For Publication

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: None. Individual risk ratings have been reviewed and are unchanged

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 project to refresh the website continues with engagement with Zengenti (the preferred supplier) following a joint procurement process with Bedfordshire Police. The website will broaden our opportunities to further engage with the communities and interested parties of Bedfordshire. The increased use of social media is continuing to grow and is measured through analytics for uptake and engagement.

- **CRR00005: If we are unable to provide adequate asset management and tracking facilities then we may cause serious injuries to our staff due to a lack of safety testing. We may also incur unnecessary significant costs and be in breach of health and safety legislation:** A revised scoping paper is programmed to go to SDMT 2017, stating realistic resource and budget requests to implement a technological Asset Tracking system.

- **CRR00015: If we do not properly manage the work issues that can potentially be caused by collaboration or shared services including: 1. Redundancy 2. Relocation 3. Cost of work for the convergence of procedures 4. Use of inexperienced staff familiar with FRS operations 5. Increase in staff numbers and associated cost. Then there will be a negative cultural impact upon the service and the projects may fail:** Resque 4I has been operational since November 2016 and is now BAU. Mobile data terminals have gone live (as of 17 Aug 17), this now completes the resilience benefits required by the Home Office, with the exception of "Automatic fail over".

1.5   Corporate Services Policy and Challenge Group has a total of nine risks reporting directly to Members that are categorised as *'treat'*. *Treated* risks have preventative actions in place reducing the probability or impact of the risk occurring and forms the basis of the update report to Members providing an overview risk.

1.6   Changes to individual risk ratings arising from the **Service Delivery** Risk Register: None. Individual risk ratings have been reviewed and are unchanged

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

- **CRR00022: If we have inadequate or incomplete operational pre planning policies, procedures or information available to us then we can potentially risk injury or even death to our fire-fighters and staff:** Bedfordshire Fire and Rescue Service (BFRS) is on track to complete the three year National Operational Guidance programme (NOG) in August 2017. Further work streams will be initiated following completion of the NOG that BFRS will undertake.

1.8   Changes to individual risk ratings from the **Human Resources** Risk Register: None. Individual risk ratings have been reviewed and are unchanged.

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

- **CRR00040: If there is a retirement of a large number of operational officers over a short period of time then we lose significant operational and managerial experience within the service which could ultimately affect our service delivery and wider corporate functionality in the shorter term:** A new recruitment process commences in August 2017 with an application process open for 5 weeks. This will be supported by a large media campaign and a series of positive action events across the county to ensure that opportunities are taken to attract the very best candidates from all areas of our community. The successful candidates will be eligible for foundation training in 2018.

- **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:** In June 2017 13 new firefighters attended The Fire Service College to undertake a Skills For Justice accredited Foundation training course. These new firefighters are also required to undertake a series of specialist training in Service prior to posting to operational stations from September 2017. Performance of all operational firefighters and managers is regularly monitored and reported through the respective indicators relative to safety critical training activities. CMT and Fire Authority Members are presented with these. They remain as stretch targets for 2017/18.

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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.