

For Publication

**Bedfordshire Fire and Rescue Authority
Service Delivery Policy and Challenge
Group
1 December 2016
Item No. 9**

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.

1. Introduction

- 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 together with 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: None. All risks that are reported to the Service Delivery Policy and Challenge Group have been reviewed and there are no risk rating changes to report to Members.
- 2.3 Updates to individual risks in the Corporate Risk Register:
- **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 risks associated with the reliability of the RDS availability system have now been significantly reduced through the implementation of the new Gartan RDS availability system. The new system provides enhanced functionality including improved monitoring systems and a *Smart Phone App* making it easier for firefighters to check crewing and book on/off. Following implementation the new system is being monitored to ensure that it is working effectively and reliably and to optimise the configuration. The next step to further improve the system will be integration between the replacement mobilising system and Gartan system, so that crewing changes are automatically updated onto the mobilising system.
 - **CRR46: Due to a range of factors which deplete the number of staff available to crew fire appliances the cost of using of pre-arranged overtime to cover wholetime crewing has become excessive and crewing arrangements lack resilience:** When the 24 hour wholetime shift duty system was agreed in 2012 a 'leaner' crewing model was introduced as a savings and efficiencies measure. Reductions to establishment were phased in over a number of years through natural turnover. The use of pre-arranged overtime to maintain specified crewing levels on appliances has steadily increased as the establishment has fallen towards the new level. Where there are vacancies due to leavers, overtime costs will be partially offset by savings in salary budgets. It is Service policy that overtime will not normally be used to cover for self-certificated sickness, Special Leave or Trade Union Leave. However, use of overtime can result from long term sickness, suspensions, leave, transfers, training and staff placed on modified duties. During the financial year 2016-17 wholetime shift overtime costs have been running at unsustainable levels. The Duty Group Commanders who authorise the use of

overtime to maintain crewing are aware of the budget pressures and are making day to day decisions to limit excessive overtime expenditure. Reliance on extensive use of overtime is not considered to be a resilient means of maintaining crewing. There is a finite capacity for operational staff to undertake overtime due to individual restrictions on the total average weekly work hours permitted within Grey book conditions of service. Head of Operations has developed a number of options for reducing the use of overtime to a sustainable level and consultation is taking place with representative bodies.

**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	<p>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:</p> <ul style="list-style-type: none"> ○ reduce the likelihood of a disruption ○ shorten the period of a disruption if it occurs ○ limit the impact of a disruption if it occurs <p>These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.</p>
High	<p>These are high risks which require management attention and action. Where practical and proportionate to do so, new risk controls <i>should</i> 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.</p>
Moderate	<p>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.</p>
Low	<p>These risks are unlikely to occur and are not significant in their impact. They are managed within CMT management framework and reviewed by CMT.</p>

Risk Strategy

Risk Strategy	Description
Treat	<p>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.)</p>
Tolerate	<p>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.</p>
Transfer	<p>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.</p>
Terminate	<p>In some circumstances it may be appropriate or possible to terminate or remove the risk altogether by changing policy, process, procedure or function.</p>