



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Overview and Audit Committee, 13 March 2024

Report title: Corporate Risk Management

Lead Member: Councillor Gary Hall, Health, Safety and Corporate Risk

Report sponsor: Graham Britten, Director of Legal & Governance

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Action: Decision

Recommendations:

1. That the status of identified corporate risks at Annex C be reviewed and approved.
2. That comments be provided to officers for consideration and attention in future updates / reports.

Executive summary:

This report provides an update on the current status of identified corporate risks. Risk registers are maintained at project, departmental and directorate levels. Corporate risks are those that have been escalated from these levels for scrutiny by the Strategic Management Board (SMB) because of their magnitude, proximity or because the treatments and controls require significant development.

Officers draw on a range of sources to assist with the identification and evaluation of corporate risks. For example, membership of the Thames Valley Local Resilience Forum (TVLRF)'s Strategic Coordinating Group (SCG) facilitates active monitoring of a range of risks with the potential for impacts on local communities and services.

Involvement with the Local Resilience Forum directly links officers into national Government agencies and departments such as the UK Health Security Agency and the Department for Levelling Up, Housing and Communities. This allows the sharing of intelligence and information with those who are making decisions at the very highest levels.

The TVLRF SCG enables its partners to jointly develop combined responses to civil emergencies, and strategic consequence management. This multi-agency partnership approach helps target activity directly to the needs of the public.

The Corporate Risk Register was last reviewed by the Overview and Audit Committee at its 8 November 2023 meeting. Since then, it has been subject to review by the Performance Monitoring Board (PMB), at which all the directorate and departmental risk registers are reviewed, and by SMB at its monthly meetings. Also, Lead Members

have been consulted during the evaluation process for risks falling within their portfolios of responsibility.

Since the last Overview and Audit Committee meeting, no changes to the risk scores or RAG status' for the current corporate risks have been made, nor any new risks added. However, the Corporate Risk Register has been updated to reflect:-

- In relation to the Workforce Availability / Stability risk:
 - ongoing progress with recruitment of Wholetime and On-Call firefighters and measures being taken to attract candidates from under-represented groups;
 - the Government's laying before Parliament of [regulations](#) as to how Minimum Service Levels (MSLs) will be applied to Fire and Rescue Services (FRS) in England. These cover emergency response, control room, national resilience functions, and urgent Protection and Prevention interventions. The regulations state that during strikes, FRSs will be expected to crew 73% of usually available fire engines and other vehicles.
- The impact of the Government's Local Government Finance Settlement 2024 to 2025 on the financial stability risk. The most significant announcement for the Service, was that the core referendum principle for all fire and rescue authorities would be held at 3%, which is lower than the £5 flexibility available to the Service in the previous two years. The risk is to remain at amber RAG status due to the ongoing volatility of business rates funding (forecast to be c. £500k per annum lower than originally expected), as well as uncertainty of the future of significant amounts of grant funding such as the USAR grant, pensions grant and the minimum funding guarantee.
- Regarding the climate change related risk, the activation of TVLRF Emergency Response Arrangements in January 2024 due to fluvial and groundwater flooding across parts of the Thames Valley. BFRS assets were deployed into Berkshire to assist with evacuations.
- Continuing progress in relation to the Values and Culture Risk, including:
 - Review / updating of the Service's Vision and Values;
 - Evaluation of the findings of the recent [independent review](#) of the culture at South Wales Fire and Rescue Service (SWFRS) to determine whether there are any implications for BFRS. SWFRS has subsequently been subject to an intervention by the Welsh Government resulting in the appointment of four independent commissioners to take over the role and powers of the fire authority: <https://www.bbc.co.uk/news/uk-wales-politics-68217579>
 - Preparation of the next staff / culture survey which is planned to launch on 8 April 2024.

The current distribution of corporate risks relative to probability and potential impact is shown at Appendix 1.

Changes to the corporate risk ratings over the last 12 months are shown at Appendix 2.

Detailed assessments of identified corporate risks are shown in the Corporate Risk Register at Appendix 3.

The next Overview and Audit Committee review is provisionally scheduled for 17 July 2024 (subject to confirmation at the 12 June 2024 Fire Authority annual meeting), preceded by review at the 18 June 2024 SMB meeting.

Financial implications:

No direct financial implications arising from the presentation of this report. It is envisaged that the further development of the Authority's corporate risk management framework will be undertaken from within agreed budgets.

