



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

CORPORATE RISK MANAGEMENT

Report of the Chief Fire Officer

Date: 11 July 2014

Purpose of Report:

To present the Committee with updated Strategic and Corporate Risk Registers and associated commentary.

CONTACT OFFICER

Name : Neil Timms
Strategic Director of Finance & Resources

Tel : (0115) 967 0880

Email : neil.timms@notts-fire.gov.uk

**Media Enquiries
Contact :** Bridget Aherne
(0115) 967 0880 bridget.aherne@notts-fire.gov.uk

1. BACKGROUND

- 1.1 Members of the Finance and Resources Committee have requested a report twice a year that provides evidence of the Authority's risk management activity, including up-to-date versions of the Strategic and Corporate Risk Registers and a list of the top ten corporate risks.
- 1.2 The reporting of risk management activity to Members via the Finance and Resources Committee forms part of the Authority's planned and systemic approach to the management of risk. The purpose of this is both to aid strategic decision-making and provide assurance.

2. REPORT

- 2.1 The Strategic Risk Register, which is used to ensure that the Authority has the flexibility to respond to factors that may affect long-term strategic vision or aims, has been reviewed and presented to Corporate Management Board. The Strategic Risk Register is attached at Appendix A for information, although it should be noted that on this occasion, it was felt that no revision was necessary.
- 2.2 The Corporate Risk Register, which identifies significant operational risks that require the attention of, or monitoring by the Corporate Management Board has been updated following consultation with the risk owners; consultation with Service Managers, allowing an opportunity for significant departmental risks to be escalated; and debate at Corporate Management Board.
- 2.3 The most visible change to the corporate risk register on this occasion is that it has been restructured to accommodate the new 'Service Priorities'. As a result of this, avoidable environmental impact is now a separate risk, having previously been included alongside health and safety. Other changes to the Corporate Risk Register are:
 - Risk: Health, Safety and Welfare – completion of the review of the 7.2D process has now moved to March 2015;
 - Risk: Workforce sustainability – a number of different processes relating to competence are, or will be reviewed, and there will be a need to consider the training implications that may arise from redundancy situations;
 - Risk: The use of vehicles on Authority business – the Service's insurers have recently spent time with Driving School as a follow-on to their initial review report and the Business Risk Manager has used these outputs as the basis of a report which has been considered by CMB and a report has also been prepared for consideration by this committee;

- Risk: ICT major systems – this is a new risk that concerns the requirement for the on-going development of software post implementation, that is often not considered at the procurement/project initiation stage and therefore not budgeted for;
- Risk: - Avoidable environmental impact – this has been separated from the health, safety and welfare risk as environmental matters are considered as a specific Service Priority. The further controls required are based on commitments made in the IRMP and feedback from the Service Assistant Health and Safety Advisor.

2.4 The following risks are those that have a 'high' or 'very high' risk score (note: maximum risk score =25) following the implementation of control measures (shown in parentheses):

- Use of vehicles on Authority business (15)
- Major ICT Systems (15)
- Major, multi-agency incident (12)
- Workforce issues (12)
- Legal compliance (10)
- Preventable deaths (10)
- Health, safety and welfare (10)
- Environment (10)
- Budget performance (9)
- Workforce sustainability (9)
- Availability of assets (9)

These are the key risks on which CMB will continue to focus, as they have the greatest potential of stopping the Authority from achieving its strategic aims and objectives.

2.5 For information, the Authority's current risk management policy, which has been reviewed and consulted upon, can be found at Appendix C, and the risk management strategy, which has recently been reviewed may be found at Appendix D.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising directly from this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no human resources implications arising directly from this report.

5. EQUALITIES IMPLICATIONS

An initial equality impact assessment has been completed and there are no equality implications arising directly from this report.

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 directly from this report.

8. RISK MANAGEMENT IMPLICATIONS

The failure of the Authority to effectively manage the risks to which it is exposed in itself poses a risk. Risk management is a key element of the corporate governance framework and it is imperative that progress is made in adopting a strategy and policy, embedding risk management in the business culture of the Authority and in reporting to Members and providing assurance on this matter.

