



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

CORPORATE RISK MANAGEMENT

Report of the Chief Fire Officer

Date: 19 October 2018

Purpose of Report:

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

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1. BACKGROUND

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

2. REPORT

- 2.1 The Authority's current Corporate Risk Register is attached at Appendix A. The risks contained within this register are those that the Service has identified as being the most significant in terms of impacting on the Service priorities. Members will note the activities in place, and planned to help to control those risks.
- 2.2 A change to Principal Officer responsibilities is reflected in the risk register with risks assigned to the Assistant Chief Fire Officer being re-assigned to the Deputy Chief Fire Officer and vice versa.
- 2.3 The four risks with the highest residual rating, after the application of existing risk control/mitigation measures are – the use of vehicles on Authority business; mobilising; working at height; and emergency services network.
- 2.4 A separate report updating on progress against the Management of Road Risk Action Plan has been submitted to Finance and Resources Committee to provide detail on the underpinning work ongoing to mitigate this risk.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

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

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this report consolidates existing work streams that may themselves be subject to an equalities impact assessment.

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

That Members note the contents of this report.

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

None.

John Buckley
CHIEF FIRE OFFICER

APPENDIX A

CORPORATE RISK REGISTER

Risk Owner: Head of Finance (on behalf of the CFO)									
Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects
Inability to set a balanced budget and to contain spending within existing budgets	Inability to deliver savings identified in Sustainability Strategy. Changes to funding regime 2020/21 Cost uncertainties due to Brexit e.g. increases in equipment costs/supply chain disruption Unforeseen increases in costs Poor budget management results in significant overspend or underspend Political impact on short to medium-term budgets	4	4	16 VH	<p>Medium term financial strategy; Annual review of budget assumptions; Finance staff work with budget holders to develop realistic budgets for essential expenditure which they have the capacity to deliver; Budget holders trained in finance system based budget monitoring; Budget monitoring reported regularly to SLT and F&R Committee. General reserves are risk-assessed to include elements to cover unexpected expenditure and overspends.</p> <p>Recognition that underspends may arise due to early implementation of savings as part of medium term financial strategy, which is a positive situation</p>	3	3	9 H	Creation of working group to review impact of Brexit with key SLT members

Risk Owner: Assistant Chief Fire Officer									
Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects
Mobilising	Service is unable to receive and act on emergency calls in contradiction of statutory duty	4	5	20 VH	Tri-Service 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. Some additional assurance is required from the Tri-Service Control Manager that effective 'fall back' business continuity arrangements are in place and exercised between the three control rooms. The robustness and resilience of communications equipment between control rooms, stations and appliances must be maintained.	4	4	16 VH	<p>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.</p> <p>Familiarity and BCP confidence has developed within control rooms, continual support and communication to be provided to control staff.</p> <p>Testing and exercising schedule required within action plan</p> <p>Ongoing review of resilience crewing arrangements</p>

Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects
Employee engagement	Negative industrial relations arising from a period of austerity and change Risk that the Service will be unable to introduce organisational change due to a lack of employee engagement	3	5	15 VH	SLT champion positive engagement with staff and representative bodies. OD strategy published and in process of being updated. Effective communications in place, tested and confirmed by staff. Issues remain relating to trust at some levels in some areas of the service. These form part of the next phase of OD work. National negotiations relating to pay and broadening the role of Firefighters present a risk of industrial relations tension and action which is beyond the control of NFRS. Regardless, continual open communication is aimed at ensuring informed decisions can be made by all involved.	3	4	12 VH	OD scrutiny group. Communications strategy Open communications including effective use of technology to publish key decision minutes. Values based leadership introduced to supervisory and middle manager development programmes. Ongoing support to Employee Engagement Network.
Workforce sustainability	Inability to maintain sufficient or adequate workforce to meet service requirements. Issues around competency of staff, loss of corporate memory and single points of failure or critical persons in specific roles	4	4	16 VH	Annual workforce plan, provides an overview of workforce projections and identifies key priority areas. L&D ensures delivery of effective acquisition and revalidation of operational training against national standards. Application of maintenance of competence policy ensures ongoing refreshing and practice of core operational skills and competencies. Managers identify and address single points of failure as part of BCM and succession planning	3	3	9 VH	

Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects
	Specific risk relating to the time taken to implement new crewing arrangements to achieve crewing reductions and numbers agreed to deliver 2018 Crewing collective agreement.	4	4	16 VH	Degradation policy Use of overtime, detachments, voluntary secondary arrangements. Consideration to overall impact on level of service delivery / availability.	4	3	12 VH	Monthly ridership meetings to consider deployment of resources by Area Manager (Delivery) to maintain appliance availability across the county and manage pay budgets associated with operational crewing requirements.
Preventable deaths	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	4	5	20 VH	Operational response Collaborative working with other agencies to identify and target interventions at high risk individuals Fire investigations can identify instances where interventions were not made, or were ineffective Risk reduction initiatives being evaluated for effectiveness Serious fire incident review panel in place to investigate 'near misses'	2	5	10 VH	Implementation of iMatch software to ensure evidence based and targeted interventions to those most vulnerable by pulling together data available from CFRMIS, Adult Social Care and Exeter database. Introduction of Safe and Well visits using data referenced above. Revised process for serious fire reviews.

Risk Owner: Deputy Chief Fire Officer										
Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects	
Equipment	Adequacy of work equipment and personal protective equipment	3	4	12 VH	<p>Service needs identified, and business cases required for significant purchases, project management process utilised for major work streams.</p> <p>Appropriate specifications for the selection of work equipment through involvement of relevant stakeholders.</p> <p>Procurement process follows industry standards to address risk issues.</p> <p>Robust inspection and maintenance procedures in place on the basis of PUWER and PPE risk assessments plus associated information documents and Standard Tests.</p> <p>Issues raised through Line Managers, Service Health, Safety and Welfare Committee and via Operational Assurance Team</p>	2	3	6M	<p>Codified auditing system utilising competent auditors required to complete the risk management loop.</p> <p>Learning loop requires clarification to ensure that reactive and proactive monitoring lessons inform future practice.</p>	

Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects
Emergency Services Network	The risk that lack of robust operational communications will affect the delivery of public services during the transition to ESN	4	5	20 VH	Nationally agreed programme funded by government. Airwave remains in place until successful transition has been achieved. Internal project team established with ACFO SRO. Regional Fire Board working in place/being developed. Regular assessment and reporting to the CFA on future implications on service delivery	3	5	15 VH	Greater collaboration to assure transition and long-term capability management, seeking multi service support and reduce duplication in activity. PSN action plan to deliver a more robust and secure infrastructure
Availability of resources	The risk that the Service will lose widespread access to key resources – premises, equipment, ICT systems/employees impacting its ability to deliver services	3	5	15 VH	Business continuity plans in place. Service is implementing the principles of the protective security framework. Competent managers. Property Strategy. Transport Strategy. Service policy framework for employees. ICT Strategy – policies/procedures	3	3	9 H	BCM plans to be reviewed, with testing and exercising on a programmed, auditable basis. PSN action plan to update the ICT infrastructure to a standard equivalent to 27001 ongoing

Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects
Health, Safety, and Welfare	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	4	5	20 VH	<p>The existence of the safety management system and availability of 'competent persons' to advise the Service of its duties and necessary risk controls which are then translated in to safe systems of work.</p> <p>Risk information gathering process provides a structured methodology for assessing the risk from hazards associated with specific operational sites.</p> <p>Risk and Assurance Team facilitates learning from operational incidents.</p> <p>Service learns from other major events affecting FRSs via reports to Service Health, Safety and Welfare Committee.</p> <p>Training ensures competence of employees.</p> <p>Organisational Learning Policy in place</p>	3	5	15 H	<p>Co-ordinated risk management approach being adopted to address NOGp involving peer FRSs to address issues of interoperability and achieve the efficiencies available from joint work.</p> <p>Ongoing review of the SMS to refresh and communicate across the organisation.</p> <p>Communications plan to promote SMS.</p> <p>Introduction of technology in relation to mobile working</p> <p>Robust assurance process required to monitor effectiveness of arrangements.</p>

Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects
Working at Height	Aspects of working at height activities, equipment and training have been identified as requiring review to ensure strategy, governance and change management etc. are being adequately addressed to ensure that NFRS is confident that it is adopting and maintaining safe systems of work	4	5	20 VH	Various elements of policy, equipment procurement and maintenance, training and record keeping. Action plan based on the findings of an audit [completed] and subsequent further research to be devised and administered and eventually signed off by Service Health, Safety and Welfare Committee	3	5	15 VH	Re-audit to determine if the risk controls identified by the previous intervention have been applied to the required effect. Re-audit of working at height arrangements in 6 months' time.

Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects
The use of vehicles on Authority business	<p>The risk of accidents or other events arising from driving-related activity or a shortfall in driving standards.</p> <p>The impact of vehicle accidents or other events on insurance premiums and retained loss costs</p>	4	5	20 VH	<p>Management of Road Risk action plan progress reported to SHSWC and Finance & Resources Committee.</p> <p>Performance framework activity to enable managers to address shortfalls.</p> <p>Driver training (quality framework) by L&D function.</p> <p>Insurance cover to mitigate financial losses.</p> <p>Driving safety policy.</p> <p>Generic blue-light risk assessment.</p> <p>Generic non-emergency driving risk assessment.</p> <p>External review completed by insurers.</p> <p>Engagement with Nottingham Trent University Emergency Services Research Group.</p> <p>Communications approach</p>	4	5	20 VH	<p>Specification being developed to deliver event investigation across the Service.</p> <p>Improvement of vehicle collision investigations to maximise organisational learning and improved management of risk.</p> <p>Greater engagement by line managers over standards and expectations in the workplace for driving-related activities.</p> <p>Communications plan development to address gaps in understanding and awareness.</p> <p>Wider publication of event information across the Service to highlight the implications of failures in management systems and workplace practices.</p>

Risk Title	Risk Description	L	I	Score	Owner Assurance Control	L	I	Score	Key Projects
Legal knowledge	The risk that the Service will make decisions without full understanding of legal requirements	4	5	20 VH	<p>Business Risk Manager coordinates the identification of vulnerabilities through the risk management process with departmental leads.</p> <p>Key roles maintain subject matter expertise/CPD to mitigate risk.</p> <p>Use of external professionals to support the Service on compliance in areas not covered by in-house expertise</p>	2	5	10H	<p>Business Risk Manager and topic specialists to provide annual horizon-scanning report on legislative development.</p> <p>Embed the local code of governance into daily decision making and practice.</p> <p>Formally identify subject matter experts in the organisation and ensure they are enabled to maintain CPD</p>
Programme governance	The risk that the Service fails to effectively prioritise and resource programmes and projects, resulting in acute capacity issues and potential financial strain	5	4	20 VH	<p>Business case process requires authorisation of Executive Delivery Team and Strategic Leadership Team as appropriate, who have knowledge of competing demands and priorities</p> <p>Approved programmes and projects managed through project and programme management framework</p>	2	4	8H	<p>The Service Project Manager reports on project and programme status to the Executive Delivery Team on a monthly basis.</p> <p>More accountability and challenge required in governance arrangements to prevent additional works being introduced that compete for resources.</p> <p>Awareness raising across the Service of current and planned demands and the process required to introduce new demands as a business case.</p>

Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects
Environmental impact	<p>The risk that the Service will fail to comply with its environmental duties resulting in the potential for enforcement action.</p> <p>Failure to give consideration to environmental factors when making other business decisions may result in missed opportunities for reducing waste and emissions and purchasing environmentally superior assets or consumables that may deliver financial savings</p>	3	5	15 VH	<p>Property Strategy – Energy saving and generation considered as part of new build/refurbishment projects.</p> <p>Transport strategy now agreed.</p> <p>Access to competent environmental advice.</p> <p>Environmental Strategy signed off September 2016.</p> <p>Procurement process considers ‘whole life’ implications of equipment and other products bought into service.</p> <p>When procuring services, tender requirements include assessment of environmental management skills of contractors.</p> <p>Collaborative working with the Environment Agency and partners at operational incidents</p>	2	5	10H	<p>Develop environmental performance improvement targets.</p> <p>Develop environmental reporting to all levels of the Service, EDT, SLT and the CFA to allow transparency and scrutiny</p>

RISK SCORING MATRIX

