

# **CORPORATE RISK MANAGEMENT POLICY**

## **1. INTRODUCTION**

- 1.1 The North Wales Fire & Rescue Authority provides services to a diverse range of people and organisations. It operates in an ever-changing environment, under public and government scrutiny and against a background of legislation and regulation. In such an environment, the potential for disruption to services or the loss or damage to assets from a vast range of risk is inherent. This policy recognises that some risks will always exist, and in some cases are necessary in order to enable innovation in the continuing development and improvement of service provision and delivery. It is essential therefore that the Authority takes appropriate action, through active Risk Management, to minimise the potential for losses or damage to the public assets under its stewardship, with particular emphasis on its staff resources.
- 1.2 This policy seeks to reinforce the commitment shown by the Authority and the Chief Fire Officer to a risk management culture by ensuring that all employees have regard to the management of risks in the decision making process and every day work situations.

## **2. POLICY STATEMENT**

- 2.1 The Risk Management Policy of the Authority is to adopt best practices in the identification, evaluation and cost-effective control of risks to ensure they are acknowledged, eliminated, transferred or reduced to an acceptable level.
- 2.2 To achieve this, the Risk Management policy will be directly aligned to and serve to protect the strategic aims of the Service, which are:
- 2.2.1 To prevent accidental and malicious fires
  - 2.2.2 To protect people from being killed or injured by fire and other hazards
  - 2.2.3 To protect the community, businesses and the environment from being harmed by fire and other hazards
  - 2.2.4 To find ways to improve in order to meet the expectations of the Community
  - 2.2.5 To operate as effectively and efficiently as we can, making the best use of the resources we have available

### **3. RISK MANAGEMENT OBJECTIVES**

- 3.1 In order to integrate with the Service's strategic aims, the risk management policy's objectives will be:-
- 3.1.1 To integrate risk management into the culture of the Service.
  - 3.1.2 To ensure best value and best practice are achieved in the management of risks.
  - 3.1.3 To regard compliance with legal and regulatory requirements as a minimum standard.
  - 3.1.4 To identify and respond to changing social, environmental and legislative requirements.
  - 3.1.5 To prevent injury, damage and loss to stakeholders and employees or their property.
  - 3.1.6 To reduce the overall cost of risk.
  - 3.1.7 To support staff in their efforts to manage the risks to which they are exposed.
  - 3.1.8 To support the achievement of the Authority's stated objectives and targets and innovation in the delivery of services.

### **4. ORGANISATION AND RESPONSIBILITIES**

- 4.1 The variety of risks to which the Authority is exposed is such that a multi-layered approach will need to be adopted to ensure full integration of the risk management culture into all levels of the Authority.
- 4.1.1 Elected Members have a responsibility to ensure the implementation of appropriate risk structures and processes, and to provide sufficient resources to meet agreed objectives.
  - 4.1.2 The Executive Group has overall responsibility for ensuring that the Service manages risk effectively through the development of a comprehensive corporate risk management strategy and that decisions taken by both the Authority's Members and Service's management give full consideration to the risks associated with those policies.
  - 4.1.3 The Risk Management Adviser (Senior Operations Manager) is responsible for developing a strategy setting out the specific programmes, procedures and risk management activities designed to ensure that the policy objectives set out above are met. This is however, an advisory role with control of the policy's implementation remaining with the Risk Reduction Forum.

- 4.1.4 The Risk Reduction Forum is chaired by the ACFO (Service Delivery) and provides control and support to the delivery of the Risk Management Strategy. This group will report directly to the Executive Group on matters requiring policy changes. The terms of reference for the Forum are attached at Appendix 1.
  - 4.1.5 Heads of Departments are responsible for ensuring that proper procedures are in place to identify, evaluate and manage risks within their functional areas effectively.
  - 4.1.6 Individual managers and employees are each charged with the effective management of the risks associated with their particular roles and duties, and for ensuring that significant risks are identified to senior management as soon as they become known. The Risk Reduction Forum is available to support this activity through the provision of training, information and technical assistance as required.
  - 4.1.7 The responsibilities of individuals are implicitly enshrined in the terms and conditions of employment of all employees and are considered to be at the heart of the contract between the Authority and each of its employees.
- 4.2 An active risk management culture will enhance the Authority's drive for continuous improvement in service delivery and ensure the safety of its staff, assets and reputation. The Authority is committed to the highest standards of risk management and stewardship in carrying out its functions and duties; all personnel have a role to play in ensuring this goal is met, and can be assured of the fullest support and encouragement in this aim from all levels of management.

