



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

CORPORATE RISK MANAGEMENT

Report of the Chief Fire Officer

Date: 20 October 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;
- Note the most recent version of the Corporate Risk Register attached at Appendix A.

CONTACT OFFICER

Name :	Damien West Assistant Chief Fire Officer
Tel :	0115 8388100
Email :	damien.west@notts-fire.gov.uk
Media Enquiries Contact	Corporate Communications Team 0115 8388100 corporatecomms@notts-fire.gov.uk

1. BACKGROUND

- 1.1 This report provides an overview of the current levels of risk facing the Authority.
- 1.2 At the Finance and Resource Committee meeting in April 2023, it was agreed to return the frequency of this report back to six monthly. This followed a reduction in the overall levels of risk facing the Authority against previous reports.
- 1.3 The Service 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.

2. REPORT

- 2.1 The Authority's Corporate Risk Register (CRR) details those risks that are significant enough to warrant oversight 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.
- 2.2 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. For example, budgets, the firefighters pension scheme, and mobilising.
- 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	Change in risk
Risk 3	Mobilising	16 very high	No change
Risk 1	Balanced budget	12 high	Reduced from 16- VH
Risk 2	Firefighters Pension Scheme	12 high	Reduced from 16- VH
Risk 15	Service reputation	12 high	No change
Risk 6	Preventable deaths	10 high	No change
Risk 4	Employee engagement	9 high	No change
Risk 5	Workforce sustainability	9 high	No change
Risk 7	Health, safety and welfare	8 medium	No change
Risk 9	Availability of resources	8 medium	No change

EXCEPTION REPORTING: RISK AREAS DEEMED ‘VERY HIGH’

- 2.5. Members will be aware from the last report, that when the Risk Register was last reported to this Committee there were three areas of risk reporting at the highest level of ‘very high’ – balanced budget, Firefighters Pension Scheme and mobilising.
- 2.6. The budget position is in a stronger place than last year, largely due to the 2023/24 £5 increase in Council Tax which provided the Authority with an additional £1.6m funding. The likelihood for the need for significant cuts in 2024/25 to balance the budget has been reduced from 4 to 3, giving an overall reduction of risk to High.
- 2.7. The Firefighters Pension Scheme is also showing a reduced risk level of High. This is due to the legislation for both the McCloud and Matthews remedies being passed by Parliament which has reduced the uncertainty around both areas of work.

RISK 3: MOBILISING

- 2.8 The risk of mobilising remains ‘very high’. This is due to the challenging circumstances with the Tri-Service’s current mobilising system, the resource requirements to manage the procurement and implementation of a replacement mobilising system, and the disaggregation of Leicestershire Fire and Rescue Service from the current Tri-Service Control arrangement.
- 2.9 All of the workstreams associated with mobilising come under the governance of a specific project board led by the Assistant Chief Fire Officer responsible for strategic collaboration. These workstreams also have individual project risk registers to allow for the active monitoring of specific risks.

RISK MONITORING

- 2.10 There are no new risk areas facing the Authority since the previous report.
- 2.11 All risk areas have been reviewed and whilst some of the specific areas of risk, and the specific control measures have changed, the risk ratings have remained the same as previously reported. As such there is no escalation or de-escalations to report.

ASSURANCE

- 2.12 Risk management formed part of the 2022/23 audit programme. The audit report was presented to this Committee in June 2023. It provided an opinion of ‘substantial assurance’, concluding that:
 - Risks are closely managed, including through a corporate risk register that is actively maintained – reviewed, updated, and reported.

- Community Risk Management Plan (CRMP) is in place, with arrangements to measure progress on its delivery.
- Emerging national and local risk issues are identified and addressed by local actions.

2.13 'Substantial assurance' is the highest level of assurance that can be awarded.

