

South Yorkshire Fire and Rescue Authority

Corporate Risk Management Strategy

Making
**SOUTH
YORKSHIRE
SAFER &
STRONGER**



**South Yorkshire
FIRE & RESCUE**

Document Control

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Change Management

Name	Organisation / Position	Version	Date
Linda Noble	BMBC	V1.0F	31/08/2018
Linda Noble	BMBC	V2.0F	04/09/2018
Adrian Hunt	BMBC	v3.1d	17/04/2020
Chris Kirby	SYFR	V3F	03/05/2020
Kayleigh Storer	SYFR	v4.1d	11/05/2023
Andy Strelczenie Chris Kirby Sukdave Ghuman	SYFR SYFR BMBC	V4.0F	24/07/2023

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1. Executive Foreword

The Fire & Rescue Authority and South Yorkshire Fire & Rescue continue to face challenges whilst delivering their core services to the communities in South Yorkshire. These challenges range across strategic areas including:



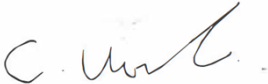

- political
- economic
- societal
- technological
- legal
- operational and
- environmental

There is, therefore, a constant requirement to effectively identify, monitor and manage the risks associated with these challenges. We will also identify opportunities as well as threats to the delivery of our priorities and objectives.

The effective management of risk plays an essential part in delivering the best possible service within the resources we have available to us. Our resources include all of our people but also our financial and physical resources such as our available funding and reserves, our fire stations and fire engines.

The design and delivery of an effective risk management strategy is essential as it allows us to better understand the threats that we face and put plans in place to mitigate and manage these threats. This will support our organisational resilience and enable preparation for interruptions to service delivery with effective business continuity management arrangements.

This Strategy is supported by a Risk Management Policy and Framework to ensure we have a co-ordinated approach to managing and mitigating any risks to the effective operation of the organisation.

	
Cllr. Charlie Hogarth Chair of the Fire and Rescue Authority	Chris Kirby Chief Fire Officer and Chief Executive
	

2. Introduction

- 2.1 This Strategy sets the Risk Management arrangements for South Yorkshire Fire and Rescue Authority. Having an effective risk management strategy within any organisation will ensure that it is compliant with relevant corporate governance arrangements and will minimise risks around health and safety, financial loss and reputation.
- 2.2 South Yorkshire Fire and Rescue Authority is committed to protecting the health, safety and welfare of its employees and the people it serves. It also aims to protect its property, assets and other resources, and to maintain its reputation and good standing in the wider community.
- 2.3 These commitments will be supported if the principles of Risk Management are embedded within South Yorkshire Fire and Rescue Service. These principles will ensure that risks are continually identified, captured and assessed and appropriate risk reduction measures are put in place to minimise all risks identified.
- 2.4 The Fire and Rescue National Framework for England sets a clear priority for Fire and Rescue Authorities to identify and assess the full range of foreseeable fire and rescue related risks that their respective areas face. Fire Authorities are also expected to have arrangements in place to assess their existing capabilities and to identify any gaps and part of its risk management and planning process. In addition, the Accounts and Audit Regulations 2015 (section 3), requires Local Authorities to have effective arrangements in place for the management of risk as part of its internal control system.
- 2.5 By delivering this strategy, the Service will be more likely to be successful in delivering its key objectives and its aspirations.

3. How will we delivery this strategy?

- 3.1 This strategy will be delivered through embedding the principles of risk management throughout the Service.
- 3.2 The strategy will be underpinned by a dedicated Risk Management Policy and Framework. These documents will detail the following elements that will underpin the delivery of this strategy:
 - Provide an accurate definition of risk
 - Set the internal governance arrangements including the meetings and groups that will convene to manage risks within the service
 - Set out clear roles and responsibilities for service managers and staff
 - Provide clear explanations and guidance for managers and staff on how risks can be identified, assessed, captured and managed.

- Provide specific details on how the service can demonstrate assurance against its risk management policy and framework.

