

Corporate Risk Management Summary

Report of the Chief Fire Officer

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1 Executive Summary

This report updates Members on the status of risks on the Corporate Risk Register.

2 Recommendations

The Committee is asked to note the contents of the report.

3 Background

Following recent discussions with Members including the Chair of the Standards, Audit and Performance Committee, the format for reporting the corporate risk register has been amended.

It was felt that due to the nature of the entries on the register, it would be more beneficial for Members to receive updates on risks where the direction of travel has changed, new entries onto the register and risks where significant activity or activity of note is being undertaken.

All risks on the register will continue to be updated by their respective risk owner on a regular basis and reported to Risk Management Group (RMG) and the Performance and Risk Group (PRG). In addition, an annual report containing all entries of the corporate risk register will continue to be reported to the CFA at its annual general meeting.

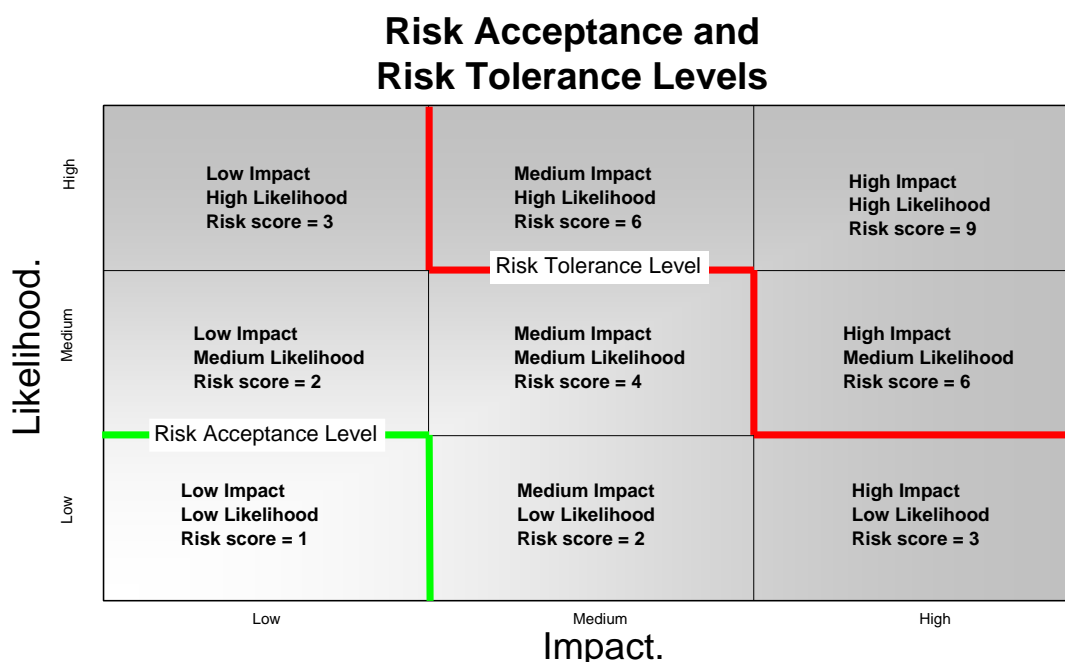
In the appendix is a summary of the highlighted risks on the corporate risk register with the latest update by the risk owner on their respective risk.

4 Risk Acceptance and Tolerance Levels

The purpose of risk management is not to eliminate all risk, but to reduce the risk to a level that the Authority is prepared to tolerate. This will vary depending on the Authority's current level of 'Risk Appetite' and is defined by the Authority setting its 'Risk Tolerance Level'. This level essentially acts as a target, with any risks higher than this level attracting appropriate effort and resources in an effort to reduce it to below this level. This target therefore acts as a management indicator, with greater levels of monitoring being required for those risks above the level, than for those below it.

In addition to the upper level, it is also appropriate to set a lower level target, called the 'Risk Acceptance Level'. Any risks assessed as being lower than this level should attract minimal effort and resources. This helps to ensure that resources are not wasted trying to reduce risks unnecessarily.

The Risk Management Brigade Order reflects the current risk Tolerance and Acceptance level and are shown in the table below.



5 Risk Management Process

The table in the appendix shows the open corporate risk register entries reported by exception. This has detailed information on each of the individual risk including: the risk title, the risk owner, a description of that risk, the counter measures that are either being applied, or Officers are working to apply, the level of risk without controls, with controls, an assessment of the current level of risk and direction of travel. There is also a narrative column to enable risk owners to comment on the information provided where relevant.

6 Current Position

Two new risks have been added to the corporate risk register since the last Standards, Audit and Performance Committee update which relate to His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Values & Culture Report and new fire kit.

Risk ratings for the following two risks have been increased on the register:

- Failure of Primary Contractor, or Failure or Disruption of Supply Chain or Uncontrolled Cost Increases for Critical Goods
- Security & Resilience of IT Network.