Risk management:

The development, implementation and operation of effective corporate risk management structures, processes and procedures are considered critical to assure continuity of service to the public, compliance with relevant statutory and regulatory requirements and the successful delivery of the Authority's strategic aims, priorities and plans.

Legal implications:

None directly arising from this report. Any legal consequences associated with the crystallisation of individual risks are detailed in the Risk Register report at Appendix 3.

Within the role description of a Lead Member is a requirement 'to attend the Overview and Audit Committee, at its request, in connection with any issues associated with the portfolio which is the subject of scrutiny'.

Privacy and security implications:

None directly arising from the presentation of this report. However, potential risks to privacy and security together with mitigating actions are captured within applicable risk evaluations.

Duty to collaborate:

The potential to share corporate risk intelligence with neighbouring fire and rescue services and other relevant agencies will be considered. Buckinghamshire and Milton Keynes Fire Authority already participates in the multi-agency Thames Valley Local Resilience Forum which produces a Community Risk Register which is among the sources used to identify potential risks to the Authority.

Health and safety implications:

Development of the framework does not impact directly on the legal compliance to health and safety, however if risks are not appropriately identified or evaluated then this may present Health and Safety risks.

Environmental implications:

None directly arising from the presentation of this report. However, potential environmental implications together with mitigating actions are captured within applicable risk evaluations.

Equality, diversity, and inclusion implications:

No direct implications from the presentation of this report. However, risks to achieving the Authority's equality, diversity and inclusion objectives or compliance with relevant statutes or regulations are identified assessed and managed via this process and are currently monitored within the HR Risk Register. Equality Impact Assessments are undertaken on strategies, change, procedures and projects.

Consultation and communication:

Senior managers and principal officers are key stakeholders in the development of the corporate risk management framework and have an active role in this at every stage as well as in ongoing identification, evaluation and monitoring of corporate risks. The Lead Member for Health, Safety and Corporate Risk is also be involved in the development of the framework with particular responsibility for determining the reporting arrangements for the Authority.

Background papers:

The current Corporate Risk Management Policy was approved at the 24 March 2021 Executive Committee:

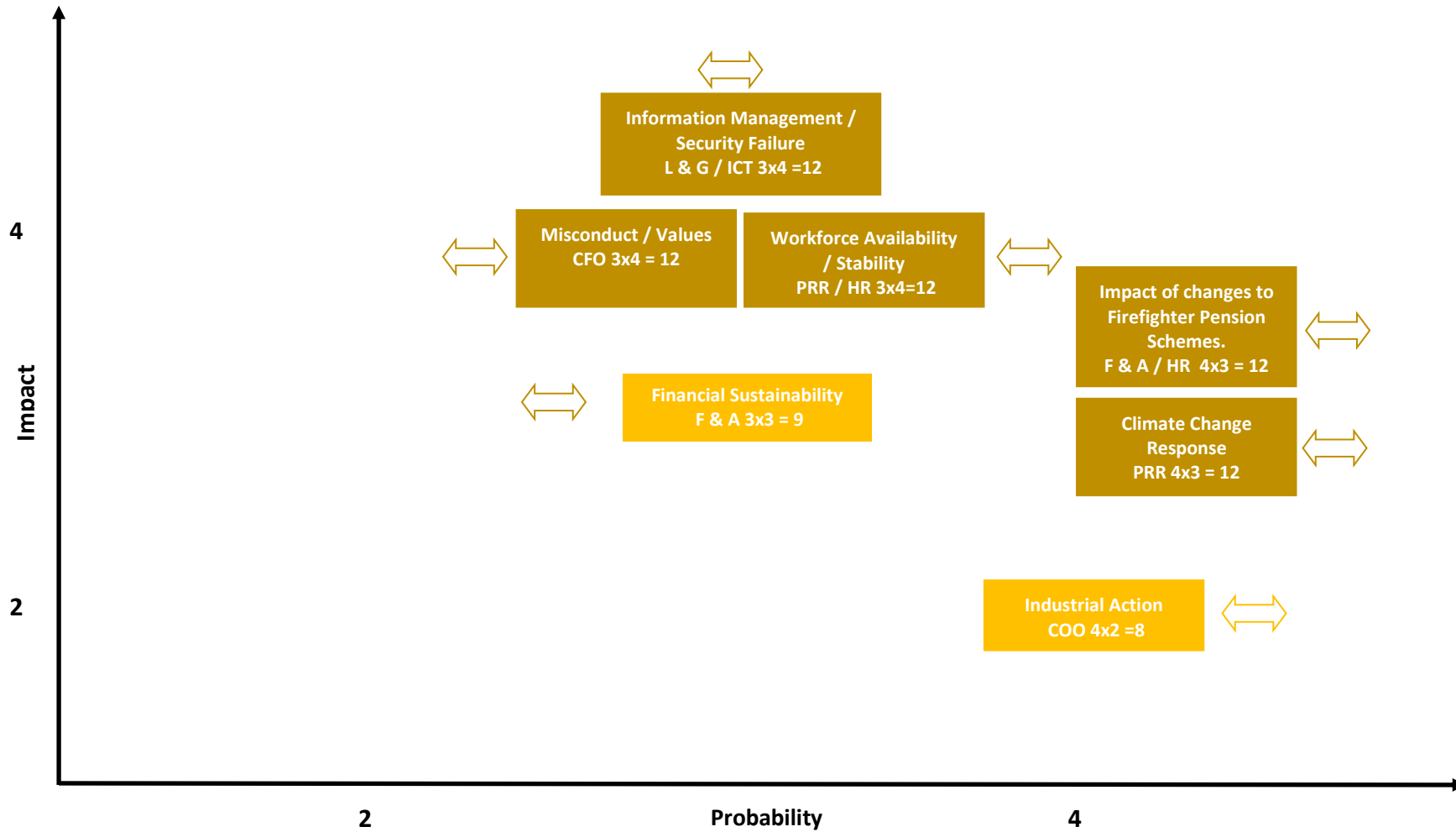
<https://bucksfire.gov.uk/documents/2021/03/ec-240321-item-5.pdf/>