3.3 In order to identify risks that may affect the service, it will be important for the policy and framework to identify all of the information sources that risks can be identified from. This will include an assessment of national and local risk registers. It will also require the service to ensure resources are engaged in the identification of other sector specific risks through the development and management of foreseeable risk registers at both corporate and operational levels.

4. Who will we work with?

4.1 In order to effectively deliver against this strategy, there will be several key stakeholders that will need to be engaged in order for us to successfully identify, capture and manage all foreseeable risks that may impact on the service.

4.2 These stakeholders will include:

- Members of South Yorkshire Fire and Rescue Authority
- Lead Member for Risk Management (Chair of the Audit and Governance Committee)
- The National Fire Chief's Council (NFCC) and specific work streams such as the Community Risk Programme and Professional Standards
- Home Office and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services
- Key partners across the Local Resilience Forum
- Other relevant local partner organisations and agencies including academic and research institutions.
- Internal staff and representative bodies
- Where relevant, members of the communities across South Yorkshire

5. How will we measure success and assure the delivery of this strategy?

5.1 This strategy and supporting policy and framework documents aim to support the service in the delivery of its core duties.

5.2 In order for the service to prepare its Integrated Risk Management Plan, it will need to consider the information captured within the respective risk management forums as outlined within the risk management policy.

- 5.3 The success of this strategy will be determined principally through inspection and accountability. There will be assurance reports presented to the Fire Authority at intervals set out below:
- 5.4 The South Yorkshire Joint Authorities Governance Unit ensures the presentation of the following documents, designed to provide assurances to interested parties, as follows:
- A quarterly report to the Audit and Governance Committee on the progress made in reducing all significant risks (assessed as being 'red') that are logged on the Fire Authority risk register;
 - An Annual Report to the full Fire Authority, detailing progress made in address all risks throughout the year;
 - All reports to the Fire Authority include a mandatory section regarding Corporate Risk Management and Business Continuity implications; and,
 - Local Pension Board reports which will include assurances relating to the management of risk.
- 5.5 An annual, independent review of the organisation's Risk Management arrangements is undertaken by the organisations Internal Auditors. This provides independent assurances regarding the effectiveness of the organisations Risk Management arrangements. The Audit focuses on:
- Verifying the existence of risk registers and Risk Management action plans;
 - Analysing whether Risk Management is being actively undertaken throughout the organisation; and,
 - The provision of advice and guidance on how to further improve Risk Management processes and procedures.
- 5.6 The Risk Management arrangements for the organisation are subject of a review as part of the process for compiling the Annual Governance Statement as set out in the Fire and Rescue National Framework for England.
- 5.7 Additionally, the organisation will allow for peer review and benchmarking activities where appropriate.
- 5.8 The Authority has an Officer Governance Board that is responsible for overseeing the production of the Annual Governance Statement and Governance Improvement Plan. It also considers all emerging governance issues, including risk.

6. Learning and development

- 6.1. Members of the Fire and Rescue Authority are provided with an annual session covering Effective Audit Committees and Risk Management. This is run in collaboration with other Joint Authorities where appropriate and timely.
- 6.2. South Yorkshire Fire and Rescue run an internal Introduction to Risk Management training for staff who are Station Manager level (or corporate staff equivalent) and above. This internal training is also available to Audit and Governance members on request via the Joint Authorities Governance Unit.
- 6.3. Officers from within the Service have their own individual development processes through an Annual Personal Review.

