For Publication

**Bedfordshire Fire and Rescue Authority
Service Delivery Policy and Challenge
Group
15 September 2016
Item No. 10**

REPORT AUTHOR: **HEAD OF SAFETY AND STRATEGIC PROJECTS**

SUBJECT: **CORPORATE RISK REGISTER**

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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 consider the Service's Corporate Risk Register in relation to Service Delivery.

RECOMMENDATION:

That Members note and approve the review by the Service of the Corporate Risk Register in relation to Service Delivery.

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1.   <u>Introduction</u>

1.1   Members have requested a standing item to be placed on the Agenda of the Policy and Challenge Groups for the consideration of risks relating to the remit of each Group. In addition, the Fire and Rescue Authority's (FRA) Audit and Standards Committee receives regular reports on the full Corporate Risk Register.

1.2 An extract of the Corporate Risk Register showing the risks appropriate to the **Service Delivery Policy and Challenge Group** will be available at the meeting. Explanatory notes regarding the risk ratings applied is appended to this report.

2. Current Revisions

2.1 The register is reviewed on a monthly basis during the Service's Corporate Management Team (CMT) meetings and by CMT members between these meetings if required. A copy of the risks relevant to the Service Delivery Policy and Challenge Group are attached for your information and approval.

2.2 Changes to individual risk ratings in the Corporate Risk Register:

- **CRR01: If we do not plan properly for major operational incidents then we may not be able to resolve the incident appropriately and thus adversely affect our service delivery provision:** The Service has robust and auditable systems in place to monitor the arrangements for operation pre-planning and training which form part of business as usual. Therefore following a review of the risk and the associated controls the overall rating has changed to Tolerate with the Inherent Risk reducing to 4 to 3 matching the Residual Risk.

2.3 Updates to individual risks in the Corporate Risk Register:

- **CRR02: If we cannot recruit or retain adequate numbers of part time fire fighters, particularly in relation to day cover, then we will not be able to fully crew our fire appliances and thus have a detrimental impact on our service delivery due to the unavailability of our fire appliances:** The Gartan availability module was launched on 27 July 2016 and provides detailed management reporting tools to measure the response, availability and efficiency of Retained Duty Staff (RDS). Implementation of the Gartan system is a key step in the *RDS Improvement Project* and will enable the Service to explore the introduction of more flexible working arrangements for RDS personnel.

  Workstream leads have been allocated for project working groups including: Recruitment and Foundation Training, Flexible staff deployment, Working Patterns, Retention and Maintenance of Competence, Phased Alert, Work Routines, RDS Availability System.

  An order has been placed for replacement Alerters with enhanced capabilities. Technical modifications to the mobilising system and associated equipment are scheduled to enable a pilot of phased alert for co-responding calls to commence by the end of August 2016. Consultation and engagement with RDS staff and representative bodies is underway with regard to working patterns and flexible staff deployment. Preliminary work to configure the Gartan Payroll module has commenced.

- **CRR44: If the Service does not have a reliable accurate system for continuously monitoring and updating the availability and skills of Retained Duty System (RDS) operational personnel and RDS appliances then there could be delays in mobilising the nearest available appliance to emergency incidents. This could significantly impact upon the effectiveness and mobilising of our emergency response, increase risks to firefighters and the community, reduce our ability to monitor performance, undermine RDS employees confidence in the Service and could result in negative media coverage:** The Gartan availability module was launched on 27 July 2016, to improve the management of RDS Firefighters' availability by giving RDS staff a fast, mobile and effective way to book on and off call. The system provides reliable real time information on appliance availability which takes account of required crew skills (e.g. Drivers, BA and Incident Commander). When the Replacement Mobilising System comes into use integration processes will be put in place with the Gartan availability module to automatically update appliance availability on the mobilising system based upon data from the Gartan system.

3. <u>Business Continuity</u>

3.1 Following on from the last update to Members a programme of testing the Service's Business Continuity Plans is now in place providing assurance for the delivery of service in the event of a partial or Service wide business interruption.

SERVICE OPERATIONAL COMMANDER TONY ROGERS
HEAD OF SAFETY AND STRATEGIC PROJECTS

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 BFRS.
Terminate	In some circumstances it may be appropriate or possible to terminate or remove the risk altogether by changing policy, process, procedure or function.