9. RECOMMENDATIONS

It is recommended that Members:

- 9.1 Note and endorse the Strategic Risk Register
- 9.2 Note and endorse the Corporate Risk Register
- 9.3 Note the most significant risks facing the Authority
- 9.4 Note and endorse the revised Corporate Risk Management Policy and Strategy

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

None.

John Buckley
CHIEF FIRE OFFICER

Strategic Risk Register

Strategic Risk	Action	Potential Impact
Change in UK government	Keep informed of political intentions at a national level to establish whether a future government may change the emphasis of fire and rescue service activity, i.e. localism, greater national resilience roles, shifts in the balance of prevention/response/enforcement. Monitor possibility of any national decisions following Knight review.	High
Change in local balance of power	Keep informed of political intentions at local level to ascertain possible future intentions in terms of budget setting and significant shifts in local priorities.	Medium
Interest rates: currently low	Consider implications as part of annual Treasury Management Strategy with reference to BoE forward guidance. May choose to undertake capital projects on basis of low borrowing rates, but remain aware of potential future refinancing costs when interest rates rise.	Medium
Inflation	Monitor economic situation and forecasting data as any significant or sustained rise in the inflation rate may put pressure on interest rates and on cost base.	High
Recession/growth and the burden of taxation	Recession and associated decreases in tax receipts, in particular local retained NDR could be susceptible to more rapid variation .Develop means of effectively utilising increased funding once sustained growth is achieved in order to minimise future risk of recession Treasury management to shield investments' exposure to institutions which are not well prepared to cope with future economic downturn.	High
Increased levels of poverty	Question assumptions in IRMP with regard to the identification of vulnerable groups.	High
Stakeholder expectations increased in periods of strong funding	Focus corporate objectives on statutory responsibilities. Consider potential impact of future funding restrictions prior to committing to work not covered by statute and have an exit strategy planned. Manage public expectation to a level that is consistently attainable, rather than to short-term levels of funding.	High

Strategic Risk	Action	Potential Impact
National or local demographics, migration and age profiles	<p>Ensure that corporate objectives and long-term planning prepares the Service for serving an ageing population, not just a future elderly population.</p> <p>Question how the Service can attract and retain good quality employees in a situation of decreasing supply.</p> <p>Be aware that cultural migration has the potential to influence the cultural balance of a whole community. Individual cultures should not be viewed in isolation.</p>	High
Social media	<p>Be aware that the communities we serve are engaging with public services via different methods, putting pressure on political and management decisions in new / different ways .</p> <p>Develop approaches, policies and procedures to utilising modern communications methods and ensure consistency of message across all communications and media platforms.</p>	High
Technology: Delivery of services Management of delivery Back-office support	<p>Look to use technology to do better things, not simply the same things better.</p> <p>Take a balanced view – be aware of the capabilities of new technologies, but ensure that the use of technology is driven by the corporate objectives and not the other way around.</p>	Medium
Weather extremes	<p>Assess whether the corporate objectives provide sufficient flexibility in terms of people, equipment and finance to respond to extreme weather events.</p> <p>Consider the influence of NFRS on planning, with reference to flooding risk in particular.</p>	High
Green technologies	<p>Increasingly mandated through legislation, or encouraged by taxation policy and social pressure, the corporate objectives should reflect, or be developed in the context of the increasing importance of green technologies. Security of supply may become an issue.</p>	High

Strategic Risk	Action	Potential Impact
Statutory obligations: <ul style="list-style-type: none"> • What you deliver • How you deliver it 	Ensure clarity over which elements of current service provision are underpinned by statute and what is delivered under 'moral obligation'. Acknowledge that any elements of the current service delivered under moral obligation and not likely to become a statutory obligation constitute a low priority and may have to cease. Remain informed, across all professions, of variations in legislative requirements.	Medium

Strategic Risk	Action	Potential Impact
Competition law: Deregulation of sector	Consider how the Service would respond to partial or total deregulation of fire service provision, for example, an increase in the number of private fire and rescue services serving large commercial organisations, or the contracting out of non-statutory or specialist functions.	High
Employment law	Be alert to changes in societal norms and expectations that may result in the need to more clearly reflect equalities, diversity and human rights in corporate objectives.	High
Legal precedents	Maintain an awareness of live litigation that relates to operational activity or organisational management and act as appropriate on any outcomes.	Medium
The wider public sector	Consider implications of a local government or frontline public body encountering financial stress, particularly where shared services exist, and cross-border arrangements.	High

