REPORT AUTHOR: **ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)**

SUBJECT: **CORPORATE RISK REGISTER**

For further information
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Background Papers: None

Implications (tick ✓):

LEGAL			FINANCIAL		✓
HUMAN RESOURCES			EQUALITY IMPACT		
ENVIRONMENTAL			POLICY		
CORPORATE RISK	Known	✓	CORE BRIEF		
	New		OTHER (please specify)		

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To review the development of the Service's Corporate Risk Register.

RECOMMENDATIONS:

That Members acknowledge:

1.   The continuing development of the Service's Corporate Risk Register; and,
2.   That the appropriate Policy and Challenge Groups have considered and reviewed controls proposed to reduce the identified risks.

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1.   <u>Introduction</u>

1.1   Each of the Fire and Rescue Authority's (FRA) policy and challenge groups has a standing item on their agenda for the consideration of risks relating to the remit of each Group. In addition, this Committee receives regular reports on the full Corporate Risk Register.

1.2   The Corporate Risk Register will be available at the meeting with explanatory notes regarding the risk ratings applied is appended to this report.

1.3   Changes to individual risk ratings arising from the **Corporate Services** Risk Register:

       There are no changes to the Corporate Risk Register individual risk ratings.

1.4   Updates to individual risks arising from the **Corporate Services** Risk Register:

- **CRR00029: If we do not communicate well, both internal and external to the Service, then we will suffer from poor staff morale, miss the opportunity to promote ourselves and the excellent work that we do and potentially impact upon our ability to deliver a full range of services.**

  The Service website is now business as usual following live trials, with opportunity for information owners to update their areas of it. Current configuration will be used to support the forthcoming recruitment process for wholetime firefighters. Work will shortly commence on a project to refresh the SharePoint platform to improve internal communications. Blue Bulletin weekly newsletter has been updated. Communications remains an area of focus within the "Moving Forward Together" plan that supports organisational improvement.

- **CRR00039: If we have inadequate data management due to poor implementation, inappropriate specification of requirements or poor quality control measures then we are at risk of using the wrong information throughout the organisation and thus potentially affecting the delivery of our services.**

  A Data Management Strategy is being created. A Major component of that is the Information Asset Register of which a draft register has been created. Head of ICT has reviewed the Risk Rating and it remains unchanged at this time.

- **CRR00004: If there are a large number of staff absent from the workplace then our ability to deliver services to our communities is severely compromised and our reputation will be adversely affected.**

  Continued negotiations at a national level on pay (within the NJC) and pensions (FBU challenge) continue to present a risk of industrial action, which the Service has little control over. The Service, through Head of Response, is reviewing its business continuity arrangements to mitigate against potential disruption. The risk analysis has been reviewed and remains unchanged and continues to be treated.

  FBU have submitted a 17% pay settlement proposal. NJC has recently released an annual performance statement and has seen a change in Chair as of 1 Oct 2018. Negotiations on pay and conditions continue. The risk score has been reviewed and has not been changed at this time.

- **CRR00027: If we receive a poor budget settlement from government and reduce funding from our Local Unitary Authorities, and/or we have an adverse response from our Council Tax Precept increase consultation processes, then our ability to deliver a full range of services could be significantly affected. Potential key pressures for 2018/19 onwards may be the Firefighters pay award, the employer pension contributions and the funding of these. The 2019/20 financial is the last year of the four year fixed funding agreement. We also await a Spending Review in 2019/20.**

  The risk has increased with higher than anticipated employer FF pension contributions. The details are yet to be announced, however when they are, this risk scoring will be updated. It has been advised that the Home Office will support £97m of the increase across the sector for 2019/20, with the 45 Services to pick up £10m. For 2020/21, the increase and part funding will be included up as part of the Comprehensive Spending Review, so the Authority currently faces an uncertain and potentially funding pressure. If the 2020/21 CSR is one year only, the uncertainty will then go forward to 2021/22 onwards.

- **CRR00043: If the Service suffers a terrorist attack then there is the potential for elements of the Critical National Infrastructure (CNI) to be compromised, our ability to respond to emergency incidents could be significantly affected, we would be unable to fulfil our duties under the Civil Contingencies Act and our reputation could be adversely affected.**

  Met Police "Project Griffin" awareness training is being well received by staff and nears completion. This supports earlier training on the Government endorsed "Run, Hide, Tell" campaign. The Service remains engaged with the Local Resilience Forum to deliver effective planning and response to incidents as part of the Civil Contingencies Act (CCA). The Service supports continuing provision of National Inter-Agency Liaison Officers (NILO) with appropriate security clearance to enable receipt and dissemination of information and to act as a primary conduit for operational incidents. In 2018 the Service has engaged in a series of assurance multi-agency practical scenarios that test "blue light" response across our region to the threat from terrorism activities. The national threat assessment from international terrorism remains at "Severe", where it has been since September 2017, meaning that an attack is highly likely. The individual risk rating has been reviewed and remains unchanged.

- **CRR00045: Exchanges of information, attacks and or hacking, email, web browsing, removable media, exposes the Service to malicious code and content (Virus/malware). There is a risk this could seriously damage the confidentiality, integrity and availability of our Service's information and ICT resulting in disruption to the delivery of our Services, loss of sensitive information, resulting in material financial loss and legal or regulatory sanctions.**

CMT members have received Senior Information Risk Owner (SIRO) training in September 2018 as part of a workshop provided by Aristi, covering information security. Aristi covered have provided a range of tools to assist with developing improved risk awareness and management to include data protection and cyber security.

