

For Publication

Bedfordshire Fire and Rescue Authority  
Corporate Services Policy and Challenge Group  
12 March 2018  
Item No. 11

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**REPORT AUTHOR:** HEAD OF ORGANISATIONAL ASSURANCE

**SUBJECT:** Corporate Services Risk Register

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Background Papers: None

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Implications (tick ✓):

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

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

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**PURPOSE:**

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

## RECOMMENDATION:

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

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### 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 Corporate Services 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 Corporate Services 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 risk ratings have been reviewed and there are no changes to the inherent and residual risk score.
- 2.3 Updates to individual risks in the Corporate 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 wire frames have been showcased to the Service at a recent Management Briefing Day. These show the basic layouts for the online and mobile versions. Liaison between BFRS and Zengenti continues to ensure the content is both usable and compliant with accessibility legislation. The inherent risk score of 6 and residual score of 2 remain unchanged following this update.

- **CRR00004: If there is 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 reviewed following potential reports of snow across the country. The risk Inherent risk score remains at 16 with the residual score of 12.
- **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:** The project is currently deferred, pending further market research, which is on-going. There has been significant progress in development of cloud based systems since the original inception of this project. A site visit to Durham and Darlington Fire and Rescue Service in February 2018 to view their Blue Light Asset Management system in operation proved to be of considerable value. Substantial savings are possible with a cloud-based system and ongoing annual maintenance costs could be significantly reduced compared with previously quoted figures for hardware based solutions. Further work is underway on technical specifications drawing from the knowledge and experience of Darlington and Durham. The inherent risk score remains at 8 with the residual score of 3. No changes have been made to the risk score following the update to this risk.
- **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:** Project closure document is in draft, with the proposal to close the project by the end of the financial year. At this point the 4i system will revert BAU and be handed over to Head of Service Delivery as a Service Delivery function. The inherent score remains at 9 with the residual at 4. There is no change to this scoring falling this update.

**AREA COMMANDER DARREN COOK  
HEAD OF ORGANISATIONAL ASSURANCE**

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
<b>Very High</b>	<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"> <li>• reduce the likelihood of a disruption</li> <li>• shorten the period of a disruption if it occurs</li> <li>• limit the impact of a disruption if it occurs</li> </ul> <p>These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.</p>
<b>High</b>	<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>
<b>Moderate</b>	<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>
<b>Low</b>	<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	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