REPORT AUTHOR: **ASSISTANT CHIEF OFFICER (HUMAN RESOURCES
                            AND ORGANISATIONAL DEVELOPMENT)**

SUBJECT: **CORPORATE RISK REGISTER AND REVIEW
                            OF CORPORATE RISK MANAGEMENT**

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Background Papers: None

Implications (tick ✓):

LEGAL			FINANCIAL	✓
HUMAN RESOURCES			EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	
CORPORATE RISK	Known	✓	CORE BRIEF	
	New		OTHER (please specify)	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To review the development of the Service's Corporate Risk Register.

RECOMMENDATIONS:

That Members acknowledge:

1.   The continuing development of the Service's Corporate Risk Register; and,

2.   That the appropriate Policy and Challenge Groups have considered and reviewed controls proposed to reduce the identified risks.

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1.   Introduction

1.1   Each of the Fire and Rescue Authority's (FRA) policy and challenge groups has a standing item on their agenda for the consideration of risks relating to the remit of each Group. In addition, this Committee receives regular reports on the full Corporate Risk Register.

1.2   The Corporate Risk Register will be available at the meeting with explanatory notes regarding the risk ratings applied is appended to this report.

1.3   Changes to individual risk ratings arising from the **Corporate Services** Risk Register:

- **CRR00008: If we do not monitor our key external suppliers of goods and services, particularly in regard to business continuity, then we may suffer a significant and detrimental impact on our ability to deliver our full range of services including emergency response:** Therefore following a review of the risk, the Risk Controls and Action Plan the Inherent Likelihood has reduced from 3 to 2 and the Inherent Impact has remained the same resulting in the overall Inherent rating from 6 to 4.

- **CRR00027: If we receive a poor budget settlement from government and reduce funding from our Local Unitary Authorities, and/or we have an adverse response from our Council Tax Precept increase consultation processes, then our ability to deliver a full range of services could be significantly affected. Potential key pressures for 2018/19 onwards may be the Firefighters pay award, the employer pension contributions and the funding of these:** Therefore following a review of the risk, the Risk Controls and Action Plan the Inherent Likelihood has reduced from 5 to 4 and the Inherent Impact has remained the same resulting in the overall Inherent rating from 15 to 12.

- **CRR00016: If there is an unforeseen change of direction for the FRS (e.g. government request to do something which does not currently fall under the remit of the UK FRS), or there are changes in Government or EU policy on fire and rescue matters or other policy directly affecting the FRS then this may have an impact on our ability to deliver a full range of services due to the need to resource such changes:** Therefore following a review of the risk, the Risk Controls and Action Plan the Inherent Likelihood has increased from 1 to 2 and the Inherent Impact has remained the same resulting in the overall Inherent rating from 2 to 4.

1.4   Updates to individual risks arising from the **Corporate Services** Risk Register:

- **CRR00029: If we do not communicate well, both internal and external to the Service, then we will suffer from poor staff morale, miss the opportunity to promote ourselves and the excellent work that we do and potentially impact upon our ability to deliver a full range of services.** The new website was launched on the 21st May 2018, this is continually being monitored to ensure all links and platforms function correctly. Analytics are being measured to monitor hits on the website and to ensure customer engagement is maintained.

- **CRR00004: If there are a large number of staff absent from the workplace then our ability to deliver services to our communities is severely compromised and our reputation will be adversely affected:** The adverse weather plan has been removed from the action log as the plan has been reviewed and is now BAU. The risk score remains at 16 with the residual score of 12.

1.5 Changes to individual risk ratings arising from the **Service Delivery** Risk Register:

- **CRR00046: Due to the range of factors which deplete the number of staff available to crew fire appliances there is a risk of incurring excessive cost if pre-arranged overtime is relied upon to maintain crewing and crewing arrangements will lack resilience.** Therefore following a review of the risk, the Risk Controls and Action Plan the Inherent Likelihood has reduced from 3 to 2 and the Inherent Impact has reduced from 4 to 2 resulting in the overall Inherent rating from 12 to 4.