Fire Authority Members were last updated on the status of the Authority's Corporate Risks at the 8 November 2023 Overview and Audit Committee meeting:

<https://bucksfire.gov.uk/documents/2023/10/overview-and-audit-committee-8-november-2023-item-14-corporate-risk-management.pdf/>

Appendix	Title	Protective Marking
1	Distribution of Corporate Risks as at 20 February 2024.	None
2	12 Month View of Changes to Corporate Risks	None
3	Corporate Risk Register Report	None

Appendix 1: Corporate Risk Map – As at 20 February 2024 SMB



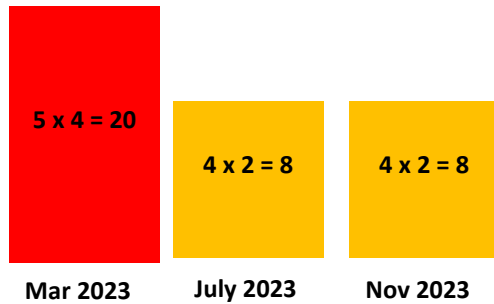
RAG

P x I = Score

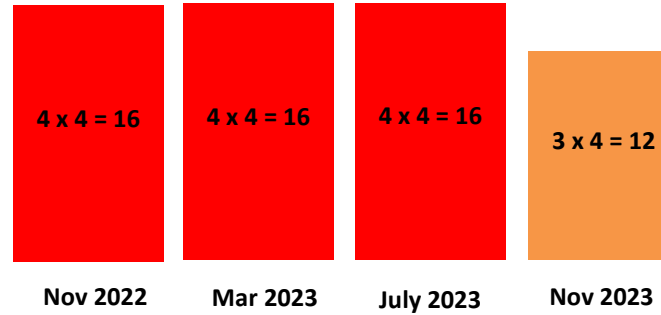
Risk Trend Indicator
 Risk increasing = ↑
 No change = ↔
 Risk Reducing = ↓

Appendix 2 – Risk Register Changes (12 Month View)

