

Report of Area Commander – Operations Support

5. Strategic Risk Register

Purpose of report

1. To provide the Committee with an update on changes to the Strategic Risk Register.

Recommendation

It is recommended that the Strategic Risk Register 2013/14 is noted, in particular the increased likelihood and reduced impact of Industrial Disputes.

Background

2. The Emergency Planning and Resilience Officer is responsible for co-ordinating the annual review of the Departmental Risk Registers and Strategic Risk Register. The review meets the requirements of the Audit and Standards Committee's Terms of Reference to monitor and review the Authority's risk management arrangements.
3. The purpose of strategic risk management is to effectively identify risks to the success of the organisation and put effective control measures in place to mitigate their effect. For example, to manage the risk of industrial disputes the Service has in place controls such as a robust Business Continuity Plan and regular meetings with Representative Bodies. Training for Members on strategic risk management was delivered in September 2013.

Risk Management Strategy

4. The Risk Management Strategy Service Policy Instruction (SPI), which was approved at the Audit Committee meeting in January 2013, is in place for recording risks within the Authority.
5. The overall objective of the Strategy is to ensure that the Authority identifies strategic risks and applies the most cost effective control mechanisms to manage those risks. This ensures they are eliminated or reduced to an acceptable level and that systems are in place to monitor and report against them. The Strategic Risk Register is then prepared to identify controls which mitigate the inherent identified risks. The residual risk demonstrates the revised risk assessment as a result of the action taken.

6. Utilising a “bottom up” approach to risk management, Departments, Area Commanders, and Directors have all assessed their risks. The highest and/or most prevalent risks have been elevated to the Strategic Risk Register.

Strategic Risk Register

7. The overall responsibility for ensuring risks are managed effectively lies with the Authority as professionally advised by Officers. The live Strategic Risk Register outlines to Members the risk scoring for both likelihood and impact of each risk. It reflects the updated National Risk Register which is intended to capture the range of emergencies that may have an impact on all, or significant parts, of the UK as well as internal risks. The National Risk Register drives the Community Risk Register held by West Mercia Local Resilience Forum (WMLRF) and is recognised in the Service’s live Strategic Risk Register. From a Service perspective, the Strategic Risk Register acknowledges departmental, project and partnership risks.
8. WMLRF is a multi-agency group comprising bodies within West Mercia such as local authorities, national and local health agencies, the three emergency services and the Environment Agency. The purpose of the LRF is to ensure effective delivery of the duties of the Civil Contingencies Act (CCA) 2004. This requires partner agencies to co-ordinate resources so they can respond effectively when incidents do occur.
9. Within the Strategic Risk Register, the three risks assessed to be of most concern to the Authority are:
 - a. Death of a Firefighter as a consequence of an operational incident;
 - b. Death of a Member of the Public through Service Activities; and
 - c. Reduction in real terms of grants and/or other income affecting service delivery.
10. These risks are being continually monitored by the Senior Management Board (SMB) and a number of control measures have been put in place to control them.
11. Risk No. 2: Industrial Disputes has been changed. The likelihood has increased to 5 on the risk matrix due to the ongoing industrial action by the Fire Brigades Union. The impact has been downgraded from a 4 to a 3 due to the successful implementation of the Service’s Business Continuity Plan for industrial action, which has included:
 - The use of volunteers within the Service willing to provide additional cover (over and above their normal hours) during periods of strike action;
 - The standing up of alternative sites enabling those staff working as normal to avoid crossing picket lines;
 - A resilience crew based at Service Headquarters during strike periods to be used as and when necessary to bolster crewing; and

- Successful communications and relations with staff throughout the dispute.

Conclusion/Summary

12. A robust process has been followed and there is continual monitoring and reviewing taking place at quarterly SMB performance meetings and Middle Management Board meetings to ensure risks are being used to drive business.
13. The Authority's Strategic Risk Register will be formally reported to Members annually, with significant changes being reported to the Audit and Standards Committee in a risk update.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	N/A
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	N/A
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	N/A
Consultation (identify any public or other consultation that has been carried out on this matter)	N/A
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	N/A

Supporting Information

Appendix 1 – Strategic Risk Register 2013/14

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