3. FINANCIAL IMPLICATIONS

- 3.1 All the risks identified have the potential to have financial implications. Where these can be quantified and known to be likely, these are built into the Authority's budgets, as are the costs of any mitigating actions.
- 3.2 The Reserves Strategy is reviewed annually as part of the Medium-Term Financial Strategy. Reserve levels are set at a level appropriate to the risk that the Authority faces. The Corporate Risk Register is a key consideration when setting the General Fund Reserve minimum level.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are a number of 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 Corporate Risk Register attached at Appendix A.

5. EQUALITIES IMPLICATIONS

- 5.1 An equality impact assessment has not been undertaken because this report consolidates existing work streams.
- 5.2 Risk 15, Service Reputation, links to the national reports of culture within a number of fire and rescue services. 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 Members:

- 10.1 Endorse the Service's approach to managing the key risks to the Authority.
- 10.2 Note the most recent version of the Corporate Risk Register attached at Appendix A.

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

October 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.

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	Risk 3	Mobilising
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	Risk 9	Availability of resources
	Risk 10	REMOVED April 2022
	Risk 11	Legal knowledge- Removed March 2023
	Risk 12	Programme governance- Removed March 2023
	Risk 13	Environmental impact- Removed March 2023
	Risk 14	REMOVED April 2022
	Risk 15	Corporate Reputation
Document Control		Last update- October 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.

L I K E L I H O O D	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				3 Mobilising	
	3			4 Employee engagement 5 Workforce sustainability	1 Budgets 2 Pensions 15 Service reputation 9 Availability of resources	
	2				7 Health, Safety and Welfare	6 Preventable Deaths
	1					
		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									
<p>Medium term risk of not being able to set a balanced budget due to uncertain funding position and economic climate.</p>						<p>MTFS to consider all aspects of funding and expenditure – to be reported to Fire Authority in December 2023.</p> <p>A one year funding settlement is expected for 2024/25 which leaves uncertainty over funding beyond this. The General Election is expected during 2024 which could lead to political change for financial years 2025/26 onwards.</p> <p>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.</p> <p>Participation in devolution discussions to protect financial position of the Authority.</p> <p>Rigorous budget monitoring procedures in place. Budget monitoring reported regularly to SLT and Finance and Resources Committee.</p>						<p>Futures 2025 Efficiency Strategy Phase 2.</p> <p>Reserves Strategy.</p> <p>Medium-Term Financial Strategy (MTFS).</p> <p>Capital Strategy</p> <p>Treasury Management Strategy / Prudential Code</p> <p>Comprehensive Spending Review</p> <p>Implementation of McCloud remedy (see Risk 2)</p> <p>Appointment to Head of Finance / Treasurer role</p>									
<p>Key risks are:</p> <ul style="list-style-type: none"> • One year funding settlement • General Election creating political uncertainty • Inflation uncertainty • Pay award uncertainty • Reliance on one off grants • Cost of Living Crisis • Risk of not delivering savings through Efficiency Strategy • Current vacancy in Head of Finance role creates a knowledge gap and potential lack of overview of the budget process. 																					
Inherent Risk Score											Residual Risk Score										
Likelihood	3	Impact	4	Total	12(H)	Likelihood	3	Impact	4	Total	12(H)										

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
<p>Although legislation has now been laid before parliament there remain some uncertainties around how to implement some of the more complex areas.</p> <p>There remains a lack of national guidance in some areas of the legislation.</p> <p>Increased complexity and additional associated workload for NFRS staff and pension administration will have impact on ability to meet the 18-month deadline for implementation.</p> <p>There is a national shortage of skilled personnel in this area, and it is expected that the Service will experience significant difficulties in appointing staff with appropriate knowledge to implement the legislation.</p> <p>There is a risk that national advice will not be in place in order to implement all aspects of the legislation.</p> <p>The service may not be able to deliver a timely and accurate pension administration service.</p>	<p>Legislation has now been laid before Parliament for both the McCloud remedy and Matthews / O’Brien case. Both pieces of legislation became live from October 23. This has reduced the uncertainty and risk level related to these cases. It also reduces the risk of test legal claims against the Authority.</p> <p>The Service now has 18 months to ensure that the legislation is implemented.</p> <p>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.</p> <p>Use of shared pension expertise with Leicestershire and Derbyshire Fire Services.</p> <p>Budget provision for additional internal pension resources, although this is proving difficult to source. Approval of a fixed term role within POD team to manage the administration of the Matthews/McCloud exercise which is likely to be a 2-year project commencing October 23. The Payroll team has been restructured to reflect the increasing workload relating to pensions.</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> <p>Review of pension resources</p>