Appendix B

Corporate Risk Register

Risk Title	Risk Description	L	S	Risk Score	Existing Controls	L	S	Risk Score	Further Controls Required	Risk Owner
Corporate Objective: Diversity and Workforce										
Health, Safety, Welfare and Environment	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	The 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	2	5	10 H	Review of 7.2D procedure by Corporate Services Support to ensure it is fit for purpose – to be reported back to SMF	ACFO Corporate Support
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	3	4	12 VH	HR function with advisory capacity and suite of policies. Workforce planning, providing overview of workforce. L&D function, operational training against role maps and PDR process to identify training needs. Maintenance of competence policy	3	3	9 H		ACFO Corporate Support

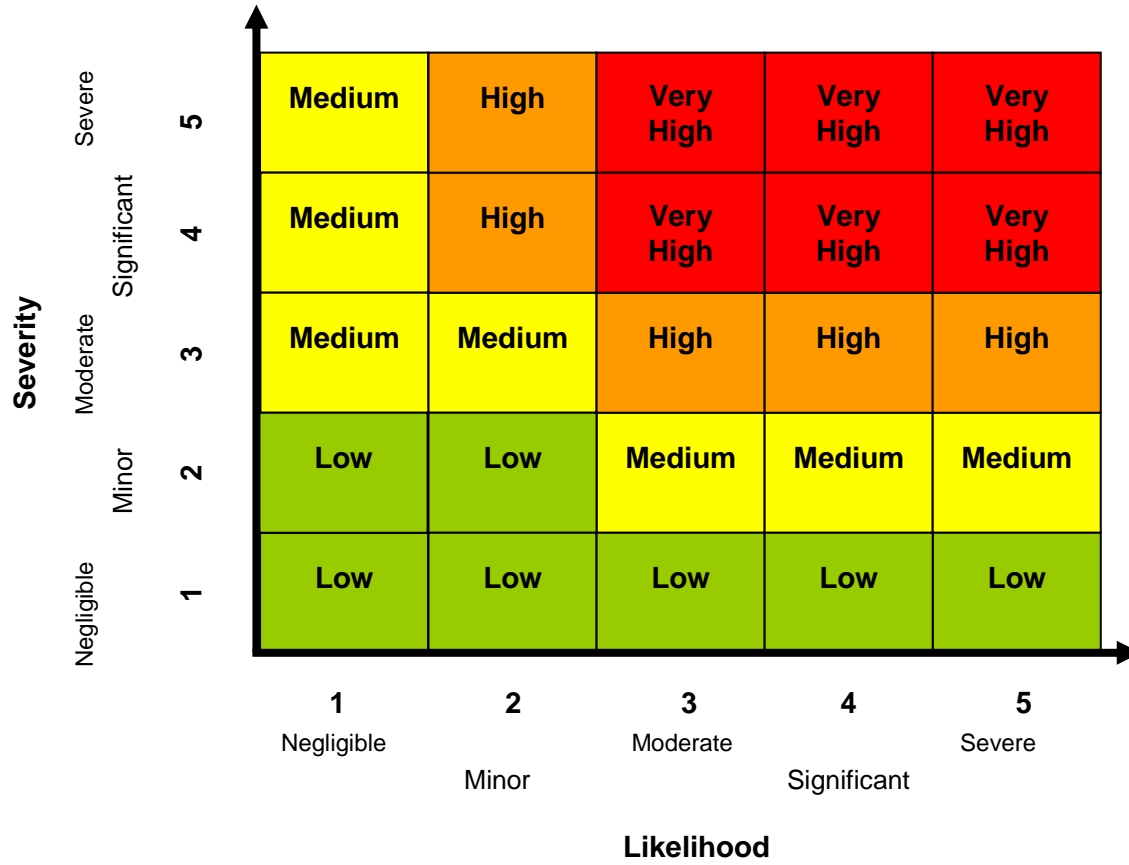
Risk Title	Risk Description	L	S	Risk Score	Existing Controls	L	S	Risk Score	Further Controls Required	Risk Owner
The use of vehicle on Authority business	The risk of accidents or other events arising from vehicle defects or by the driving of employees	4	5	20 VH	Road Risk Group Transport function to manage vehicle assets Driver training by L&D function Insurance cover to mitigate financial losses Driving safety policy Generic blue-light risk assessment Generic non-emergency driving risk assessment External review completed by insurers	3	5	15 VH	Road Risk Group to consider outcomes arising from insurer review Engagement with Nottingham Trent University research group	ACO Finance & Resources
Corporate Objective: Response										
Operational equipment	Inadequacy of operational equipment or personal protective equipment	3	4	12 VH	Appropriate specification and selection of equipment, process for commissioning and procuring equipment Robust maintenance procedures in place	2	3	6 M		ACO Finance & Resources
Mobilising	Loss of mobilising capability Risks around replacement of Airwave system (ESMCP) – financial details not yet known	3	5	15 VH	Secondary and tertiary mobilising arrangements in place. Maintenance contract in place for current system. New mobilising system includes cover arrangements Engagement with relevant CFOA and ESMCP groups	2	3	6 M		ACO Finance & Resources