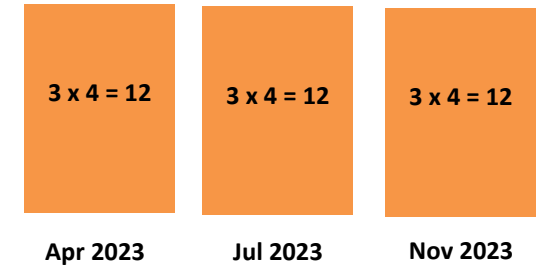
Industrial Action



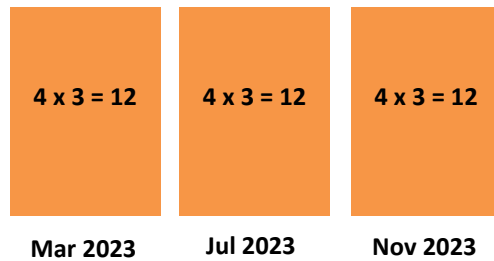
Workforce Availability / Stability



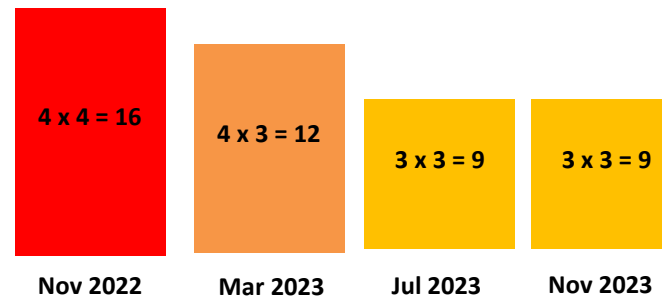
Misconduct / Values



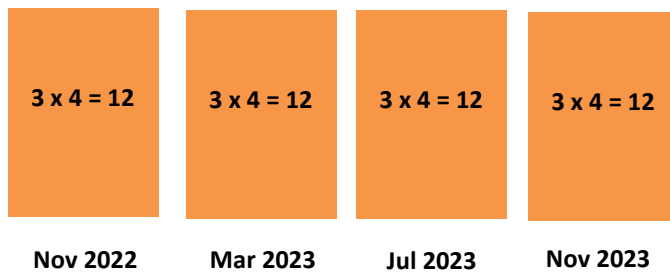
Climate Change Response



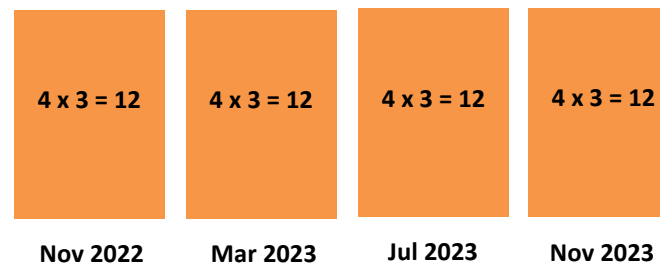
Financial Sustainability



Information Management / Security Failure



Impact of Changes to Firefighter Pension Schemes



Appendix 3 - Corporate Risk Register – as at 20 February 2024

Corporate Risks

Risk Description	Resp.	Consequences if Untreated Risk Occurs	Risk Score (Former) / New			Risk Level	Current Treatment	RAG	Comments / Further Treatment Proposed
			P	I	Σ	HML			
<p>Workforce Availability / Stability: 1/ Staff inability or reduced ability to work due to disruption caused by factors such as Pandemic Flu, fuel supply issues, industrial action etc.</p> <p>2/Impact of employment market conditions on attraction of new staff, retention of existing staff, and overall workforce stability (specifically the ratio of experienced / competent staff to inexperienced</p>	Lead Member for Service Delivery, Protection & Collaboration	Potential detrimental effects on service delivery to the community and the Service's reputation.	(2)	(5)	(10)	(M)	<ul style="list-style-type: none"> Business continuity plans in place & uploaded to Resilience Direct. Succession Plans in place for key leadership and management personnel. Contingency arrangements in place to mitigate risks to Principal Officer operational rota capacity. Peer review of the business continuity arrangements Bank System Flexi-Duty System Staff Transfer Procedure Employee assistance and welfare support Training Needs Assessment process Annual monitoring of staff 'stability ratio' relative to best practice and sector norms, presented to Workforce Planning Group Review People Strategy and annual updates on progress to Fire Authority Wider range of contracts offering more flexible ways of working A variety of approaches are being adopted to replenish the workforce. These include more operational apprentices, transferees, and re-engagement options. Workforce planning data is regularly reviewed -by the Workforce Planning Group. 	A	<p>17 October 2023 SMB: Operational establishment now at 314 against target of 300. Workforce planning group – workshops on recruitment, diversity, comms, succession plan / talent management, retention. Wholetime Apprentice advert open, closes 5 November. In light of the progress made in relation to the Wholetime establishment SMB agreed to reduce the risk score to 12 (P3 x I4) resulting in an amber RAG status. Regarding the outlook for industrial relations, on 13 September 23 the FBU released a 'firefighters manifesto', which included positioning in relation to pay and the right to strike.</p> <p>14 November 2023 SMB: Wholetime advert (cohort 12) closed 5 November with 176 applicants. The HR Operations team are working through the shortlisting and next stages of recruitment. This cohort are due to start in May 2024.</p> <p>16 January 2024 SMB: Decision made to delay cohort 12 until later in the year (September / October 2024) due to workforce planning showing fewer recruits are needed due to lower numbers of leavers. Current establishment 316. Positive action work being undertaken in January and February.</p> <p>Work on Minimum Service Levels continues to progress, and we await final guidance. Discussions ongoing with Thames Valley partners regarding resilience arrangements.</p>
			(5)	(5)	(25)	(H)			
			(3)	(5)	(15)	(H)			
			(4)	(5)	(20)	(H)			
			(3)	(5)	(15)	(H)			
	Deputy Chief Fire Officer	Failure to discharge statutory duties.	(4)	(3)	(12)	(M)			
			(5)	(3)	(15)	(H)			
			(4)	(3)	(12)	(M)			
			(5)	(3)	(15)	(H)			
			(3)	(3)	(9)	(M)			
	Loss of critical knowledge / skills / capacity / competency levels.	Disruption to integrity and continuity of the incident command structure and / or Service strategic leadership structure.	(4)	(3)	(12)	(M)			
			(4)	(4)	(16)	(H)			
			3	4	12	M			