The impact of the new fitness standards on service delivery risk was removed from the register following Risk Management Group (RMG) on 2 May 2023.

Further detail can be found in the appendix to this report.

7 Conclusions

The Committee is asked to note the contents of the report.

8 Financial Implications

There are no financial implications arising from this report.

9 Legal Comment

There are no legal implications arising from this report.

10 Equality Impact Assessment

There are no equality or diversity implications arising from this report. An e-EQIA is not, therefore, required.

11 Appendix

Open Corporate Risk Register Entries Reported by Exception

12 Background Papers

There are no background papers associated with this report.

Open Corporate Risk Register Entries Reported by Exception

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Values & Culture Report	People	Guy Williams	03/04/2023	<p>On receipt of the report the Service immediately carried out a gap analysis which formed the basis of the Service Action Plan.</p> <p>This work is being driven by Assistant Chief Fire Officer (ACFO) Corporate Services and teams of staff who have taken responsibility for the recommendations as detailed in an action plan which is reported to Service Management Team and CFA.</p> <p>Representative bodies will be engaged during informal meetings and consultations to ensure they are fully sighted on developments and can put forward any comments.</p> <p>Communications to all staff will continue to engage and inform staff of any new provisions, policies, and opportunities for consultation.</p>	2	New	The June 2023 deadline has been met; the Service is now planning to meet the next batch of recommendations planned for August 2023. An Independent Review of the Service is also being scoped by ACFO Williams.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
				<p>HMICFRS have confirmed that the mechanism for reporting progress is via the Huddle system accessed by Service Liaison Leads.</p> <p>The Transformation and Collaboration team will continue to regularly communicate with the Service Liaison Lead and update the Huddle system with appropriate commentary to detail the Service's progression towards the recommendations.</p>			
New fire kit	Service Delivery	Andrew Kelcey	02/05/2023	<p>Addressed through the contract with the supplier, who are recalling and remanufacturing the garments with an alternative product. This process is being managed by the Technical Services team to minimise the impact of kit availability.</p>	4	New	N/A
Failure of Primary Contractor, or Failure or	Service Delivery	Andrew Kelcey	11/03/2013	<p>Review current contracts register (Contracts in excess of £10,000) and risk assess all suppliers against the criteria of</p>	9	↑	Reviewed and impact increased from 2 to 3. This reflects an

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
Disruption of Supply Chain or Uncontrolled Cost Increases for Critical Goods				<p>Poor Performance and Contract Failure. (Completed)</p> <p>Any supplier classed as high risk in either criteria will be identified as a departmental risk and be subject to a full supplier risk assessment and contingency plan if required. (Started and Ongoing)</p> <p>The full assessment will consider whether any further actions need to be addressed in order to mitigate against potential poor performance/contract failure. (Ongoing).</p> <p>09/03/2020 -A review of critical goods or supplies will be carried out and stock levels held by suppliers or in our own stores will be assessed and increased if necessary. (Ongoing).</p> <p>06/09/2021 - A further review has identified that there are issues with increased cost and delayed delivery on some</p>			increasingly recognised risk that supply chains will fail at common points, resulting in alternative providers or products also not being able to meet our needs.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
				<p>items, but the risk is being managed and is unchanged.</p> <p>04/04/2022 - Significant cost increases are now being seen. The Service will review its inflation and reserves strategy in light of these cost increases.</p> <p>Fuel stocks at Wellington are being increased slightly above normal holdings due to concerns regarding diesel supplies.</p> <p>The capital programme is being reviewed in the anticipation of moving towards delivering short-term single trade building works rather than major projects to minimise the risk to the Service and contractors. Vehicle replacements are also being reviewed in light of supply problems, balanced against current high values if we were to sell used vehicles.</p>			

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
				01/07/2022 - Significant cost increases and supply delays continue to be seen, together with some products being discontinued or suspended indefinitely as suppliers concentrate on more limited lines. Diesel supplies are now easing and no longer considered a specific risk.			
Security & Resilience of IT Network	Information	Sally Edwards	01/08/2012	<p>Implement the recommendations of the 2 internal audit IT reports (in progress)</p> <p>Review and improve internal policies and procedures (In progress)</p> <p>Defining IT team roles, responsibilities and competencies Implement 24/7 IT cover (complete)</p> <p>Implement management and reporting tools for preventative maintenance (In progress)</p>	4	↑	The lack of resources and skills remains an issue with many pockets of single points of failure. The demand on the team continues to increase and there are tasks which get overlooked due to this. Team morale is also starting to suffer with pressure on individuals and no indication of any resolution.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
				<p>Continually review and improve technical infrastructure (Ongoing)</p> <p>A detailed low-level audit of the network configuration to be carried out before making further improvements to the infrastructure by removing single points of failure. (In progress)</p>			

Key to Direction of Travel:

→ shows that the general direction of the risk is unchanged.

↓ shows that the general direction of the risk is reducing.

↑ shows that the general direction of the risk is increasing.