1.6 Updates to individual risks arising from the **Service Delivery** Risk Register:

- **CRR00046: Due to the range of factors which deplete the number of staff available to crew fire appliances there is a risk of incurring excessive cost if pre-arranged overtime is relied upon to maintain crewing and crewing arrangements will lack resilience:** The service is satisfied that the policy and procedure changes have enable greater control and monitoring of crewing levels to reduce the burden of over time expenditure. The risk matrix score has been altered to reflect the changes. The inherent score is now lowered from 12 to 4 with the residual remaining at 4. HSD continues to monitor this risk as BAU and the risk is now classed as tolerated, previously treated.

1.7 Changes to individual risk ratings from the **Human Resources** Risk Register:

- **CRR00025: If operational personnel either individually or collectively at any or all levels do not meet the minimum level of competence to safely deal with the full range of incidents which may be encountered, particularly areas of competencies relating to: - Incident Command - Use of Breathing Apparatus - Compartment Fire Behaviour - Water related incidents - High-Rise incidents - Work at Height then there is the potential to cause significant injury or even deaths to our staff.** Therefore following a review of the risk, the Risk Controls and Action Plan the Inherent Likelihood has reduced from 5 to 4 and the Inherent Impact has remained the same resulting in the overall Inherent rating from 10 to 8.

1.8 Updates to individual risks arising from the **Human Resources** Risk Register:

- **CRR00025: If operational personnel either individually or collectively at any or all levels do not meet the minimum level of competence to safely deal with the full range of incidents which may be**

encountered, particularly areas of competencies relating to: - Incident Command - Use of Breathing Apparatus - Compartment Fire Behaviour - Water related incidents - High-Rise incidents - Work at Height then there is the potential to cause significant injury or even deaths to our staff. Quarterly performance indicators are being used to identify individuals or groups that require safety critical training and additional course provision made to accommodate these deficiencies. No changes to the Inherent and residual risk score.

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Explanatory tables in regard to the risk impact scores, the risk rating and the risk strategy.

Risk Rating

Risk Rating/Colour	Risk Rating Considerations/Action
Very High	High risks which require urgent management attention and action. Where appropriate, practical and proportionate to do so, new risk controls must be implemented as soon as possible, to reduce the risk rating. New controls aim to: • reduce the likelihood of a disruption • shorten the period of a disruption if it occurs • limit the impact of a disruption if it occurs These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.
High	These are high risks which require management attention and action. Where practical and proportionate to do so, new risk controls *should* be implemented to reduce the risk rating as the aim above. These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.
Moderate	These are moderate risks. New risk controls should be considered and scoped. Where practical and proportionate, selected controls should be prioritised for implementation. These risks are monitored and reviewed by CMT.
Low	These risks are unlikely to occur and are not significant in their impact. They are managed within CMT management framework and reviewed by CMT.

Risk Strategy

Risk Strategy	Description
Treat	Implement and monitor the effectiveness of new controls to reduce the risk rating. This may involve significant resource to achieve (IT infrastructure for data replication/storage, cross-training of specialist staff, providing standby-premises etc) or may comprise a number of low cost, or cost neutral, mitigating measures which cumulatively reduce the risk rating (a validated Business Continuity plan, documented and regularly rehearsed building evacuation procedures etc).
Tolerate	A risk may be acceptable without any further action being taken depending on the risk appetite of the organisation. Also, while there may clearly be additional new controls which could be implemented to 'treat' a risk, if the cost of treating the risk is greater than the anticipated impact and loss should the risk occur, then it may be decided to tolerate the risk maintaining existing risk controls only.
Transfer	It may be possible to transfer the risk to a third party (conventional insurance or service provision (outsourcing)), however it is not possible to transfer the responsibility for the risk which remains with BLFRS.
Terminate	In some circumstances it may be appropriate or possible to terminate or remove the risk altogether by changing policy, process, procedure or function.