Appendix 3 - Corporate Risk Register – as at 20 February 2024

<p>staff / staff in development.</p> <p>3/ Simultaneous loss of Principal Officers / Senior Management Team members.</p> <p>This is a composite risk more detailed evaluations of individual risk components are contained in Directorate Risk Registers.</p>						<ul style="list-style-type: none"> • Growth bids to be considered to support future resourcing demands. • OD are reviewing the future promotion and career development options. • Resourcing levels are constantly monitored to ensure coverage. • Pensions remedy consultation received, response to be drafted. Workforce planning reviewed for implications and plans put in place. • Development Centres held as required. • On-call virtual and face to face awareness evenings held, and recruitment continues. • Analysis of feedback from staff leaver exit interviews. 	<p>20 February 2024 SMB:</p> <p>A programme of positive action started from 12 January targeted at under-represented groups using non-assessed Role Related Testing (RRT) in the first instance. This will help identify barriers and inform a programme of physical training activities and consolidation events aimed at minimising the impact of any underlying disadvantages. Further post RRT work is scheduled offering workshops on interview and presentation techniques.</p> <p>The Service is in a position to offer employment to 6 candidates who will commence on 9 September 2024. We will also be able to create a pool of candidates should any of the 6 leave the course unexpectedly.</p> <p>These recruitment activities are continuing to increase our establishment and the Workforce Planning Group ensure that we're keeping above the global target of 300 (Wholetime firefighters). Alongside the Wholetime recruitment, we have 13 new On Call starters who commenced on 5 February 2024 at different stations across the Service. In addition, there is another On Call intake planned to commence in August 2024.</p> <p>The Government has laid regulations before Parliament on how Minimum Service Levels (MSLs) will be applied to Fire and Rescue Services (FRS) in England. During strike action FRS will be expected to attend all emergencies as they would if a strike was not occurring. The MSLs cover emergency response, control room, national resilience functions, and urgent Protection and Prevention activity. The regulations state that during strikes, FRSs will be expected to crew 73% of fire engines and other vehicles. Further information. The FBU continues to oppose the introduction of these measures.</p>
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Appendix 3 - Corporate Risk Register – as at 20 February 2024

