawal of LFRS and the challenging operating conditions with Systel.						
Inherent Risk Score					Residual Risk Score						
Likelihood	5	Impact	5	Total	VH (25)	Likelihood	4	Impact	4	Total	16 (VH)

Corporate Risk Register

Risk 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: Corporate Services											
Risk Description			Owner Assurance Commentary				Key Projects				
Negative employee relations.			Engagement through Panels with the JCNP arrangements.				Open communications including effective use of technology to publish key decision minutes.				
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.			SLT champion positive engagement with staff and representative bodies using a variety of channels.				Ensure engagement with employee networks.				
Lack of connection with under-represented employees within our workforce potentially leading to discontent and disengagement			Organisational Development and Communications strategy focus upon staff engagement.				2 -yearly employee survey to identify areas for improvement and address via action plan.				
Potential for post ballot industrial relations issues.			Promotion and support of employee networks to influence and feedback on key issues				Changes to employee networks implemented September 2021.				
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 de-escalate any local issues.				Management of pensions changes arising from changes to regulations.				
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.											
Inherent Risk Score						Residual Risk Score					
Likelihood	4	Impact	3	Total	12 (VH)	Likelihood	3	Impact	3	Total	9 (H)

Risk 5	Workforce sustainability	
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: Corporate Services		
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.
Potential impact on ridership numbers due to decision to delay FF recruitment process as a result of budget uncertainty in 2022.	Monthly ridership meetings to consider deployment of resources by Area Manager (Response) to maintain appliance availability	BCM exercise programme coordinated by Risk and Assurance Team.
Higher than anticipated number of early retirements.	The rollout of a new rostering system will ensure that the Service can manage its operational resources more effectively.	L&D assurance function in place with Service Delivery.
Sickness absence levels may impact upon service delivery.	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.	May need to consider further wholetime recruitment to Apprentice FF roles during 2023-24.
The Service has seen a higher than expected turnover level for support roles during 2021 – 2022 (20%) and the recruitment market has become	Wholetime recruitment completed and two FF apprenticeship courses due to commence April and September 2023 resulting in 27 new FF appointments. Short-term resourcing issues may arise pending outturns from these courses. This will be managed through normal ridership moves.	An Absence Review Group meets quarterly to take an overview of absence trends and instigate appropriate action. A monthly review of long-term absence is undertaken by the Head of People to progress individual issues.
		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.

Corporate Risk Register



increasingly competitive. This may lead to longer vacancy times.				The Service maintain an overview of potential retirements/turnover as part of workforce planning and can respond quickly to projected gaps.							
				Absence levels are monitored and managed to ensure that any issues are identified quickly. Ongoing support for employees via the OH team to address health issues and support return to work. Benchmarking against national sector absence rates ensures that the Service has realistic and meaningful targets. Sickness absence has reduced compared to the same period of 2021-22. Recruitment and retention enhancements implemented to make the Service a more attractive employer and reduce vacancy time. There has been a slow-down in turnover levels for employees in support roles in the latter half of 2022-23.							
Inherent Risk Score					Residual Risk Score						
Likelihood	3	Impact	4	Total	12 (H)	Likelihood	3	Impact	3	Total	9 (H)

Risk 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: Service Delivery		
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>Prevention and Protection strategies in place and local/district business plans within Service Delivery.</p> <p>District profiles that inform Service activity. District Prevention Officers engaged in local Partnerships to identify vulnerable individuals.</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.</p> <p>FI team inform Strategic Leadership Team of outcome, background of individual and cause as soon as practicable after the initial investigation.</p> <p>Serious incident review panel in place to review incidents and Service actions as soon as practicable after the incident.</p> <p>Information sharing across Service departments to learn from events - High Rise Residential Group review information sharing across the Service.</p> <p>Engaged in Nottinghamshire Road Safety Partnership meetings to coordinate road safety initiatives.</p>	<p>Data led Safe and Well now in use to target resources to risk. (DiCE)</p> <p>CFRMIS Vulnerable Persons Module now implemented.</p> <p>Communications steering group linked in with national NFCC campaigns, with a populated campaigns calendar.</p> <p>Further referrer training for partners and other agencies to ensure effective referral of vulnerable people.</p> <p>Development of Safelincs online fire safety portal for low-risk members of the community who don't qualify for a Safe and Well Visit</p> <p>Online platform on Internet site for Responsible Persons to report fire safety defects in line with the Fire Safety (England) Regulations</p> <p>Review of RBIP to ensure proper assessment of risk in the county by external Evaluation Officer from Nottingham Trent University.</p> <p>Community Engagement Officer promoting Fire safety messages and understanding in minority communities.</p>

