
Office of the Police and Crime Commissioner for Gloucestershire

Supporting document 10.
Risk Register

GFRS governance review

Risk Registers

What is a risk register?

A Risk Register is a tool for documenting risks, and actions to manage each risk. The Risk Register is essential to the successful management of risk. As risks are identified they are logged on the register and actions are taken to respond to the risk.

Why do we need a risk register?

Risk is evident in everything we do. When it comes to project management, understanding risk and knowing how to minimize its impacts (or take full advantage of its opportunities) on your project are essential for success.

Good risk management is good management. It involves forethought, anticipating possible problems and guarding against them, and recording that process as evidence of good practice. Project leads should be aware of significant risks that could potentially affect the organisations ability to achieve its objectives. To implement a high-level risk management strategy that is “top-down” and focuses on areas of strategic and operational importance.

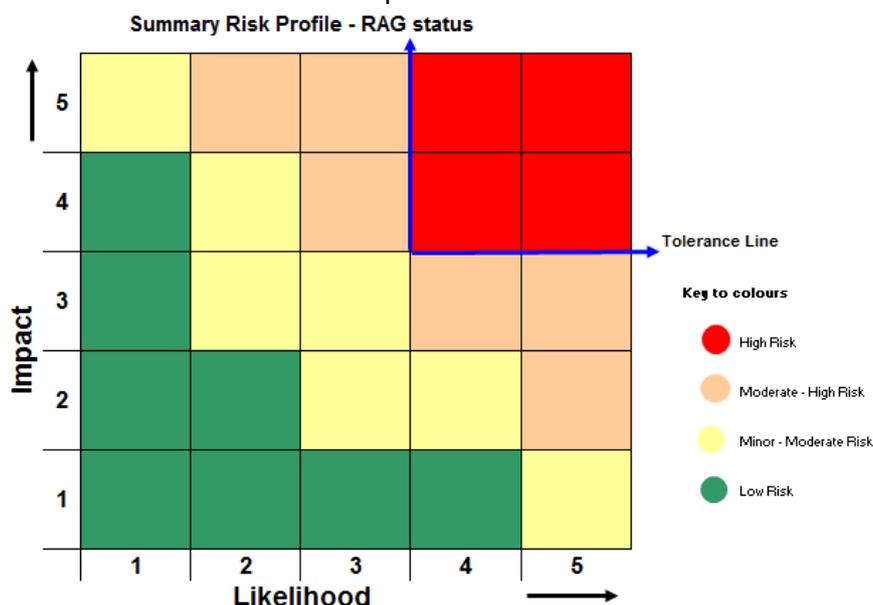
How to assess risk

The Risk Impact/Likelihood Chart provides a useful framework to decide which risks need attention and based on the principle that a risk has two primary dimensions:

- **Likelihood** – A risk is an event that "may" occur. The likelihood of it occurring can range anywhere from just above 0 percent to just below 100 percent. (Note: It can't be exactly 100 percent, because then it would be a certainty, not a risk. And it can't be exactly 0 percent, or it wouldn't be a risk.)
- **Impact** – A risk, by its very nature, always has a negative impact. However, the size of the impact varies in terms of cost and impact on health, human life, or some other critical factor.

The chart allows you to rate potential risks on these two dimensions. The probability that a risk will occur is represented on one axis of the chart – and the impact of the risk, if it occurs, on the other.

The two measures are used to plot the risk on the chart. This gives a quick, clear view of the priority to be given each. This then informs resource allocation decisions in how to manage that particular risk. The basic form of the Risk Impact/Likelihood Chart is shown below.



The corners of the chart have these characteristics:

- **Low impact/low likelihood** – Risks in the bottom left corner are low level, and can often be ignored.
- **Low impact/high likelihood** – Risks in the top left corner are of moderate importance – if these things happen, you can cope with them and move on. However, you should try to reduce the likelihood that they'll occur.
- **High impact/low likelihood** – Risks in the bottom right corner are of high importance if they do occur, but they're very unlikely to happen. For these, however, you should do what you can to reduce the impact they'll have if they do occur, and you should have contingency plans in place just in case they do.
- **High impact/high likelihood** – Risks towards the top right corner are of critical importance. These are the top priorities, and are risks that you must pay close attention to.

The risks included in the following register were identified in the development of the outline business case proposing a governance change for GFRS governance. They have also been identified in stakeholder and consultation feedback.