Corporate Risk Register



The national costs of implementing the remedy are likely to be significant and some of these are expected to fall to individual Fire Authorities.											
Inherent Risk Score					Residual Risk Score						
Likelihood	3	Impact	4	Total	12(H)	Likelihood	3	Impact	4	Total	12(H)

Risk 3	Mobilising	
CRMP: Strategic Goal 3: We will respond immediately and effectively to emergency incidents.		
Risk Owner: Assistant Chief Fire Officer: Strategic Collaboration Lead		
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 (last court visit 12 September 2023), due to challenging financial and operational environments, consequently increasing the risk of mobilisation failure.	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	The ongoing situation is monitored by the Tri-Service Executive Board, with legal, contractual, and technical workstreams being undertaken to reduce and mitigate risk. Systel return to the French Courts 26 September 2023 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. Systel situation, monitoring ongoing by the Tri-Service Exec Board
Replacement Mobilising System (RMS) Failure to procure and deliver new mobilising system	Leicestershire Fire and Rescue Service (LFRS) are withdrawing 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, due to the steps required to disaggregate current tri arrangements. 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 Nottinghamshire continue to proceed with the project, the	Replacement Mobilising System has dedicated project and governance framework, which reports into both Derbyshire and Nottinghamshire FRS’s and Fire Authorities. A disaggregation working group has been established, which will report into existing Tri-Service governance. The group will oversee the disentanglement of LFRS from the tri-service. A BCM working group has been established to oversee changes in the provision of both the mobilising system and working arrangements and their impact on BCM practices/arrangements, to ensure the appropriate level of resilience.

Corporate Risk Register



					<p>project risks have been exacerbated by both the withdrawal of LFRS and the challenging operating conditions with Systel.</p> <p>The current mobilisation suppliers' market is challenging, due to the limited number of suppliers and the increased in demand for new mobilisation systems. This could have a negative impact on both cost and quality of any proposed solution, and the procurement process.</p>						<p>A temporary Assistant Chief Fire Officer has been appointed to protect the interests of both DFRS and NFRS, and to oversee all mobilisation interrelated workstreams.</p>
Inherent Risk Score					Residual Risk Score						
Likelihood	5	Impact	5	Total	VH (25)	Likelihood	4	Impact	4	Total	16 (VH)

Risk 4	Employee engagement
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Corporate Risk Register



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. 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.	SLT champion positive engagement with staff and representative bodies using a variety of channels. Organisational Development and Communications strategy focus upon staff engagement.	2 -yearly employee survey to identify areas for improvement and address via action plan.
Lack of connection with under-represented employees within our workforce potentially leading to discontent and disengagement	Promotion and support of employee networks to influence and feedback on key issues. Continual dialogue with the representative bodies to de-escalate any local issues.	Employee networks Management of pensions changes arising from changes to regulations.
Potential for post ballot industrial relations issues.	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.	'Resourcing to Risk' project
The outcomes from the Firefighter national pension tribunals (McCloud and Matthew cases) may result in individual or collective changes which could result in IDRP, pension ombudsman or High Court or Tribunal Claims. Proposed changes to the crewing model and associated changes to the collective agreement present a period of change that may present some risk to this area of employee engagement.	Proactive engagement with personnel, rep bodies and a clear and proactive comms plan will assist in mitigating this element of risk associated with proposed changes. Response will utilise tried and tested approach to consultation and engagement in relation to the relocation of personnel. Personnel moving to Ashfield, to facilitate the required crewing numbers, have been identified, selected and	