Risk Description	Resp.	Consequences if Untreated Risk Occurs	Risk Score (Former) / New			Risk Level	Current Treatment	RAG	Comments / Further Treatment Proposed
			P	I	Σ				
Disruption to key Service functions due to third party industrial action potentially leading to reduced staff availability and / or diversion of resources to help partner services maintain continuity of service.	Lead Member for Service Delivery, Protection & Collaboration	Detrimental effects on service delivery to the community and the Service’s reputation.	4	2	8	M	<ul style="list-style-type: none"> • Business continuity plans in place & uploaded to Resilience Direct. • Bank System • Wider range of contracts offering more flexible ways of working • Flexible and hybrid working procedures. • Remote working technologies. • Regular communication with staff, rep bodies and, where appropriate, third party organisations. 	A	<p><u>22 August 2023 SMB:</u> Two of the four unions involved in the dispute about teacher pay in England will not hold strikes in the autumn term, after accepting a 6.5% pay rise. The NEU has announced that it would accept the government's pay offer. The ASCL union has also accepted the offer.</p> <p><u>19 September 2023 SMB:</u> All of the four unions involved in the Teachers pay dispute have accepted the pay deal. So, no Teacher strikes planned for the immediate future, however, campaigning will continue for improved pay. The National picture regarding Industrial Relations continues to be monitored, to assess risks to the organisation.</p> <p><u>17 October 2023 SMB:</u> Officers continue to monitor developments. No change to risk score or RAG status.</p> <p><u>16 January 2024 SMB:</u> The Junior Doctors dispute continues, with the latest strike dates taking place January 2024. There are further rail strikes reported for January 2024. No negative impacts have been reported arising from these disputes.</p> <p><u>20 February 2024 SMB:</u> Rail staff and Junior Doctors continued to take industrial action during February 2024. However, the have not adversely affected delivery of BFRS services. No change to risk score or RAG status recommended at this time.</p>
	Deputy Chief Fire Officer	Increased risk to the public (including life and property), economy and the environment due to inadequate or insufficient response to emergency incidents.							
		Failure to discharge statutory target duties.							
		Disruption to service delivery and support functions due to loss of capacity.							
		Delay to implementation of Service plans and projects due to loss of capacity.							

Appendix 3 - Corporate Risk Register – as at 20 February 2024

Risk Description	Resp.	Consequence if Untreated Risk Occurs	Risk Score (Former) / New			Risk Level	Current Treatment	RAG	Comments / Further Treatment Proposed
			P	I	Σ	HML			
Financial Sustainability	Lead Member for Finance and Assets, Information Security & IT Director Finance & Assets	The Medium-Term Financial Plan (MTFP) factors in several assumptions when forecasting the financial position. Future costs are significantly affected by the level of pay awards (which for most staff are determined nationally), general price inflation and changes to employer pension contributions. Future funding levels are affected by council tax referendum limits, growth in council tax and business rate bases, the level of general government funding and specific grants. If a number of these areas are	(4)	(4)	(16)	(H)	Proactive management of the MTFP is in force and is very closely aligned to workforce planning. As part of the budget setting process, Officers will seek to identify savings opportunities to address potential future cost pressures. A risk-assessed General Fund reserve of £1.6m (circa five per cent of the net budget requirement) is held to cover a range of potential financial risks. In addition, earmarked reserves are held to fund specific anticipated future costs.	A	<p><u>21 February 2023 SMB</u> The Authority approved the MTFP for 2023/24 to 2027/28 at its meeting on 15 February 2023. As noted in the update of 17 January 2023 (see above) this factored in the discontinuation of the USAR grant funding that the Service has been informally notified of. It was also updated to reflect the latest NJC pay offer of 7% from 1 July 2022 and 5% from 1 July 2023, the recently agreed twelve-month utilities contracts from 1 April 2023 and confirmed business rates payments from the billing authorities. The net impact of all the above is that reserves are now forecast to increase very slightly during 2023-24 before remaining broadly level during the period of the MTFP. The risk is to remain at amber due to uncertainty about energy prices over the next 12 months and the sensitivity of the finances to small changes in assumed pay awards after July 2023.</p> <p><u>4 April 23 SMB</u> No further developments to report. No change to risk score or RAG status.</p> <p><u>16 May 2023 SMB</u> Agreed that the risk impact score be reduced from 4 to 3, in light of improved MTFP outlook resulting in overall reduction to low-medium RAG status.</p> <p><u>20 June 2023 SMB</u> No new developments of significance to report. No changes to risk score or RAG status.</p> <p><u>22 August 2023 SMB:</u> No further developments to report. No change to risk score or RAG status.</p> <p><u>19 September 2023 SMB:</u> No further developments to report. No change to risk score or RAG status.</p>
			(3)	(4)	(12)	(M)			
			(3)	(4)	(12)	(M)			
			(4)	(4)	(16)	(H)			
			(4)	(3)	(12)	(M)			
			(4)	(4)	(16)	(H)			
			(3)	(4)	(12)	M			
3	3	9	M						