7. Advice and guidance

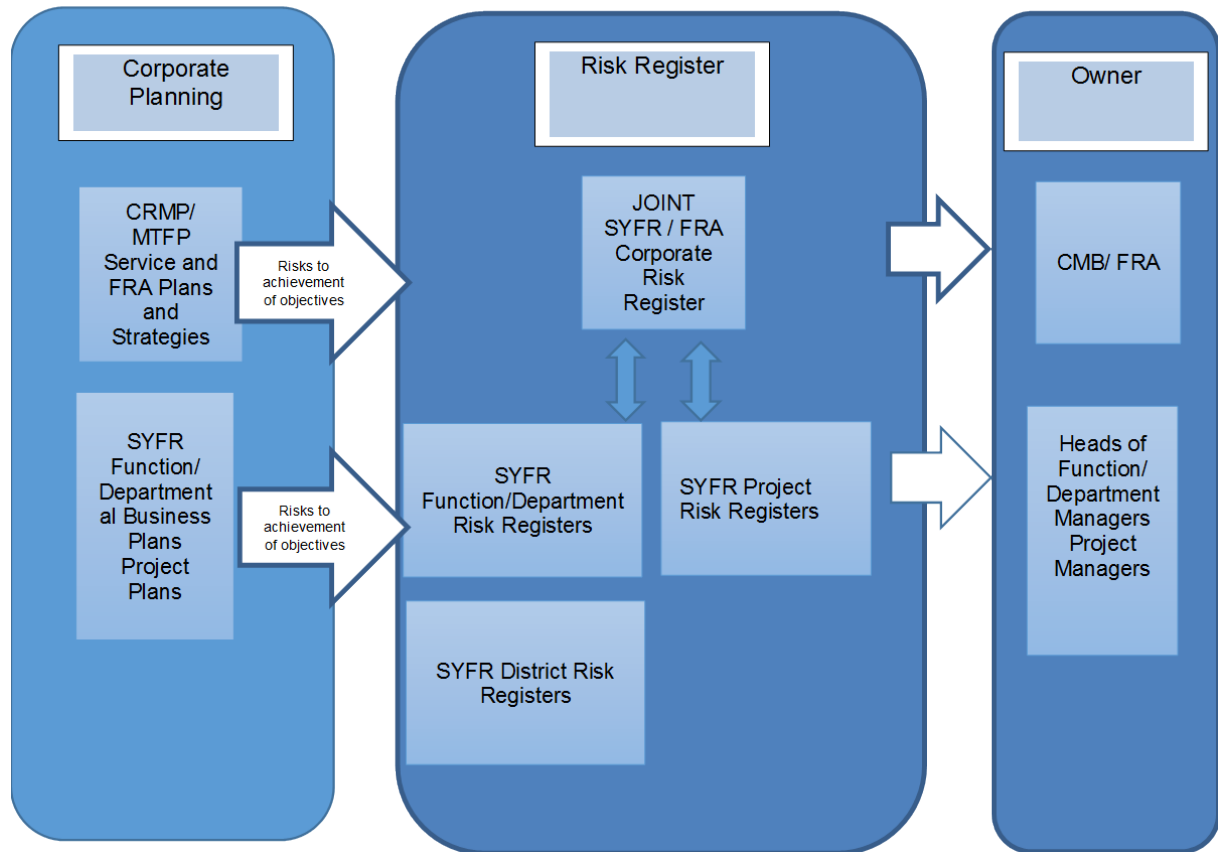
- 7.1 Guidance regarding the Risk Management Strategy, Policy and Framework can be obtained from the Fire Service's Strategy Manager or from the Fire Authority's Risk Advisors. The contact details for these individuals are detailed below.

Designation / Location	Name	Contact Details
Strategic Governance and Collaboration Manager, SYFR	Kayleigh Storer	kstorer@syfire.gov.uk
South Yorkshire Fire and Rescue - Project Risk	Projects Team	projectteam@syfire.gov.uk
Service Director Legal & Governance – BMBC Monitoring Officer, BMBC	Sukdave Ghuman	sukdaveghuman@barnsley.gov.uk

- 7.2 The Risk Management procedural methodology, which includes information and guidance regarding risk identification, risk assessment, risk mitigation and the Risk Management tolerance / escalation model are included in the South Yorkshire Fire and Rescue Risk Management Framework. This is available for staff on the Intranet.
- 7.3 The following publications and guidance's have been used when developing this Policy and Strategy document:
 - The Association of Local Authority Risk Managers (ALARM) National Performance Model for Risk Management in the Public Services;
 - **ISO 31000 guide** – 'A structured approach to Enterprise Risk Management (ERM) and the requirements of ISO 31000'; and ISO 31000:2018 and,
 - The Institute of Risk Management (IRM) guidance regarding Risk Appetite and Tolerance.