Risk Title	Risk Description	L	S	Risk Score	Existing Controls	L	S	Risk Score	Further Controls Required	Risk Owner
Corporate Objective: Resilience										
Availability of assets	The risk that the Service will lose widespread access to key assets – this may include premises, equipment, ICT systems and data or employees	3	5	15 VH	Business continuity management plan and process in place Asset maintenance plans supported by Redkite asset management system Planned replacement and upgrade programmes Defect reporting in place Competent operational managers	3	3	9 H		ACO Finance & Resources
Major, multi-agency incident	The risk that the Service will fail to work effectively in such an incident	4	4	16 VH	Multi-agency exercises to practice response Partnership working on the development of protocols	4	3	12 H	Joint training resulting from Joint Emergency Services Interoperability Programme in respect of major incident operations and comms, but concerns over attendance from other blue-light services	DCFO
Workforce issues	Increasing potential for poor industrial relations arising from local decision making due to financial constraints and national political/macro-economic factors resulting in a loss of morale or workforce availability	5	5	25 VH	Formal negotiation and consultation channels with representative bodies through industrial relations officer	4	5	20 VH	CMB revisit contingency plans for strike action due to reducing availability of non-union employees to provide cover (note: already undertaken)	DCFO

Risk Title	Risk Description	L	S	Risk Score	Existing Controls	L	S	Risk Score	Further Controls Required	Risk Owner
Corporate Objective: Prevention										
Preventable fire deaths	The risk that a person will die in a fire, 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 Work with partner agencies to identify and target high risk individuals with community safety interventions Fire investigations can identify instances where interventions were not made, or were ineffective	2	5	10 H	Critical incident review process planned for 'near miss' situations Evaluation Officer to present review of effectiveness of risk reduction measures to SMF	DCFO
Corporate Objective: Governance and Improvement										
Budget performance	The risk that revenue or capital budgets will significantly overspend or underspend	4	4	16 VH	Medium-term financial strategy. Annual review of budget planning assumptions. Finance staff work with budget managers to develop realistic budgets. Regular budget monitoring reported to CMB and F&R Committee	3	3	9 H		ACO Finance & Resources
Employee and Member conduct	Any or all of the following risks: the Service will suffer a major irregularity or fraud unethical behaviour or misconduct on the part of employees or members	3	4	12 VH	Finance and Business Risk Management function Effectiveness of financial internal controls assessed by internal audit function Scheme of financial management Counter-fraud policy Indemnity insurance (does not cover fraud)	2	3	6 M	Specific code of conduct for Employees to be developed by HR Code of conduct for Members will need to be reviewed	ACO Finance & Resources

Risk Title	Risk Description	L	S	Risk Score	Existing Controls	L	S	Risk Score	Further Controls Required	Risk Owner
Legal compliance	The risk that the service will fail to comply with legal requirements	4	5	20 VH	Professional experts employed in areas such as HR, finance, procurement, health & safety Monitoring Officer Business Risk Manager helps to identify vulnerabilities Use of external lawyers to advise on compliance in areas not covered by in-house expertise	2	5	10 H		DCFO

Risk Scoring Matrix





NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Corporate Risk Management Policy

Policy No: POL 1009

Scope:

This policy is mandatory.