Corporate Risk Register



<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, including Case Meetings.</p> <p>Increase in productivity relating to SWVs and Audits – detailed within the Community Risk Management Plan.</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>											
Inherent Risk Score					Residual Risk Score						
Likelihood	4	Impact	5	Total	20VH	Likelihood	2	Impact	5	Total	10M

Risk 7	Health, Safety, and Welfare	
CRMP: Strategic Goal 3: We will respond immediately and effectively to emergency incidents.		
Risk Owner: Assistant Chief Fire Officer: Service Delivery		
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>Incident command and operational practices as per national guidance</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>Operational training courses delivered across core skill areas. Compliance monitored centrally.</p> <p>MOC programme with regular audits for compliance</p>
<p>Risk of inaccurate or incomplete risk information being available to crews on the incident ground via the MDT</p>	<p>Risk information includes Site Specific Risk Information, Operational Guidance, Crash Data and Chem Data.</p>	<p>Ongoing review of the SMS to refresh and communicate across the organisation.</p>
<p>Risk arising from not reviewing and implementing improvements based on the recent national reviews of the effects of contaminants</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>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>Station based audit programme.</p> <p>Performance framework that encompasses organisational learning and ongoing performance in place to monitor the effectiveness of service provision.</p>

Corporate Risk Register



					Operational Learning Board providing scrutiny and oversight The establishment of a contaminants working group						Intensified ICT support to improve turnaround times when MDT failures reported. Supplier has recruited new engineer. Ongoing works within 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. Contaminants working group formed and leading work in this area
Inherent Risk Score					Residual Risk Score						
Likelihood	4	Impact	5	Total	20(VH)	Likelihood	2	Impact	4	Total	8(M)

Corporate Risk Register



Risk 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: Corporate Services											
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				The National ESN project is to be paused from April 1 st 2023, for a period of at least 24 months. Therefore it is proposed that this risk is removed from the CRR. Local monitoring will continue via the Service's ESN SPOC.							
Inherent Risk Score						Residual Risk Score					
Likelihood	0	Impact	0	Total	0	Likelihood	0	Impact	0	Total	0

Risk 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: Corporate Services		
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>Risk of Cyber attack affecting service systems and data- potential for impact on service delivery areas</p> <p>Risk that the service cannot maintain its current fleet of operational vehicles due to the availability of spare parts which are severely impacted through global supply chain issues.</p> <p>Risk of lack of Resilience around rescue from height and water tower capability arising from the long term mechanical failure of north ariel ladder platform</p>	<p>Business continuity plans are in place. BCM plans to be reviewed, with testing and exercising on a programmed, auditable basis.</p> <p>NFRS has an operational response degradation policy that can be initiated to meet shortfalls if appliances are not available.</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 cloud-based servers which increase resilience.</p> <p>Head of Procurement and Resources continues to monitor the impact of global supply chain issues.</p> <p>As vehicles and some equipment, notably Light Portable Pumps, are defected it becomes increasingly challenging to ensure a suitable flow of spare parts. The number of LPP failures is reaching a critical point and is managed on a day-to-day basis. Lead time on some parts is around 100 weeks. The equipment team is making every effort to salvage parts from existing stock.</p> <p>BC options for ALP provision being looked into. Interim period will require a greater reliance on over border assistance. Regional agreement already in place.</p>	<p>Tri-Service partners continue to work with Systel to maintain availability of Control Room solution.</p> <p>Resilience is a core element of the RMS programme</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> <p>The procurement of 17 new appliances will significantly alleviate this issue as they will come with new LPPs and be more reliable. However, the first new appliance is at least 18 months away before delivery</p> <p>Two procurement process for two new ALPs in underway but these will not arrive until 2025 due to build times.</p>

