



**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:** 22 March 2024

**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 detailed in Appendix A.

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## 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 that the frequency of this report would be extended to six monthly following 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, the Service aims 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 current CRR can be found in Appendix A. This is subject to a monthly full review in each of the identified risk areas.
- 2.3 Many of the risks to the Authority are 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 2	Firefighters Pension Scheme	12 high	No change
Risk 15	Service Reputation	12 high	No change
Risk 9	Availability of Resources	12 high	Increased from 8 - M
Risk 1	Balanced Budget	8 medium	Reduced from 12 – H
Risk 3	Mobilising	12 medium	Reduced from 16 – VH
Risk 4	Employee Engagement	6 medium	Reduced from 9 - H
Risk 5	Workforce Sustainability	6 medium	Reduced from 9 – H
Risk 6	Preventable Deaths	10 medium	No change
Risk 7	Health, Safety and Welfare	8 medium	No change

## **EXCEPTION REPORTING: RISK AREAS DEEMED 'VERY HIGH'**

- 2.5 In the last report, Members will be aware that there was one area of risk reporting at the highest level of 'very high' – mobilising. For this report, there are now no areas of risk reporting at this level.
- 2.6 Risk 3 – relating to mobilising, has been reduced to a rating of 'high' following a review of the current residual risk. Mitigations, including revised business continuity planning, development across key workstreams, the approval of a further 'lot' in the procurement of the replacement mobilising system, and continued oversight, management and scrutiny in place, has reduced this risk. Residual risks do continue in relation to disaggregation of the current Tri-Service approach, however these continue to be managed proactively.

## **RISK MONITORING**

- 2.7 There are no new identified risks areas facing the Authority since the previous report.
- 2.8 All risk areas have been reviewed and there is a downward trend in relation to risks facing the Authority in this period with the exception of one risk, availability of resources:
- a) The agreement of the 2024/25 budget, including setting of the precept for local council tax, has given stability to the immediate term in relation to delivering a balanced budget (Risk 1).
  - b) The likelihood of risks arising from employee engagement (Risk 4) have reduced through continued, proactive engagement with the workforce and representative bodies. Whilst there continues to be a number of national considerations in relation to this area of risk, local relations and engagement remain positive. Revised business continuity plans for key areas of service delivery ensure that mitigations are in place should this risk increase.
  - c) The likelihood of risk arising from workforce sustainability (Risk 5) has also reduced through continued, focussed workforce planning and recruitment. Steps have been taken to address a deficit in the wholtime establishment with twenty new firefighters due to start their training in April 2024. There has also been a reduction in turnover of personnel within the On-Call workforce and recruitment of 24 new trainee firefighters to this duty system. A previous increase in leavers, and challenges recruiting to vacant support roles, has been addressed through recruitment and retention enhancements, and the Service is seeing a lower turnover of personnel in these positions too.
  - d) Absence levels are proactively monitored and managed to ensure that emerging issues and trends are identified and addressed.

- e) The risk of availability of resources (Risk 9) has increased from medium, to high risk, due to an increase in the likelihood of disruption to the availability of resources, specifically fire appliances and equipment. The Service currently faces a number of potential risks in relation to the procurement of new appliances in relation to availability, costs and timescales, as well as challenges to the supply chain for new equipment and maintenance parts. This risk continues to be monitored closely by Service management with engagement with suppliers continuing both directly and through the National Fire Chiefs' Council (NFCC).

## **ASSURANCE**

- 2.9 The Authority has an agreement with Nottinghamshire County Council for the provision of internal audit services, and an Internal Audit Charter which was adopted in 2022. This cycle of audit reviews the key areas of governance, risk management and control environment over a multi-year cycle.
- 2.10 This year's internal audit programme concludes at the end of March 2024 and will be reported to Members at a future meeting.

### **3. FINANCIAL IMPLICATIONS**

There are a no financial implications arising from this report.

### **4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS**

There are no human resource or learning and development implications arising from this report.

### **5. EQUALITIES AND ETHICAL 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 The monitoring and management of key risks ensures that the Service continues to deliver an efficient, effective and professional service to communities. Management of the key risks ensure that effective leadership is demonstrated, in line with the Fire Service Core Code of Ethics.

