REPORT AUTHOR: **HEAD OF SAFETY AND STRATEGIC PROJECTS**

SUBJECT: **CORPORATE RISK REGISTER**

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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 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.

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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 will be available at the meeting. Explanatory notes regarding the risk ratings applied is appended to this report.

2.   <u>Current Revisions</u>

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 attached for your information and approval.

2.2   Changes to individual risk ratings in the Corporate Risk Register: None.

2.3   Updates to individual risks in the Corporate Risk Register:

- **CRR05: If we are unable to provide adequate asset management and tracking facilities then we may cause serious injuries to our staff due to a lack of safety testing. We may also incur unnecessary significant costs and be in breach of health and safety legislation**: The tender specification for the proposed new Asset Tracking system has been drafted and will go out for tender in autumn 2016 with responses due back in early 2017. Following award of tender in spring 2017 procurement of the system will go ahead. Set up of the asset tracking system including testing and embedding will be completed for initial roll-out of the system to a test station in autumn 2017 with a fully integrated system in place by spring 2018.

- **CRR08: If we do not monitor our key external suppliers of goods and services, particularly in regard to business continuity, then we may suffer a significant and detrimental impact on our ability to deliver our full range of services including emergency response:** The Procurement Manager reviews the actions that Budget Managers have taken with respect to managing their key suppliers. This includes a review to ascertain if the suppliers' Business Continuity plans are in place and evidence that key suppliers have been met with at least annually to review service delivery and performance.

- **CRR27: If we receive a poor budget settlement from government and the Local Authorities covering both revenue and capital funds and we have an adverse response from our Council Tax Precept consultation processes, then our ability to deliver a full range of services could be significantly affected:** The Authority has approved the receipt of the four year Government settlement offer. This provides some certainty over the medium term of the Authority's income streams. The Service is yet to see the outcome of the Business Rates consultation and what this will mean for FRS funding and if the service continues to be part of Business Rates funding. The budget for 2017/18 and the MTFP will be worked on up until the budget setting in February 2017.

- **CRR29: 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:** Following a reduction in the risk level in the last reporting period the risk has remained constant as the Service progress plans to engage more widely through social media and other channels. The Service's website is a key focus of attention for renewal to increase opportunities for engagement.

- **CRR39: 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:** The Service continues to implement the principles of a 'single version' in primary data sources. This is particularly relevant to our Business Systems Improvement programme moving from a modular system with single data sources to subject specialist systems such as HR. As these projects complete the overall risk rating is expected to reduce to acceptable levels.

- **CRR45: Exchanges of information such as email, web browsing, removable media, social media, exposes the Service to malicious code and content (malware).   There is a risk that malware could seriously damage the confidentiality, integrity and availability of our Service's information and ICT resulting in disruption to the delivery of our Services, unauthorised export of sensitive information, material financial loss and legal or regulatory sanctions:** The UK is facing an ongoing, persistent threat of cyber-attack from other states, terrorists and criminals operating in cyberspace which the level of risk reflects this status.   As a control action regular penetration testing is in place with associated action plans that are subject to monitoring and review. The roll-out of the Virtual Desktop infrastructure incorporates reminders to users on our safe use policies. A communications plan is being implemented to raise staff awareness which incorporates regular updates in our Blue Bulletin and briefing for Managers**.**

3.   Business Continuity

3.1   Following on from the last update to Members a programme of testing the Service's Business Continuity Plans is now in place providing assurance for the delivery of service in the event of a partial or Service wide business interruption.

SERVICE OPERATIONAL COMMANDER TONY ROGERS
HEAD OF SAFETY AND STRATEGIC PROJECTS

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

Risk Rating

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

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.