## 5. **RISK MONITORING AND REVIEW** (Appendix 1- terms of reference)

Initially, to enable a Risk Register to be produced and control measures to be determined and introduced, each Head of Department will be assisted by the Risk Management Adviser or other member of the Risk Reduction Forum, to identify appropriate risks in accordance with this policy. Thereafter, the process of monitoring and reviewing risks will remain the responsibility of the relevant Head of Department, supported by the Risk Reduction Forum.

## 6. **POLICY REVIEW**

- 6.1 This policy will be reviewed on an annual basis.

## Appendix 1

# **RISK REDUCTION FORUM** **CORPORATE RISK MANAGEMENT - TERMS OF REFERENCE**

### **1. Responsibility and Purpose**

- 1.1 The Risk Reduction Forum is responsible to the Executive Group and will concern itself with the development, maintenance and implementation of a Corporate Risk Management policy for the Authority, and overseeing the Authority's insurance arrangements.

### **2. Membership**

- 2.1 The group will be chaired by the ACFO (Service Delivery) and will comprise of :-
- 2.1.1 Risk Management Advisor (Senior Operations Manager);
  - 2.1.2 Senior Fire Safety Manager
  - 2.1.3 Control Manager
  - 2.1.4 Projects Manager
  - 2.1.5 Health and Safety Adviser
- 2.2 Other key members of staff may be co-opted onto the Forum to assist or inform on specific areas of risk or risk management as the need arises.

### **3. Meetings and Reporting**

- 3.1 The Group will meet not less than quarterly and submit reports to the Executive Group, detailing its actions and recommendations as necessary.

### **3. Principal Activities**

- 3.1 Identify, assess and quantify the major risks to which the Authority is exposed by:-
- 3.1.1 The regular review of claims experience and incidents;
  - 3.1.2 Reviewing the minutes/activities of other groups involved with risk assessment, e.g., Impact Assessment Forum, Service Health & Safety Committee Meetings; and
  - 3.1.3 Creation of a Risk Register.

- 3.2 Develop and implement a strategy to:-
- 3.2.1 Reduce, eliminate or transfer risk and make recommendations to the Executive Group where policy changes are needed;
  - 3.2.3 Agree an annual programme of activity and targets designed to meet the strategy; and
  - 3.2.4 Monitor and report progress on the implementation of the strategy and the annual programme.
- 3.3 Consider the allocation of funding as is made available for risk management activities.
- 3.4 Promote awareness of the importance of risk management at all levels of the Service through:-
- 3.4.1 Promulgation of risk management information and advice;
  - 3.4.2 Provision of necessary training;
  - 3.4.3 Provision of guidance notes on specific areas of risk management, and
  - 3.4.4 Provision of support to local risk management groups and other management groups.
- 3.5 Liaise with other Service groups such as the Health and Safety Committee, Vehicle Design Committee; Equal Opportunities Committee; other Fire & Rescue Services and external agencies on matters relating to risk management. The aim of this is to gather information on current developments in the risk management field and to ensure best practice is communicated and implemented within the Service.

#### **4. Other Matters**

- 4.1 The Risk Reduction Forum is not responsible for the investigation of incidents, or for taking direct action where a perceived risk has been identified. It is available to support operational needs, seeking to achieve the proper balance between the commitment of the Fire Authority and the Service to engage fully with local communities and the requirements to effectively manage all risks. Recommendations relating to maintaining this balance will be referred to the appropriate group or individual best placed to consider the response necessary.
- 4.2 The Forum may, from time to time, set up sub groups or working parties to consider particular topics. Such groups should be chaired by a member of the Forum and observe and report any findings back to the Forum.