The Risk Title and Risk Statement have been reviewed to make it more relevant to the risk identified. A further review of CRR00038 and CRR00045 has identified a significant duplication, therefore CRR00038 will be closed to ensure a focussed and effective reporting on this risk going forward. A significant piece of work is underway for BFRS to attain accreditation against the Cyber Essentials Security Framework. The Risk Rating has been reviewed and remains the same.

- **CRR00038: If we suffer virus / hacking damage to business critical or vital computer systems then this will significantly affect our ability to deliver risk critical services such as emergency response**

   This is a duplicate risk and is being managed within CRR00045 to improve the consistency of reporting and effectiveness.

- **CRR00048: There is a risk that the Service may be subjected to a fine from the ICO due to not implementing GDPR resulting in poor data security and process.**

   An action plan has been developed from the outcomes of an internal audit conducted by RSM Tenon. Resources have been provided to progress the action plan and implementation of improvements. Contact is being made within region to identify any notable practice and to assist with developing key policies and procedures. The risk rating has been reviewed at remains unchanged.

1.5   Changes to individual risk ratings arising from the **Service Delivery** Risk Register:

   The Corporate Risk Register individual risk ratings have been reviewed and there are no changes for this update.

1.6   Updates to individual risks arising from the **Service Delivery** Risk Register:

- **CRR00002: If we cannot recruit or retain adequate numbers of part time fire fighters, particularly in relation to day cover, then we will not be able to fully crew our fire appliances and thus have a detrimental impact on our service delivery due to the unavailability of our fire appliances.**

  Through the Retained Duty System (On-Call) Improvement Project, a number of work streams have provided options that support improvement with the recruitment and retention of On-Call personnel. It is through this project that the Service have defined opportunities that will support a more flexible and family friendly approach for On-Call personnel. The next phase of this project includes negotiations, with the work force and trade unions, on policy changes to incorporate these improvements and lead to improving the Services overall availability of On-Call appliances.

- **CRR000022: If we have inadequate or incomplete operational pre planning policies, procedures or information available to us then we can potentially risk injury or even death to our fire-fighters and staff.**

  National Operational Guidance Programme has now issued training specifications in a number of areas. The Service is waiting for specific gap analysis toolkits to be developed to enable an analysis to be completed. The Service is well embedded with Regional partners to ensure that best practice is shared and risk information is consistent.

- **CRR00044: If the Service does not have a reliable accurate system for continuously monitoring and updating the availability and skills of Retained Duty System (RDS) operational personnel and RDS appliances then there could be delays in mobilising the nearest available appliance to emergency incidents. This could significantly impact upon the effectiveness and mobilising of our emergency response, increase risks to firefighters and the communities, reduce our ability to monitor performance, undermine RDS employees confidence in the Service and could result in negative media coverage.**

  The Gartan availability system continues to provide accurate availability information enhancing the day to day management of RDS (On-Call) individual and appliance availability. The system has proven to be very reliant at all times, supporting On-Call stations and management reporting

1.7   Changes to individual risk ratings from the **Human Resources** Risk Register:

The Corporate Risk Register individual risk ratings have been reviewed and there are no changes since the last update.

1.8   Updates to individual risks arising from the **Human Resources** Risk Register:

- **CRR00040: If there is a retirement of a large number of operational officers over a short period of time then we lose significant operational and managerial experience within the service which could ultimately affect our service delivery and wider corporate functionality in the shorter term**.

  A recruitment and selection process has commenced for wholetime firefighters for 2019. An equality review of the 2016/17 process has been undertaken and reported to Members, with improvements made to the 2018/19 process from the learning. The Service has made a temporary secondment of a Station Commander and a temporary appointment of a Support Staff member to deliver recruitment officer role and positive action initiatives. They are supported through a Recruitment Working Group, chaired by Head of Service Development and Assurance. The campaign will look to attract the very best candidates for new firefighter roles from across our many diverse communities.

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Explanatory tables in regard to the risk impact scores, the risk rating and the risk strategy.

Risk Rating/Colour	Risk Rating Considerations / Action
Very High	High risks which require urgent management attention and action. Where appropriate, practical and proportionate to do so, new risk controls must be implemented as soon as possible, to reduce the risk rating. New controls aim to: • reduce the likelihood of a disruption • shorten the period of a disruption if it occurs • limit the impact of a disruption if it occurs These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.
High	These are high risks which require management attention and action. Where practical and proportionate to do so, new risk controls *should* be implemented to reduce the risk rating as the aim above. These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.
Moderate	These are moderate risks. New risk controls should be considered and scoped. Where practical and proportionate, selected controls should be prioritised for implementation. These risks are monitored and reviewed by CMT.
Low	These risks are unlikely to occur and are not significant in their impact. They are managed within CMT management framework and reviewed by CMT.

Risk Strategy	Description
Treat	Implement and monitor the effectiveness of new controls to reduce the risk rating. This may involve significant resource to achieve (IT infrastructure for data replication/storage, cross-training of specialist staff, providing standby-premises etc) or may comprise a number of low cost, or cost neutral, mitigating measures which cumulatively reduce the risk rating (a validated Business Continuity plan, documented and regularly rehearsed building evacuation procedures etc)
Tolerate	A risk may be acceptable without any further action being taken depending on the risk appetite of the organisation. Also, while there may clearly be additional new controls which could be implemented to 'treat' a risk, if the cost of treating the risk is greater than the anticipated impact and loss should the risk occur, then it may be decided to tolerate the risk maintaining existing risk controls only
Transfer	It may be possible to transfer the risk to a third party (conventional insurance or service provision (outsourcing)), however it is not possible to transfer the responsibility for the risk which remains with BLFRS
Terminate	In some circumstances it may be appropriate or possible to terminate or remove the risk altogether by changing policy, process, procedure or function