Summary:

This policy defines the scope of, and processes to be used to manage corporate risk within the Service. This is to ensure that the Service considers risk as an integral part of its management activity in order to achieve its strategic aims and priorities, and in order to identify strategic risks and their potential impact on the Service

Version Control: Department:

<i>Person Responsible</i>	<i>Version</i>	<i>Date</i>
Business Risk Manager	3.2	07.05.14
Business Risk Manager	3.1	24.03.14
Business Risk Manager	3.0	01.06.12

Review Date:

31.01.15

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1. Definition

1.1. Risk is: The effect of uncertainty on objectives

1.1.1. Strategic risks – these are external factors that may impact on the strategic direction and long-term viability of the Service. They can be broadly categorised as political, economic, social, technological, legal and environmental.

1.1.2. Corporate risks

1.1.2.1. risks that arise from the Service's priorities

1.1.2.2. significant operational risks, or risks with multiple occurrences across the organisation that when aggregated, may have an impact at an organisational level.

1.1.2.3. the day-to-day business-related departmental issues that the organisation is confronted with as it strives to deliver its strategic objectives. Corporate risks include the risk inherent in the structure of the organisation; the distribution of risk and risk activities within the organisation; and financial risks of income, expenditure and debt

1.2. **Corporate Risk Management** is: a central part of any organisation's strategic management. It is a methodical process addressing the risks attaching to the management of the organisation with the goal of achieving sustained benefit within each activity and across the portfolio of all activities.

1.3. **Risk Assessment** is: the overall process of risk analysis and risk evaluation.

1.4. **Risk Controls** are: measures taken to eliminate or mitigate a risk.

1.5. **Risk Appetite** is: an organisation's unique attitude towards risk taking, which in turn dictates the amount of risk that it wishes to take.

1.6. **Risk Tolerance** is: a level of risk that is greater than the risk appetite, but which the organisation is prepared to tolerate when balancing risk and reward – or where it is not possible to contain the level of risk within the appetite.

2. General Principles

2.1. This policy outlines Nottinghamshire Fire and Rescue Service's (NFRS) commitment to the systemic management of corporate risk in order assist in the achievement of its organisational aims and objectives.

2.2. As part of its overall governance arrangements, the Service is expected to demonstrate the highest levels of accountability for its use of publicly funded resources. A robust framework of corporate risk management will satisfy that requirement.

- 2.3. The Service will conduct its corporate risk management activities with reference to international risk management standards together with professional and best practice guidance including (but not limited to): ISO31000; Alarm's¹ core competencies and performance model; the Institute of Risk Management's professional conduct guidelines; and the Office of Government Commerce's Management of Risk.
- 2.4. This Corporate Risk Management Policy encompasses the following risk areas:
- Strategic Risk
 - Corporate Risk
- 2.5 Compliance and operational risk is not covered by this policy as separate policies exist for specific compliance-based functions such as health and safety, human resources, and environmental. However, the risk management system does provide a mechanism for escalating such risks if they are significant enough to warrant senior management attention.
- 2.6 The Service will take an enterprise-wide, co-ordinated and consistent approach to the management of corporate risk. The approach to the management of corporate risk outlined in this Policy is derived from the Corporate Risk Management Strategy Statement which is developed and maintained by the Business Risk Manager. This Corporate Risk Management Policy, and future amendments to it, shall be subject to the Service's prevailing consultation process before being approved by Corporate Management Board (CMB) and the Finance and Resources Committee on behalf of the Fire Authority.
- 2.7 The Risk Appetite is the level of risk that the Fire Authority, through the Finance and Resources Committee is willing to accept in the discharge of its functions and is both determined and monitored on the basis of an annual report from the Business Risk Manager. The Service shall have regard for the Risk Appetite when determining its risk response.