### **6. ENVIRONMENTAL AND SUSTAINABILITY IMPLICATIONS**

There are no environmental or sustainability implications arising from this report.

## **7. LEGAL IMPLICATIONS**

There are no legal implications arising from this report.

## **8. RISK MANAGEMENT IMPLICATIONS**

- 8.1 The failure of the Authority to effectively manage the risks to which it is exposed poses additional risk in itself, 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.
- 8.2 This report, and the proactive management of the risks highlighted, ensures an effective approach and awareness of corporate risks, their mitigations, and residual risk to 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 detailed in 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*

March 2024



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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

<b>Index</b>		<b>Page 2</b>
<b>Introduction</b>		<b>Page 3</b>
<b>Residual Risk Changes</b>		<b>Page 4</b>
<b>Risk Register</b>	<b>Risk 1</b>	Inability to set a balanced budget
	<b>Risk 2</b>	Firefighter's Pension Scheme – impact of McCloud remedy and other ongoing legal cases.
	<b>Risk 3</b>	Mobilising
	<b>Risk 4</b>	Employee engagement
	<b>Risk 5</b>	Workforce sustainability
	<b>Risk 6</b>	Preventable deaths
	<b>Risk 7</b>	Health, Safety, and Welfare
	<b>Risk 8</b>	Emergency Services Network- Removed March 2023
	<b>Risk 9</b>	Availability of resources
	<b>Risk 10</b>	REMOVED April 2022
	<b>Risk 11</b>	Legal knowledge- REMOVED March 2023
	<b>Risk 12</b>	Programme governance- REMOVED March 2023
	<b>Risk 13</b>	Environmental impact- REMOVED March 2023
	<b>Risk 14</b>	REMOVED April 2022
	<b>Risk 15</b>	Corporate Reputation
<b>Document Control</b>		Last update- March 2024 MR
<b>Revision Record</b>		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
		<b>IMPACT</b>				

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	
<b>Likelihood</b>	5					
	4					
	3			4 Employee engagement 5 Workforce sustainability	2 Pensions 15 Service reputation 9 Availability of resources 3 Mobilising	
	2				7 Health, Safety and Welfare 1 Budgets	6 Preventable Deaths
	1					
		1	2	3	4	5
<b>Impact</b>						

<b>Risk 1</b>	<b>Inability to set a balanced budget and to contain spending within existing budgets</b>		
<b>CRMP: Strategic Goal 6:</b> We will manage and invest in our Service to ensure it is fit for the future.			
<b>Risk Owner: Head of Finance (on behalf of the CFO)</b>			
<b>Risk Description</b>	<b>Owner Assurance Commentary</b>	<b>Key Projects</b>	
<p>Medium term risk of not being able to set a balanced budget due to uncertain funding position and economic climate.</p>	<p>MTFS considered all aspects of funding and expenditure – reported to Fire Authority in December 2023. The £5 referendum limit was not granted from government in the final settlement and therefore the maximum limit for council tax increase is 2.95%</p> <p>A one-year funding settlement for 2024/25 leaves uncertainty over funding beyond 2024/25. NFRS was granted additional funding of 4% for the funding guarantee. This resulted in additional funding of £738k for 2024/25 only.</p> <p>The General Election is expected during 2024 which could lead to political change for financial years 2025/26 onwards.</p> <p>At the February Fire Authority meeting the fire authority approved the recommendation a of 2.95% council tax increase. This will leave a deficit in 2024/25 of £138k, this will be able to met from the reserves. This establishes the budget for the next 12 months.</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>Appointed a Head of Finance / Treasurer role</p>	
<p>Key risks are:</p> <ul style="list-style-type: none"> <li>• One year funding settlement</li> <li>• General Election creating political uncertainty</li> <li>• Inflation uncertainty</li> <li>• Pay award uncertainty</li> <li>• Reliance on one off grants</li> <li>• Cost of Living Crisis</li> <li>• Risk of not delivering savings through Efficiency Strategy</li> </ul>	<p>Careful use of reserves going forward 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>		

