

For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
27 February 2019
Item No. 12

REPORT AUTHOR: HEAD OF SERVICE DEVELOPMENT AND ASSURANCE

SUBJECT: CORPORATE SERVICES RISK REGISTER

For further information on this Report contact: Strategic Operational Commander Andy Peckham
Head of Service Development and Assurance
Tel No: 01234 845129

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To consider the Service's Corporate Risk Register in relation to Corporate Services.

RECOMMENDATION:

That Members note and approve the review by the Service of the Corporate Risk Register in relation to Corporate Services.

1. Introduction

- 1.1 Members have requested a standing item to be placed on the Agenda of the Policy and Challenge Groups for the consideration of risks relating to the remit of each Group. In addition, the Fire and Rescue Authority's (FRA) Audit and Standards Committee receives regular reports on the full Corporate Risk Register.
- 1.2 An extract of the Corporate Risk Register showing the risks appropriate to the Corporate Services Policy and Challenge Group together with explanatory notes regarding the risk ratings applied is appended to this report.

2. Current Revisions

- 2.1 The register is reviewed on a monthly basis during the Service's Corporate Management Team (CMT) meetings and by CMT members between these meetings if required. A copy of the risks relevant to the Corporate Services Policy and Challenge Group are below for your information and approval.

- 2.2 Changes to individual risk ratings in the Corporate Risk Register:

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

- 2.3 Updates to individual risks in the Corporate Risk Register:

CRR00004: If there is 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.

A specific action within the CRR00004 treatment relates to the risk from Ebola. According to NHS, the Ebola outbreak within Africa was officially declared over in June 2016 and the risk of an Ebola outbreak occurring in the UK remains negligible. With this known, the specific risk action has been resolved. The Risk Register still monitors pandemic illness within the risk. On review by HSDA, the recommendation is that the overall risk rating remains unchanged.

CRR00027: If we receive a lower than predicted budget settlement from government and reduced 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 and revenue/capital plans could be significantly affected. Potential key financial pressures for 2019/20 onwards could be from the Firefighters pay award, the employer FF pension contributions, the funding formula review, the Comprehensive Spending Review and Business Rates retention. The 2019/20 financial is the last year of the four year fixed funding agreement.

The 2019/20 Budget and Council tax were set by the FRA on 7 February 2019. This also included the approval of a Reserves Strategy and Medium Term Financial Strategy. The budget is balanced into the medium term and there is now a revised strategy in place to utilise some general and earmarked reserves for transformational investment as well as for budget purposes. The next financial year is likely to see the largest revision to local government finance in decades, with the Spending Review, Business Rates Retention and Formula Funding revision. Therefore 2020/21 will be a key year in resetting our budget planning.

CRR00043: If the Service suffers a terrorist attack then there is the potential for elements of service delivery infrastructure 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 public confidence in the Service could be adversely affected.

The term "critical national infrastructure" has been replaced within the risk title; this previously referred to our mobilising provision, which has subsequently been reclassified. However it remains a risk to the organisation's delivery of emergency service. To enable the Service to maintain an effective response for the community to a terrorist attack, there is work on place currently to compliment the provision of specialist response team members within existing arrangements, which continues to be supported through a multi-agency regional approach for training and exercising, providing national and local assurance. It is proposed by HSDA that these developments do not change the overall risk rating.

CRR00047: There is a risk that the outcomes of the "Brexit" (Britain's withdrawal from Europe) negotiations could impact on the delivery of services through a breakdown in community cohesion, the ability to provide effective assurance to potential loss, and the uncertainty on procurement of goods and equipment.

Bedfordshire Local Resilience Forum (BLRF) has been preparing for a Brexit outcome since late summer 2018, with a focus on a "no deal" scenario. In January 2019, BLRF established a Strategic Coordinating Group (SCG) and has activated its Command and Control Plan for Brexit. SCG and Tactical Coordinating Group (TCG) meetings will be set up, commencing 7 January 2019, hosted by BFRS and involving all stakeholders. Details relating to these meetings will be hosted on Resilience Direct.

**STRATEGIC OPERATIONAL COMMANDER ANDY PECKHAM
HEAD OF SERVICE DEVELOPMENT AND ASSURANCE**

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	<p>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:</p> <ul style="list-style-type: none"> • reduce the likelihood of a disruption • shorten the period of a disruption if it occurs • limit the impact of a disruption if it occurs <p>These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.</p>
High	<p>These are high risks which require management attention and action. Where practical and proportionate to do so, new risk controls <i>should</i> 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.</p>
Moderate	<p>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.</p>
Low	<p>These risks are unlikely to occur and are not significant in their impact. They are managed within CMT management framework and reviewed by CMT.</p>

Risk Strategy	Description
Treat	<p>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)</p>
Tolerate	<p>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</p>
Transfer	<p>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</p>
Terminate	<p>In some circumstances it may be appropriate or possible to terminate or remove the risk altogether by changing policy, process, procedure or function</p>