No.	Risk	Cause	Consequence	Inherent Risk score			Low, minor, moderate, high risk	Control	Mitigation	Residual Risk score		
				Impact	Like-lihood	Total (IxL)				Impact	Like-lihood	Total (IxL)
001.	There is a risk that there is insufficient resource and capacity within the OPCC to deliver the new GFRS Governance arrangements.	Insufficient analysis into the impact of change in relation to capacity required and resources. Unforeseen circumstances or delayed process.	Inability to meet the expectations of the new governance requirements for GFRS and existing governance requirements for GC. Public confidence in process shaken; realisation of business case benefits impeded.	5	3	15	Moderate	Resource planning exercise to be undertaken, identifying roles, responsibilities and resource requirements. This should build on analysis produced by PA Consulting. Understanding the lessons learned from other PFCC areas would be beneficial to this process. Costs and benefits reviewed and updated in light of known position of Tier-one Authorities	Resource plan and funding identified. Communication about process and impact.	1	2	2
002.	There is a risk that the LBC will be challenged or unsuccessful in the bid process and/or that any decision is successfully Judicially Reviewed.	Mistrust in consultation process or Home Secretary's decision process.	Delayed process impeding realisation of the business case benefits.	4	3	12	Moderate	Continued communication between the OPCC and the Home Office (Monitoring Officer). Clear and transparent communication plan, open communication channels with key stakeholders to ensure consistent messages.	Ensure Business Case is regularly reviewed and evidenced based. Seek best practice and learning from others. Consultation with HO, for feedback and guidance on approach and legal issues. Process of consultation and engagement fully documented.	1	2	2
003.	There is a risk that the relationship between the OPCC and GCC will diminish in the event of transfer of Governance.	Failure to view governance review as an obligation of the PCC under the Policing and Crime Act.	Inability to work in partnership / collaborate where required and public view of local services deteriorates.	4	3	12	Moderate	Continued offers of briefings and transparent project management throughout process.	Ensure rationale for review of governance is regularly communicated and the grounds for change based on	1	2	2

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									sound evidence.			
004.	There is a risk that the reputation of Police and Fire and Rescue Services could be damaged.	Misinformation suggesting 'merger' of operational activity and finances.	Objection to the LBC on unfounded grounds.	4	3	12	Moderate	Consistent messaging, publish FAQs and myth-busting exercises.	Consistent, transparent messaging regarding scope of collaboration and legality of operational/financial merger.	1	2	2
005.	There is a risk that taking on fire governance would distract the scrutiny of the Police service.	The PCC and OPCC have insufficient capacity to govern both services.	Public confidence in process affected. PF&C Panel challenge performance monitoring / holding to account ability of PFCC.	4	2	8	Minor	Resource planning exercise undertaken, identifying roles, responsibilities and resource requirements.	Resource plan and funding identified.	1	2	2
006.	There is a risk that local collaboration and partnership working could be adversely affected, including that with local authorities.	Insufficient partner engagement / understanding of process.	Project delivery affected, Partner withdrawal and loss of support / buy in.	4	2	8	Minor	Communication strategy to reassure existing partners, develop understanding, reaffirm priorities.	Early communication with partners, updating progress at key phases in implementation plan and ongoing offers of briefings.	1	1	1
007.	There is a risk that the findings of the Grenfell Inquiry could create additional/unforeseen fiscal and resource demand upon the Fire and Rescue Service	Potential of new regulatory role for FRS following Grenfell Inquiry. Real implications unknown currently. Funding for changes may not be via Government grant (e.g. pay rises for fire fighters, changes in regulation around fire safety assessments). These changes may cost more for a PFCC, as they are not currently	Inquiry has not concluded and therefore recommendations / implications unknown.	4	4	16	High	National communications regarding impact of Grenfell Inquiry recommendations.	Continued engagement with Home Office to understand possible changes.	2	2	4