## Corporate Risk Register



<ul style="list-style-type: none"> <li>Current vacancy in Head of Finance role creates a knowledge gap and potential lack of overview of the budget process.</li> </ul>		Rigorous budget monitoring procedures in place. Budget monitoring reported regularly to SLT and Finance and Resources Committee.									
Inherent Risk Score					Residual Risk Score						
Likelihood	3	Impact	4	Total	12(H)	Likelihood	2	Impact	4	Total	8 (M)



<b>Risk 2</b>	<b>Firefighter’s Pension Scheme – impact of McCloud remedy and Matthews / O’Brien Case.</b>	
<b>CRMP: Strategic Goal 6:</b> We will manage and invest in our Service to ensure it is fit for the future.		
<b>Risk Owner: Head of Finance (on behalf of the CFO)</b>		
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>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. In addition, a temporary Payroll /Pensions role has been appointed to help the payroll team with the backlog of work (Feb 2024). This will be funded from the grant The Payroll team has been restructured to reflect the increasing workload relating to pensions. The new permanent post of Deputy Payroll and Pensions role is out to advert with 6</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 service may not be able to deliver a timely and accurate pension administration service.		applications. The interviews are to take place at the end of February.									
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)

<b>Risk 3</b>	<b>Mobilising</b>	
<b>CRMP: Strategic Goal 3: We will respond immediately and effectively to emergency incidents.</b>		
<b>Risk Owner: Assistant Chief Fire Officer: Strategic Collaboration Lead</b>		
<b>Risk Description</b>	<b>Owner Assurance Commentary</b>	<b>Key Projects</b>
Service is unable to receive and act on emergency calls in contradiction of statutory duty.	The Service along with Derbyshire Fire and Rescue Service (DFRS) are in current negotiations to agree a contract extension with Systel, the mobilisation provider. This will cover the period between the end of the existing contract and the 'Go live' of the new replacement mobilising system.	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.
	To enable the above, the Service & DFRS also need to enter into a 'Hosting Agreement' with Leicestershire FRS (LFRS). Negotiations continue to facilitate this.	Familiarity and BCP confidence has developed within control rooms, continual support and communication to be provided to control staff.
	The ongoing situation is monitored by the Tri-Service Executive Board, with legal, contractual, and technical workstreams being undertaken to reduce and mitigate risk.	Testing and exercising schedule in place and reviewed annually.
Replacement Mobilising System (RMS) Failure to procure and deliver new mobilising system	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. BCM Plans are being reviewed and amended to reflect new working arrangements.	Systel performance, monitoring ongoing by the Tri-Service Exec Board
	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 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



	<p>Replacement Mobilising System (RMS)– a current project is underway to specify and procure a new mobilisation system. Both NFRS &amp; DFRS Fire Authorities have approved capital budgets to support investment. In 2024/25 £2m capital costs have been added to the capital budget a further £1m in 2025/26 and £300k in 2026/27</p> <p>To date the have procured a number of key elements of a new system, and have begun the design and build of the new RMS</p> <p>. This is subject to approval at February Fire Authority.</p>	<p>their impact on BCM practices/arrangements, to ensure the appropriate level of resilience.</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>
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Inherent Risk Score					Residual Risk Score						
Likelihood	3	Impact	5	Total	15 (H)	Likelihood	3	Impact	4	Total	12 (H)

<b>Risk 4</b>	<b>Employee engagement</b>	
<b>CRMP: Strategic Goal 4:</b> We will continue to support and develop our workforce and promote an inclusive Service, further supports the Service commitment to EDI.		
<b>Risk Owner: Assistant Chief Fire Officer: Corporate Services</b>		
<b>Risk Description</b>	<b>Owner Assurance Commentary</b>	<b>Key Projects</b>
Negative employee relations.	Engagement through Panels with the JCNP arrangements. On-going consultation with representative bodies on issues affecting the workforce.	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.	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	Organisational Development and Communications strategy focus upon staff engagement. Promotion and support of employee networks to influence and feedback on key issues.	Employee networks
Potential impact of functional reviews arising from the Futures 25 programme in specific work areas.	Engagement with representative bodies and impacted employees as an integral part of functional reviews to ensure all views are heard and any proposed changes are subject to consultation. Input into consultation processes via the LGA at strategic and Authority level. Maintaining an overview of national pay issues and communicating to employees. Planning for potential industrial action at the appropriate time as part of business continuity arrangements.	Futures 25 programme Business Continuity arrangements.
At a national level, the LGA is engaging in pay negotiations (annual cost-of-living increases) with the employee side to establish a pay offer for 2024-25. This has the potential for future industrial action	Pension issues are being managed through the Pensions Scheme Manager to mitigate any risks, deal with issues as	Management of pensions changes arising from changes to regulations.