8. Appendices

Appendix A: SY Fire Authority and Service Risk Register Structure



South Yorkshire Fire & Rescue – Equality Analysis Template

Policy / Project / Function	Risk Management Strategy	Date of Analysis	21 June 2023	
Analysis Rating: please tick 1 box <i>✓ (The analysis rating is identified after the analysis has been completed - See Completion Notes).</i>	RED	AMBER	X	Proportionate means achieving a legitimate aim/can be objectively justified.
	Please list methods used to analyse impact on people (e.g. consultations forums, meetings, data collection)	The policy has been refreshed and details the risk management approach and defines the objectives necessary to the successful delivery of that vision, and details how those objectives will be supported. It sets out the approach to managing risk, the risk management process, monitoring and review, and risk responsibilities.		
Please list any other policies that are related to or referred to as part of this analysis	The Risk Management Strategy used to sit as one, joint risk management strategy, policy and framework. In 2020 these were separated out from one another and a new Risk Management Strategy was created. This in the next step in that process; to publish the risk management policy in its own document.			
Please list the groups of people potentially affected by this proposal. (e.g. applicants, employees, customers, service users, members of the public)	Internal SYFR staff, with some reporting crossover with the Authority and Barnsley JAGU colleagues. BMBC colleagues, those with FRA risk management responsibilities.			
What are the aims and intended effects of this proposal (project, policy, function, service)?				
The strategy has been refreshed and overarching the risk management approach and defines the objectives necessary to the successful delivery of that vision, and details how those objectives will be supported.				
This is a refresh of the strategy to update the contact information and the SYFR / BMBC process information that has changed since the 2020 strategy refresh.				
Is any Equality Data available relating to the use or implementation of this proposal (policy, project, or function, service)? Please Tick ✓ (See Completion notes)				
YES:			NO: Not relevant, light touch strategy refresh.	
List any Consultations e.g., with employees, service users, Unions or members of the public that has taken place in the development or implementation of this proposal (project, policy, function)?				
Via CMB and FRA report process.				
Financial Analysis If applicable, state any relevant cost implications (e.g. expenses, returns or savings) as a direct result of the implementation of this policy, project, or function.				
Costs (£)		Projected Returns £		
None		None		
Implementation £		Projected Savings £		
None		None		

What impact will the implementation of this proposal have on people who share characteristics protected by <i>The Equality Act 2010</i> ? ✓ (See Completion notes)				
Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
Sex (Men and Women)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Race (All Racial Groups)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Disability (Mental, Physical, and Carers of Disabled people)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Any process in SYFR has a potential impact on those with disabilities, particularly neurodiverse staff. It is expected that the necessary support for working practices is already in place via HR and occupational health and it is not the responsibility of this policy change to deliver this in silo.
Religion or Belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sexual Orientation (Lesbian, Gay, Bisexual, and Straight)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pregnancy and Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Marital Status (Married and Civil Partnerships)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Gender Reassignment (Includes non-binary)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Age (People of all ages)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

What impact will the implementation of this proposal have on people who are impacted by and / or local factors that sit outside the Equality Act 2010 (non-legislative). Examples include social economic factors (i.e. poverty and or isolation), caring responsibility, unemployment, homelessness, urbanisation, rurality, health inequalities any other disadvantage. ✓ (See Completion notes)				
Identified impact non-legislative factor.	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
Organisation	X			

This Equality Impact Analysis was completed by: Strategic Governance and Collaboration Manager

Action plan not applicable.

Action Plan Owner: N/A		Commencement date: N/A		Sign off date: N/A	
As a result of performing this analysis, what actions are proposed to remove or reduce any negative impact of adverse outcomes identified on people (employees, applicants, customers, members of the public etc.) who share characteristics protected by <i>The Equality Act 2010</i> or are <i>non-legislative characteristics</i> ?					
Action Planning					
Identified Impact Protected Characteristic or local non-legislative factor	Recommended Actions	Responsible Lead	Completion Date	Review Date	