3. Application

- 3.1 NFRS is committed to the effective management of corporate risk. The expectations of the Service are contained within the Corporate Risk Management Strategy Statement, this policy and Corporate Risk Management Guidance documents.
- 3.2 The Service is committed to the continual development and improvement of corporate risk management practice and capabilities in line with developing standards, knowledge and best practice.
- 3.3 The strategic risks which may have an impact on the long-term viability and objective-setting of the Service will be identified and analysed by the Director of Finance and Resources in conjunction with the Business Risk Manager and

¹ Alarm is the public risk management association

presented to the Fire Authority and CMB in accordance with the requirements of those groups. The presentation of strategic risks will be by way of a Strategic Risk Register which, once formally adopted by the Finance and resources Committee on behalf of the Fire Authority, will be published on the Service intranet.

- 3.4 The corporate risks to which the Service is exposed shall be identified, analysed, and monitored by CMB who own and are responsible for managing the risks. This will be achieved through consultation with risk owners and the Service Managers' Forum (SMF). These corporate risks will be presented in the form of a Corporate Risk Register, which will be updated quarterly, formally adopted by CMB and published to the Service intranet.
- 3.5 Strategic, corporate and operational risk management activity shall be conducted in line with Alarm's risk management performance model.
- 3.6 Alarm's Core Competencies in Public Service Risk Management shall be used to inform the qualifications, skills, knowledge, and experience requirements of all employees having an involvement in the corporate risk management process.

4. Role & Responsibilities

- 4.1 **The Chief Fire Officer** is ultimately responsible for the management of corporate risk in the Service, discharged through the Director of Finance and Resources with the benefit of professional advice from the Business Risk Manager.
- 4.2 **All employees** are responsible for conducting corporate risk management activity in accordance with the Services corporate risk management policy and associated framework of procedures and guidance.
- 4.3 **The Director of Finance and Resources** is responsible for championing corporate risk management at CMB and the Fire Authority via the Finance and Resources Committee and for setting the Service's corporate risk management strategy.
- 4.4 **Directors** are responsible for ensuring the implementation of control measures for corporate risks by departments in their respective directorates.
- 4.5 **The Principal Accountant** is responsible for ensuring the provision of professional risk management support to the Service.
- 4.6 **Departmental managers** are responsible for the management of business risk in their department and for escalating significant risks for consideration in the corporate risk register via SMF.
- 4.7 **Fire Authority Members**, through the Finance and Resources Committee are responsible for agreeing (and challenging where necessary) the corporate risk appetite and the management of risk in the Service.

- 4.8 **The Business Risk Manager** is charged by the Principal Accountant with providing corporate risk management support to the Service, including but not limited to: the development and maintenance of a Corporate Risk Management Policy and supporting framework, and providing professional business risk management advice. The Business Risk Manager is also responsible for providing CMB and SMF with corporate risk management reports as required and reporting on significant corporate risk issues. The Business Risk Manager is the Service's representative at the national and fire groups of Alarm, the public risk management association.
- 4.9 **CMB** are responsible for managing risks detailed in the corporate risk register and for using the strategic risk register to inform the development of organisational strategy

5. Monitoring - Audit & Review

- 5.1 This Policy shall be reviewed annually, or at any such time as it is reasonable to suspect that the policy may no longer be effective, by the Business Risk Manager in conjunction with the Principal Accountant and/or Director of Finance and Resources. The outcome of any such review shall be reported to CMB and the Finance and Resources Committee.
- 5.2 An internal audit of the corporate risk management function, including this Policy, shall be undertaken by the authority's appointed internal auditors at a frequency determined as part of the Service's overall audit programme as agreed by internal audit and the Director, Finance and Resources.

6. Related Documents.

- 6.1 Corporate Risk Management Guidance.
- 6.2 National Performance Model for Risk Management in the Public Services (Alarm).
- 6.3 Core Competencies in Public Service Risk Management (Alarm).
- 6.4 An Equalities Impact Assessment has been completed, and is attached at appendix A.
- 6.5 A Social, Economic and Environmental Assessment has been completed and is attached at Appendix B.