Corporate Risk Register



Inherent Risk Score						Residual Risk Score					
Likelihood	4	Impact	5	Total	20 (VH)	Likelihood	2	Impact	4	Total	8

Corporate Risk Register



Risk 11		Legal knowledge									
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: Corporate Services											
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	1	Impact	4	Total	4 (L)

Risk 12		Programme governance									
CRMP: Strategic Goal 5: We will continue our improvement journey to deliver an outstanding Service.											
Risk Owner: Assistant Chief Fire Officer: Corporate Services											
Risk Description			Owner Assurance Commentary				Key Projects				
The risk that the Service fails to effectively prioritise and resource programmes and projects, resulting in acute capacity issues and potential financial strain			<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>Strong external scrutiny through authority reporting</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	1	Impact	4	Total	4 (L)

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: Corporate Services											
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.					Environmental considerations to be added to formal reporting to ensure factored into governance and decision making			
Evolving Government Policy concerning withdrawal of fossil fuel powered vehicles.			Environmental Strategy in place and reviewed.					All new build construction projects environmental sustainability as part of design.			
			Procurement process considers ‘whole life’ implications of equipment and other products bought into service.					Procurement of specialist vehicles, pumping appliances and light fleet include consideration of environmental impact as part of vehicle design/selection.			
			When procuring services, tender requirements include assessment of environmental management of the service.								
			Collaborative working with the Environment Agency and partners at operational incidents.								
Inherent Risk Score						Residual Risk Score					
Likelihood	2	Impact	4	Total	8 (M)	Likelihood	1	Impact	4	Total	5 (L)

Corporate Risk Register



Ref 15		Service Reputation									
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: Corporate Services											
Risk Description			Owner Assurance Commentary				Key Projects				
The risk that public will lose confidence in their fire service through current national media reporting, HMICFRS findings and the LFB Cultural review.			HMICFRS reported the service as Good for its People Pillar and in each of the four diagnostic areas within the People area.				Ongoing communication and engagement plan that includes CFO direct communications, SLT visits, effective use of technology to publish key decision minutes.				
Risk the Service becomes involved in a case which makes local/national headlines			HR case investigation undertaken in line with guidelines.				EDI action plan				
			General awareness and role specific training delivered to all staff groups on various EDI topics				Ongoing development of staff networks				
							Development of open seat principle at SLT meetings				
							Diverse representation of staff and partners at promotion panels				
							Ongoing adoption of national Code of Ethics				
							EDI training plan across 2023/24				
							Staff Survey				
							Further development of advisory committees				
							The embedding of EDI strands across operational training courses, exercises and the initial firefighter trainee course				
Inherent Risk Score						Residual Risk Score					
Likelihood	3	Impact	5	Total	15(H)	Likelihood	3	Impact	4	Total	12(H)

Corporate Risk Register



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Document Control

Title	Corporate Risk Register
Person responsible	Risk and Assurance Manager
Date last updated	March 2023
Status	Released

Revision Record

Summary of changes	Date of change
Full annual 'deep dive' review of document. Notably a number of risk areas linked to IA updated to reflect that industrial action is no longer a foreseeable risk. Risk 14- Service reputation. New risk added to reflect national position on fire service culture. Update report to summarise changes given to Finance and Resource Committee. Change submitted to Finance and Resources Committee 24 th March 2023	13/03/2023
Risk 3- Risk elevated to very high. This is due to the alignment of risk with the Fire Control Tri-Services Risk Register and the increasing likelihood of industrial action.	23/11/2022
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.	01/04/2022

Corporate Risk Register



Risk 4 – Residual risk increased to reflect impact of pension remedy 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



NOTTINGHAMSHIRE
Fire & Rescue Service
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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