



AGENDA ITEM: 8

NORTH WALES FIRE AND RESCUE AUTHORITY EXECUTIVE PANEL

13 February 2017

STRATEGIC RISK REGISTER

Report by Dawn Docx, Deputy Chief Fire Officer

Purpose of Report

- 1 To provide information to members about the Strategic Risk Register.

Introduction

- 2 The Authority's adopted Strategic Risk Management Policy defines strategic risk as "an event that, should it occur, would impact on the achievement of the Authority's planned outcomes and/or the delivery of its core functions".
- 3 Under this policy, the Executive Panel receives a summary report on strategic risks at least twice a year and between times the Chair and Deputy Chair of the Authority are able to view the full detail of the register with officers.
- 4 The Strategic Risk Register records current and future risk levels after planned countermeasures have been implemented.
- 5 Risk levels are based on an evaluation of the likelihood that something might happen and the consequences if it did. Descriptions are provided for information at the end of Appendix 1.

Information

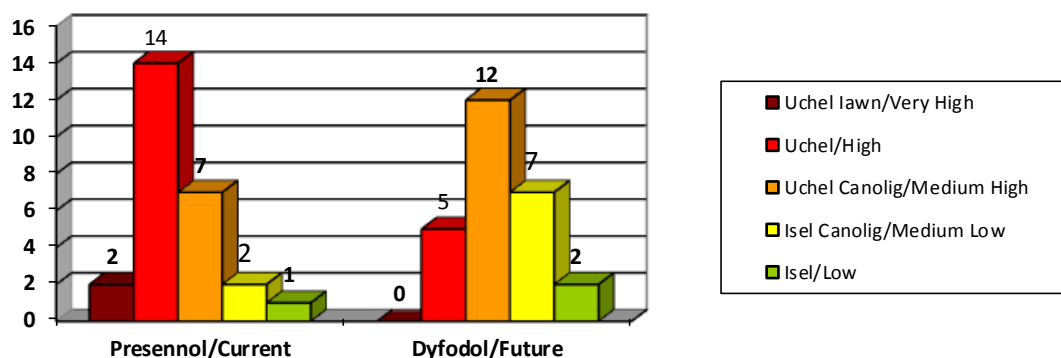
- 6 Members last received a report at the October 2016 meeting of the Executive Panel that summarised the contents of the strategic risk register at that time.
- 7 It was anticipated that with planned countermeasures, the risk level of the majority of the identified risks - ranging from 'very high' to 'medium low' - would be reduced.
- 8 It was acknowledged that some identified risks (e.g. the risk of a workplace death or serious injury of a member of staff) would remain at the same risk level even after planned countermeasures.
- 9 Since then, countermeasures have continued to be planned and implemented with the aim of reducing or avoiding increases in risk levels.
- 10 Members have previously been informed that the two highest risks relate to: attack on the Service's computer systems; and the Service's level of resilience to a sudden loss of staff with specialist knowledge and/or experience of NWFRA business. Both these risks remain in the 'very high' category of risk.
- 11 Officers continue to review and update the risk register, adding, removing and re-scoring risks as appropriate. A summary of the current register entries is provided at Appendix 1.

Recommendation

- 12 That members note the information provided about the strategic risks that the Authority faces.

Strategic Risk Register as at 26/01/2017

- i The chart below illustrates the current and future levels ascribed to identified strategic risks facing the Authority.



ii Very high risk

Two risks have been identified as presenting a very high risk to the Authority. These relate to:

- the risk of attack on the Service's computer systems; and
- the Service's level of resilience to a sudden loss of staff with specialist knowledge and/or experience of NWFRA business.

With planned countermeasures it is anticipated that these will reduce to a high risk.

iii High risk

Fourteen risks have been identified as presenting a high risk to the Authority. In summary, and in no particular order, these relate to:

- unanticipated (permanent or semi-permanent) depletion of staff affecting emergency response capability;
- the Service's capacity to deal with additional (externally imposed) burdens;
- insufficient funds to deliver core services or to maintain risk-critical systems;
- terrorist and/or criminal misappropriation of assets;
- ineffective governance of projects and partnerships;
- ineffective management of workforce information;
- ineffective or deficient decision-making at Authority level;
- not achieving the Authority's improvement objectives;
- disruption of established relationships with local government partners;
- the potential effects of the proposed large developments in Anglesey (Wylfa Newydd, and Land and Lakes leisure facility);

Appendix 1

With planned countermeasures it is anticipated that three will be kept at a high level of risk, eight will be reduced to a medium high level, and three will be reduced to a medium low level of risk.

iv Medium high risk

Seven medium high risks have also been identified. In summary, and in no particular order, these relate to: the serious injury of a member of staff whilst at work; the unknown effects of the UK leaving the European Union; the potential delay in the planned national communications project and the cost of replacement command and control software; the inherent risks associated with diversification of services and involvement in partnership projects; the possibility of a personal data breach; and maintaining operational consistency with other UK Fire and Rescue Services.

With planned countermeasures it is anticipated that four would remain at a medium high risk level, and three would reduce to a medium low risk level.

v Medium low risk

Two risks have been categorised as medium low. These relate to failing to anticipate and tackle problems in good time; and to securing the capital from the sale of premises.

With planned countermeasures one would remain as a medium low risk, and one would reduce to a low risk.

Risk analysis

LIKELIHOOD D	5 Almost certain	5	10	15	20	25
	4 Likely	4	8	12	16	20
	3 Possible	3	6	9	12	15
	2 Unlikely	2	4	6	8	10
	1 Very unlikely	1	2	3	4	5
		1 Insignificant	2 Minor	3 Moderate	4 Significant	5 Major
		CONSEQUENCE				

Risk priority scale

Value	Priority scale
20-25	Very high - risk is intolerably high
12-16	High - risk is substantial
8-10	Medium high - risk is moderate
4-6	Medium low - risk is tolerable
1-3	Low