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		built into GCC base budgets and are likely to take time to be understood. The ability of a PFCC to fund these would depend upon agreement on the precept and budgets being transferred.										
008.	There is a risk that the new Inspection regime (HMICFRS) could create additional demand on the Fire Service.	GFRS not adequately prepared for the new inspection regime. (NB: GFRS due to have first inspection Spring 2019)	Resources diverted to respond to requirements of inspection and risk of poor inspection report.	2	2	4	Low	Learning and experience nationally from FRS areas that have been inspected.	National links regarding FRS inspections and experience of GC HMICFRS inspections.	1	2	2
009.	There is a risk that strategic commissioning / prioritisation is geared to achieving police objectives rather than Fire and Rescue. This may result in a perception of GFRS being required to support law and order and lead to a lack of trust.	The movement from a council focused governance structure to what is currently a police focused governance structure.	Commissioning becomes focused on policing priorities and focus on social care / health support is diminished as a result.	2	2	4	Low	Understand the rationale for IRMP priorities for GFRS and benefits to the county as a whole. Liaison with Health & Social Care throughout negotiation phase to ensure confidence of continued working relationships with GFRS.	PCC to ensure appropriate resource is allocated to maintaining links with local government.	1	1	1
010.	There is a risk that the future of the Fire Fighters' and LGPS pension scheme may be affected	Future liabilities for FF Pension scheme - no assets are held and contributions are set nationally, lump sum	Additional cost of transfer.	2	2	4	Low	Detailed review of liabilities, contracts, assets etc. Due diligence on novation or change control terms that could delay	Guidance from the Home Office and from other areas that have completed FRS governance transfer.	2	1	2

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		payments for ill health and changes to membership of schemes are unfunded. In addition, there are a number of outstanding legal challenges associated with GFRS pensions. Funding for LGPS may transfer to PCC depending on agreements made.						implementation or create complexity. Pension situation will need to be confirmed as the PCC would need to become an admitted body to the pension schemes.				
011.	There is a risk that the Fire precept process will not be agreed within sufficient time for the new arrangements.	Negotiations between GCC and the OPCC are likely to be difficult due to political hostility with regards to the LBC and lack of clear understanding of true costs of funding GFRS.	Negotiation phase with GCC delaying process and causing unforeseen costs, impeding transfer and realisation of the business case.	3	3	9	Minor	Clear understanding of the true costs of GFRS to enable negotiation. Application of CIPFA methodology in determining real cost of GFRS.	Learning from other areas and consultation with the Home Office.	2	2	4
012.	There is a risk that the potential transfer of staff may cause industrial problems.	Unions are dissatisfied with the process and/or terms.	Industrial action affecting service.	4	3	12	Moderate	Engagement with staff and representative bodies throughout the process of change.	Regular, transparent and open two-way communications between OPCC and staff and staff associations.	1	3	3
013.	There is a risk that there will be insufficient scrutiny by the PF&C Panel due to capacity.	Lack of time and resource.	Public scrutiny of the PFCC is reduced (compared to PCC under current arrangements).	4	2	8	Minor	Discussions planned with PF&C Panel Chair and supporting officers to understand position and plan Panel's development. Learning from other areas.	Assist PF&C Panel in discussions with the Home Office regarding resourcing.	2	2	4

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014.	There is a risk that staff morale in either service may be affected.	Behavioural and cultural differences and/or GFRS staff feeling like a police takeover.	Collaboration benefits slow down or sub-optimal, performance, staff retention and recruitment affected.	4	2	8	Minor	Chief officers responsible for effective communication strategy, briefing sessions, promotion of benefits and active support structures.	Information sharing, regular meetings, best practice/good news highlights. Visibility and reassurance.	2	2	4
015.	The current FRA (GCC) does not agree with the case for change, triggering the independent assessment process.	Fear of change and poor communication of rationale.	Delays in transfer hinders realisation of benefits identified in the LBC.	3	4	12	Moderate	Efforts to engage with Local Authorities in the case for change particularly during consultation. Transparent processes. Preparation for independent assessment built into process.	Engagement with Home Office to understand impact; realignment of benefits assumptions.	3	2	6
016.	Unforeseen implications of Internal Audit / criminal investigation following whistleblowing complaints made against GFRS in summer 2018.	Part (summary) disclosure of IA investigation and sub judice.	Full understanding of cultural resolution requirements of GFRS unknown. May involve unforeseen costs.	2	2	4	Low	Published GCC IA reports into the investigation and any improvement plans / recommendations.	Staff and staff association engagement. Requests for disclosure of information when available	1	1	1
017.	Benefits outlined in the LBC are overstated.	Assumption in the business case are not justified or robust.	Benefits would need to be reassessed damaging public confidence, or sought from elsewhere.	1	3	3	Low	Benefits and assumptions are conservatively stated to minimise risk, and have been robustly scrutinised; regular oversight of benefit realisation and management.	Regular communication on progress.	1	2	2