INITIAL EQUALITY IMPACT ASSESSMENT

Directorate Corporate Services		Department/Section Corporate Risk Management		Manager Mark Jarman		Telephone No. 329 e-mail mark.jarman@notts-fire.gov.uk	
Name of Policy/Service to be assessed	Corporate Risk Management		Date of Assessment	1 June 2012	Is this a new or existing policy?	Existing	
1. Briefly describe the aims, objectives and purpose of the policy/service.			This policy defines the approach of the Authority and Service towards the management of corporate risk. This is to ensure that a risk management ethos is embedded throughout the Authority and Service.				
2. Who is intended to benefit from this policy/service, and in what way?			Strategic, Senior and Middle Managers will benefit as the effective management of corporate risk will increase the likelihood of achievement of objectives and aims.				
3. What outcomes are wanted from this policy/service?			The definition of the approach of the Authority and Service towards the management of corporate risk. The clear description of roles and responsibilities pertaining to corporate risk management.				
4. Who are the main stakeholders in relation to the policy/service?			Business Risk Manager Principal Accountant Director, Finance and Resources		5. Who implements the policy/service, and who is responsible?		Business Risk Manager Strategic Managers Senior Managers
6. Are there concerns that the policy/service has/could have a differential impact on the following groups and what existing evidence (either presumed or otherwise) do you have for this?			Please explain				
Race			¥		N		
Gender			¥		N		
Disability			¥		N		

Religion or Belief	¥	N	
Sexuality	¥	N	
Age	¥	N	
7. Could the differential impact identified in 6 amount to there being the potential for adverse Impact in this policy/service?	Y	N	Please explain Not applicable
8. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Have you consulted those who are likely to be affected by the policy/service?	Y	N	Please explain for each equality heading (questions 6) on a separate piece of paper. Not applicable
9. Should the policy/service proceed to a full impact assessment?	¥	N	10. Date on which Full assessment to be completed by. Not applicable
			Date

I am satisfied that this policy has been successfully impact assessed.

I understand the Impact assessment of this policy is a statutory obligation and that, as owners of this policy, we take responsibility for the completion and quality of this process.

Signed (completing officer) Mark Jarman..... Date 1 June 2012

Signed (Head of Section) Sue Maycock..... Date

PLEASE NOTE – THIS IMPACT ASSESSMENT WILL BE SCRUTINISED BY THE EQUALITY AND FAIRNESS OFFICER WHO REPORTS TO THE HEAD OF HUMAN RESOURCES.

Social, Economic and Environmental Assessment

This Corporate Risk Management policy provides a tool for Nottinghamshire Fire and Rescue Service to:

- Deliver services that effectively meet the needs of the community
- Run the organisation on a sound economic footing
- Identify and manage corporate risks arising from service delivery

The implementation of this policy does not give rise to any social risks.

The implementation of this policy does not give rise to any economic risks.

The implementation of this policy does not give rise to any environmental risks.

Corporate Risk Management Strategy Statement

Nottinghamshire Fire and Rescue Service is a risk aware organisation. It recognises that the structure and management of the 'business' gives rise to risks that need to be managed at the corporate level.

These 'corporate risks' are different to community risk, which is identified through IRMP and statutory duties, and informs the nature of the services to be delivered; and operational risk, such as the day-to-day health, safety and welfare of employees that arises through the delivery of those services.

The Service will seek to manage its corporate risks using proven, internationally-recognised techniques and standards and strives to achieve excellence in corporate risk management activity when assessed against both recognised standards and peer organisations. It will effect this excellence in corporate risk management through a Principal Officer 'Champion', the employment of a professionally qualified and experienced Business Risk Manager, and the engagement of Elected Members in an assurance role via the Finance and Resources Committee. Corporate Management Board shall have the overall responsibility for ensuring that the Service's corporate risks are effectively managed.

Individual corporate risk management responsibilities will be detailed in a corporate risk management policy, with tools and techniques for effecting corporate risk management made available via associated procedures and/or guidance documents.

The Service recognises that it is not always possible, nor desirable to completely eliminate risk, and that this may result in different levels of risk being acceptable for different work streams or elements of business activity. This appetite and tolerance for risk will be established through debate and consensus, and reports concerning performance against those appetites and tolerances will be scrutinised by management and Elected Members. Managers will be encouraged to embrace projects and work that involve well-managed risk as part of an overall low risk approach.