Appendix 3 - Corporate Risk Register – as at 20 February 2024

		<p>significantly worse than forecast there is a risk the Authority will not meet its commitment to the PSP 2020 - 25 and that a fundamental re-think of service provision would be required.</p>						<p><u>17 October 2023 SMB:</u> No further developments to report. No change to risk score or RAG status.</p> <p><u>16 January 2024 SMB:</u> The Government published the Provisional Local Government Finance Settlement 2024 to 2025 on 18 December 2023. The most significant announcement for the Service is that the core referendum principle for all fire and rescue authorities would be held at 3%, which is lower than the £5 flexibility available to the Service in the previous two years. Standalone FRAs have the lowest core spending power increase of all classes at 4.6% (in cash terms). The Services Grant decreased by more than forecast (84% compared to 50%) but the Service will now receive the funding guarantee grant, which ensures all services' core spending power increases by at least 3% before any decisions on Council Tax are made. 31 out of 44 FRAs will receive this funding in 2024-25. Final amounts receivable from Council Tax and business rates (NNDR) will not be confirmed until 31 January 2024.</p> <p><u>20 February 2024 SMB:</u> The Authority approved the MTFP for 2024/25 to 2028/29 at its meeting on 14 February 2024. The overall final funding position for 2024/25 was very close to the level that had been forecast throughout the year, although business rates funding for future years is now forecast to be circa £500k lower per year than previously thought. The risk is to remain at amber due to the ongoing volatility of business rates funding, as well as uncertainty of the future of significant amounts of grant funding, namely USAR grant, pensions grant and the minimum funding guarantee.</p>
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Appendix 3 - Corporate Risk Register – as at 20 February 2024

Risk Description	Resp.	Consequences if Untreated Risk Occurs	Risk Score (Former) / New			Risk Level	Current Treatment	RAG	Comments / Further Treatment Proposed
			P	I	Σ				
<p>Information Management* / Security failure to -</p> <p>a) comply with statutory or regulatory requirements</p> <p>b) manage technology</p> <p>c) manage organisational resources</p> <p>Deliberate: unauthorised access and theft or encryption of data.</p> <p>Accidental: loss, damage or destruction of data</p>	<p>Lead Member for Finance and Assets, Information Security & IT</p> <p>Senior Information Risk Owner (SIRO)</p> <p>Director Legal & Governance</p>	<ul style="list-style-type: none"> Inability to access/use the e-information systems. Severe financial penalties from the Information Commissioner Lawsuits from the public whose sensitive personal information is accessed causing damage and distress. <p>*Information management is concerned with the acquisition, custodianship and the distribution of information to those who need it, and its ultimate disposition through archiving or deletion. Information security is the practice of protecting information by mitigating risks such as unauthorised access and its unlawful use, disclosure, disruption,</p>	(4) 3	(4) 4	(16) 12	(H) M	<p>1. Appropriate roles:</p> <ul style="list-style-type: none"> SIRO has overall responsibility for the management of risk Information and information systems assigned to relevant Information Asset Owners (IAO's) 'Stewards' assigned by IAO's with day-to-day responsibility for relevant information. <p>2. Virus detection/avoidance:</p> <p>Anti-Malware report – no significant adverse trends identified which indicates that improved security measures such as new email and web filters are being successful in intercepting infected emails and links.</p> <p>3. Policies / procedure:</p> <p>Comprehensive review and amendment of the retention and disposal schedules / Information Asset Registers,</p> <ul style="list-style-type: none"> current and tested business continuity plans / disaster recovery plans employee training/education tested data/systems protection clauses in contracts and data-sharing agreements Integrated Impact Assessments (IIA) disincentives to unauthorised access e.g. disciplinary action <p>4. Premises security:</p> <ul style="list-style-type: none"> Preventative maintenance schedule Frequent audits at Stations and inventory aligned to asset management system. <p>5. Training:</p> <p>The biennial "Responsible for Information" training supplemented by the National Cyber Security Centre's e-learning package 'Top Tips for Staff' which has been built into the Heat training platform as a mandatory biennial package.</p>	A	<p>21 February 2023 SMB</p> <p>Since last reported to the O&A Committee (20 July 2022), against South-East Government Warning, Advisory and Reporting Point (SEGWARP) criteria, BMKFA's email security ranking continues to improve and is expected to improve further with the installation of MTA-STIS (Mail Transfer Agent Strict Transport Security)</p> <p>20 June 2023 SMB</p> <p>The investment in Microsoft Defender, its additional layer of protection to the existing firewall, and its reporting tools since March 2023 enable BFRS to better monitor its exposure and vulnerability to cyberattacks via email and prioritise remedial actions.</p> <p>22 August 2023 SMB:</p> <p>The Data Protection and Digital Information Bill (DPDI Bill) introduced into Parliament on 18 July 2022 (comment 18 October 2022) was withdrawn on 8 March 2023. Its replacement is the Data Protection and Digital Information (No.2) Bill, for which the Written Ministerial Statement confirms government's intention to "reduce compliance costs [...] and reduce the amount of paperwork that organisations need to complete to demonstrate compliance"</p> <p>19 September 2023 SMB:</p> <p>On 1 September 2023 the Information Commissioner's Office confirmed that it had</p>