# Corporate Risk Register



<p>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.</p>	<p>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.</p>	
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Inherent Risk Score					Residual Risk Score					
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Likelihood	2	Impact	3	Total	6 (M)	Likelihood	2	Impact	3	Total	6 (M)
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<b>Risk 5</b>	<b>Workforce sustainability</b>	
<b>CRMP: Strategic Goal 4:</b> We will continue to support and develop our workforce and promote an inclusive Service, further supports the Service commitment to EDI.		
<b>Risk Owner: Assistant Chief Fire Officer: Corporate Services</b>		
<b>Risk Description</b>	<b>Owner Assurance Commentary</b>	<b>Key Projects</b>
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, turnover, skills and competencies and workforce requirements.  BCM exercise programme coordinated by Risk and Assurance Team.
Wholetime workforce	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.	L&D assurance function in place with Service Delivery.  Decision taken by SLT to authorise Firefighter recruitment, commencing early 2024 and to recruit to full establishment.
	The Service maintains a close overview of potential retirements/turnover as part of workforce planning so that it can respond to projected gaps. It should be noted that an outcome from the Firefighter Pension Scheme remedy changes may result in a higher level of potential wholetime (WDS) retirements for those who are eligible to retire under 1992 FPS benefits during 2024-25.	Establishment (Filling the gap) workforce planning board
	Steps have been taken to address deficiencies in the WDS establishment and ridership caused by the decision not to recruit in 2022. In April 2024, 20 trainee	



<p>On -call recruitment</p>	<p>firefighters will commence a WDS courses and four On Call firefighters will migrate to WDS. This will result in a balanced WDS Establishment of 431. Projected retirements in 2024/25 will be balanced by a further WDS course of 12 trainee firefighters in January 2025 and the use of the transferee holding list following the successful transferee process in 2023/24 (that resulted in 15 firefighters joining the service).</p> <p>There has been a reduction in turnover levels within the OnCall workforce (estimated to be up to +14 at the end of 2023/24) and the recruitment of 24 new trainees during 2024-25 which will support OnCall availability. Recruitment to On Call roles continues to present a challenge, and alongside the retention of existing On Call firefighters, remains a priority. A dedicated OnCall Support Team manages OnCall recruitment campaign throughout the year.</p> <p>A previous increase in turnover and challenges in recruiting to appointments to support roles has been addressed through recruitment and retention enhancements to make the Service a more attractive employer and reduce vacancy time. There has been a reduction in turnover levels for employees in support roles during 2023-24.</p>	
<p>Support roles</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.</p>	

**Corporate Risk Register**



Sickness absence levels may impact upon service delivery.											
<b>Inherent Risk Score</b>					<b>Residual Risk Score</b>						
<b>Likelihood</b>	<b>2</b>	<b>Impact</b>	<b>3</b>	<b>Total</b>	<b>8 (M)</b>	<b>Likelihood</b>	<b>2</b>	<b>Impact</b>	<b>3</b>	<b>Total</b>	<b>6 (M)</b>