Corporate Risk Register



					informed with no grievances received or raised. Further engagement will continue to support this approach.									
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.
Higher than anticipated number of early retirements.	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.
Sickness absence levels may impact upon service delivery.	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.
The Service has seen a higher than expected turnover level for support roles during 2022 – 2023 (21%) and the recruitment market has become increasingly competitive. This may lead to longer vacancy times.	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.	Decision taken by SLT to authorise Firefighter recruitment, commencing early 2024 and to recruit to full establishment.
	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.

	<p>The Service maintain an overview of potential retirements/turnover as part of workforce planning and can respond quickly to projected gaps.</p> <p>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 2022-23.</p> <p>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.</p> <p>Steps have been taken to address the immediate deficit in the establishment and wholetime ridership including transferees and focussed recruitment efforts in order to bring the establishment back to full by the end of 2024/25. These efforts are proving effective with up to 15 personnel identified to join the Service by January 2024. This work is ongoing and will monitor the establishment and associated workstreams.</p>	Establishment (mind the gap) Project Board
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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>



	<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> <p>The Service is proposing to reallocate resources to best mitigate the presented risks through the 2021 Fire Cover Review, which was independently undertaken by ORH. This will see the Service propose to reinstate Ashfield Fire Station as a 24/7 wholetime station as well as allocate additional resources to community engagement areas. This is on track to be implemented by the end of November 2023.</p>	<p>‘Resourcing to Risk’ project</p>
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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>Operational Learning Board providing scrutiny and oversight</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> <p>Intensified ICT support to improve turnaround times when MDT failures reported. Supplier has recruited new engineer. Ongoing works within ICT on MDT platform.</p>

Corporate Risk Register



					<p>The establishment of a contaminants working group</p>					<p>Systems in place to allow for more frequent remote checking of functionality and updating of MDT risk data</p> <p>Project includes use of secondary device.</p> <p>Longer term programme of work initiated in relation to the future provision of a mobilising system for the Service.</p> <p>Contaminants working group formed and leading work in this area</p>				
Inherent Risk Score					Residual Risk Score									
Likelihood	4	Impact	5	Total	20(VH)	Likelihood	2	Impact	4	Total	8(M)			

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 due in Service by Apr 24 with the remaining 16 due in Service by Apr 25.</p> <p>The tender for 2 new ALPs closed in Apr 23, however the appointment of a build contractor remains undecided. Suppliers are still reporting chassis delivery lead times remain at 18 months. In service delivery time will now be mid 2025.</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



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)

Document Control

Corporate Risk Register



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

Revision Record

Summary of changes	
Full review of document and reference at CRMP AB in preparation for FA reporting.	26/09/2023
Full review of risks 1 and 2 by risk owner. Risk rating reduced from VH to H	24/09/2023
Risk 3 review by risk owner. Updates added- remains at VH	20/09/2023
Risk 4 & 6 – addition of ‘Resourcing to Risk’ project implications and mitigations this presents	07/06/2023
Recommendation presented to FA (31 st March 2023) all agreed. Risk 8 ESN, Risk 11 Legal Knowledge, risk 12 Programme Governance, and risk 13 Environmental now removed.	01/04/2023
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 31 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	05/07/2022

Corporate Risk Register



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	
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 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.	01/04/2022
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

Corporate Risk Register



NOTTINGHAMSHIRE
Fire & Rescue Service
 Creating Safer Communities

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
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
Risk 4 & 6 – addition of 'Resourcing to Risk' project implications and mitigations this presents	07/06/2023
Risk 4 & 6 – updated information for mitigations	14/09/2023