Risk 6	Preventable deaths	
<b>CRMP: Strategic Goal 1:</b> We will help people stay safe from fires and other emergencies.		
<b>CRMP: Strategic Goal 2:</b> We will improve fire safety in the buildings people live and work in.		
<b>Risk Owner: Assistant Chief Fire Officer: Service Delivery</b>		
Risk Description	Owner Assurance Commentary	Key Projects
<p>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>	<p>A Community Safety Strategy is in place. District profiles that inform Service activity. District Prevention Officers engaged in local Partnerships to identify vulnerable individuals.</p> <p>Wholetime stations develop a quarterly Community Safety Plan and On Call stations submit a 'community engagement proposal' for approval to ensure that their prevention activities are targeted to those most at risk. They also support national prevention campaigns through local activity.</p> <p>15,000 Safe and Wells Visits will have been undertaken in 2023/24. The majority of these are identified through partner referrals from organisations that have been trained in fire risk and our person-centred CHARLIE profile by NFRS. Others are identified from our risk stratification index that uses various data sources to identify high risk domestic premises, or follow significant incidents that heighten then communities interest in adopting safety measures.</p> <p>Safelincs online fire safety portal for low-risk members of the community who don't qualify for a Safe and Well Visit</p>	<p>. (DiCE)</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>Community Engagement Officer promoting Fire safety messages and understanding in minority communities.</p> <p>'Resourcing to Risk' project</p>



	<p>Data led Safe and Well now in use to target resources to risk plus</p> <p>Review of Prevention Department to ensure we resource to risk and embed community engagement activities</p> <p>Information sharing with the new Building Safety Regulator</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>Prevention &amp; Protection activities are evaluated and quality assured. These processes are reported and monitored through the quarterly evaluation and assurance board.</p>	
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	<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>Online platform on Internet site for Responsible Persons to report fire safety defects in line with the Fire Safety (England) Regulations</p> <p>Revised Risk Based Inspection Programme</p> <p>The Service resources to risk. An independent review of Fire Cover is regularly undertaken with the next one scheduled for 2024/25. As a result of the last Fire Cover Review, Ashfield Fire Station returned to 24/7 wholetime cover in November 2023 which improves our response to incidents.</p> <p>Various mechanisms are in place to keep as many of our appliances available as we can at all times (detachments, On Call Support Team mobilisation, short crewing etc.). A carefully considered Degradation Procedure is in place to ensure that best response coverage is achieved at times where resources are unavailable.</p>	
<p><b>Inherent Risk Score</b></p>	<p><b>Residual Risk Score</b></p>	

# Corporate Risk Register



**NOTTINGHAMSHIRE**  
Fire & Rescue Service  
*Creating Safer Communities*

Likelihood	4	Impact	5	Total	20 (VH)	Likelihood	2	Impact	5	Total	10 (M)
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Risk 7	Health, Safety, and Welfare	
<b>CRMP: Strategic Goal 3:</b> We will respond immediately and effectively to emergency incidents.		
<b>Risk Owner: Assistant Chief Fire Officer: Service Delivery</b>		
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>Governance arrangements:</p> <ul style="list-style-type: none"> <li>• SHSWC oversight of accidents/ near miss occurrences</li> <li>• SDEAG oversight for operational competence</li> <li>• JOL/NOL monitored through Strategic Resilience Group and Ops Learning Board</li> </ul>	<p><b>Health and Safety:</b></p> <ul style="list-style-type: none"> <li>• New five year plan being produced by Health and Safety Team which looks at all aspects of service health safety and welfare practices. New H&amp;S statement agreed.</li> <li>• 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&amp;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.</li> </ul>
<p>Risk of inaccurate or incomplete risk information being available to crews on the incident ground via the MDT</p>	<p>Premises risk information gathering process provides a structured methodology for assessing the risk from hazards associated with specific operational sites.</p>	<p><b>Operational Preparedness:</b></p> <ul style="list-style-type: none"> <li>• Annual exercise programme, Incident monitoring and Station based audit programme. These programmes are refreshed annually. New core competence training programme completed for 2024/25</li> </ul>
<p>Risk arising from not reviewing and implementing improvements based on the recent national reviews of the effects of contaminants</p>	<p>Operational risk information includes Site Specific Risk Information, Operational Guidance, Crash Data and Chem Data.</p> <p>Operational Training- All acquisition, maintenance of competence and revalidation training is aligned to National Operational Guidance or the relevant industry standard</p> <p>Risk and Assurance Team facilitates learning from operational incidents and exercises through an established debrief and monitoring process to ensure active learning.</p>	<p><b>Operational Risk information:</b></p> <ul style="list-style-type: none"> <li>• Intensified ICT support to improve turnaround times when MDT failures reported. Supplier has recruited new engineer. Ongoing works within ICT on MDT platform.</li> <li>• Systems in place to allow for more frequent remote checking of functionality and updating of MDT risk data.</li> </ul>



<p>Establish methodology of learning from national events such as GTI and MAI- scrutiny through CRMP AM and FA.</p> <p>Service learning from major events affecting FRSs via NOL/JOL to Service Health, Safety and Welfare Committee</p> <p>Contaminants Working Group established to lead on recommendations in this area.</p>					<ul style="list-style-type: none"> <li>Project includes the accessibility of risk information on a secondary device to provide resilience in case of MDT failure.</li> <li>Longer term programme of work initiated in relation to the future provision of a mobilising system for the Service.</li> </ul> <p><b>Contaminants work group:</b></p> <ul style="list-style-type: none"> <li>Contaminants working group established. Recommendations..... (these are coming to AMT on 05/03 Matt -can we update straight after?)</li> </ul>						
<b>Inherent Risk Score</b>					<b>Residual Risk Score</b>						
Likelihood	4	Impact	5	Total	20 (VH)	Likelihood	2	Impact	4	Total	8 (M)

<b>Risk 9</b>	<b>Availability of resources</b>	
<b>CRMP: Strategic Goal 3:</b> We will respond immediately and effectively to emergency incidents.		
<b>CRMP: Strategic Goal 6:</b> We will manage and invest in our Service to ensure it is fit for the future.		
<b>Risk Owner: Assistant Chief Fire Officer: Corporate Services</b>		
<b>Risk Description</b>	<b>Owner Assurance Commentary</b>	<b>Key Projects</b>
<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>Risk associated with framework contract for provision of legal services.</p>	<p>Business continuity plans are in place. BCM plans to be reviewed, with testing and exercising on a programmed, auditable basis. These plans cover all foreseeable business disruption events such as loss of staff, power, fuel etc.</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>NFRS has an operational response degradation policy that can be initiated to meet shortfalls if appliances are not available.</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>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>



<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>Professional advice from the Service’s inhouse procurement team is being sought to identify options to access legal advice in the framework is not available for use.</p> <p>Appliance availability is monitored closely. WDS appliance availability is supported through the use of detachment between stations and ‘short-crewing’ which enables an On Call firefighter to volunteer for a WDS shift. On Call appliance availability is at 85.9% in 2023/24 which places NFRS fourth best in the country. The mobilisation of members of the On Call Support Team, the Alternatively Crewed Vehicle Policy and Dual Employment have had a significant positive impact on availability.</p>											
Inherent Risk Score						Residual Risk Score					
Likelihood	4	Impact	5	Total	20 (VH)	Likelihood	3	Impact	4	Total	12 (H)



Ref 15	Service Reputation	
<b>CRMP: Strategic Goal 4:</b> We will continue to support and develop our workforce and promote an inclusive Service, further supports the Service commitment to EDI.		
<b>Risk Owner: Assistant Chief Fire Officer: Corporate Services</b>		
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.	Futures 25 improvement programme has integrated culture, edi and leadership into the change programme to ensure co-ordination and resourcing of activities to support cultural improvement.
	General awareness and role specific training delivered to all staff groups on various EDI topics	EDI action plan  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**

<b>Title</b>	<b>Corporate Risk Register</b>
<b>Person responsible</b>	<b>Area Manager Risk and Assurance</b>
<b>Date last updated</b>	<b>March 2024</b>
<b>Status</b>	<b>Released- live document. Fire Authority reporting- 6 monthly (unless escalated by request)</b>

**Revision Record**

Summary of changes	
Full review of document in line with FA reporting. Review of each risk area by risk lead. Update made and risk ratings reviewed. Scrutiny at CRMP 27 <sup>th</sup> Feb 2024 for endorsement pre FA reporting.	Feb 2024
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 <sup>st</sup> 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 <sup>th</sup> 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

## Corporate Risk Register



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

## Corporate Risk Register



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
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