Appendix 3 - Corporate Risk Register – as at 20 February 2024

		<p>deletion and corruption. As more and more information is held electronically risks have become systems, as well as process and people based and are therefore vulnerable to cyber-attacks. Cyber-crime is unrelenting, and issues arise at a greater frequency than existing intrusion attempts can be resolved. As such, this is a constant on the CRR.</p>					<p>Mandatory HEAT training completion is monitored quarterly as part of the Service performance measures.</p>	<p>issued a reprimand to Gloucester City Council in respect of breaches of the UK GDPR. Gloucester City Council (GCC) had failed to implement appropriate technical and organisational measures to properly secure its systems. GCC had suffered a cyber-attack via phishing email from a legitimate third-party email address which resulted in some of its systems being affected more than 18 months after the attack.</p> <p><u>17 October 2023 SMB:</u> Proposals from Buckinghamshire Council for data retention/minimisation training agreed by SMB.</p> <p><u>16 January 2024 SMB:</u> On 19 December the DPDI (No.2) Bill (now renamed as the DPDI Bill) had its second reading in the House of Lords and a motion was passed to send it to Grand Committee. On 20 December, overviews of the expected impact of changes to the DPDI Bill following Committee Stage and Report Stage were added to the Government's list of supporting documentation</p> <p><u>20 February 2024 SMB:</u> Data retention/minimisation training dates being scheduled by organisational development.</p>
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Appendix 3 - Corporate Risk Register – as at 20 February 2024

Risk Description	Resp.	Consequences if Untreated Risk Occurs	Risk Score (Former) / New			Risk Level	Current Treatment	RAG	Comments / Further Treatment Proposed
			P	I	Σ	HML			
Court of Appeal ruling on the McCloud / Sargeant cases: potential impact on staff retirement profile, resourcing to implement changes and financial impacts thereof.	Lead Member for Finance and Assets, Information Security & IT	Failure to discharge statutory duties.	(5) 4	(3) 3	(15) 12	H M	<ul style="list-style-type: none"> Potential impacts on costs are factored into future Medium-Term Financial Planning process. Recruitment of dedicated specialist resource to evaluate requirements arising from the Court of Appeal ruling and implement necessary administrative changes. 	M	<p>18 October 2022 SMB Cases are being processed as they arise. A provision of circa £250k had been made in the 2020-21 financial year to cover potential awards in relation to the ‘injury to feelings’ claims (referenced 21 June 2022). However, this amount is now available to use for other purposes, as the LGA confirmed on 14 October 2022 that all the settlement payment costs for FBU claimants will be met by the Government and that funds will be provided to FRAs before any payments are made to FBU claimants by FRAs</p> <p>15 November 2022 SMB No change to risk score or RAG status</p> <p>21 February 2023 SMB No significant developments to report. Monitoring continues. No change to risk score / RAG status.</p> <p>4 April 23 SMB No further developments to report. No change to risk score or RAG status.</p> <p>16 May 23 SMB The Home Office have launched a consultation on the amendments to the pension scheme regulations to enact second phase of remedy in the McCloud/Sargeant cases. The consultation is open until 23 May 2023. The legislation is expected to be implemented from 1 October to remedy the discrimination that had taken place between 1 April 2015 and 31 March 2022.</p> <p>20 June 2023 SMB No new developments. No changes to risk score or RAG status</p> <p>22 August 2023 SMB: The Home Office has published the Government’s formal response to the consultation on the draft Firefighters’ Pensions (Remediable Service) Regulations 2023 and policy intent to implement the</p>
	Director Finance & Assets	Failure to comply with legal requirements.	Unknown / unquantified budgetary impacts.						

Appendix 3 - Corporate Risk Register – as at 20 February 2024

								<p>retrospective phase of the McCloud/Sargeant remedy. The Regulations were laid before Parliament on 20 July 2023 and will come into force 1 October 2023. This will allow the Service to more accurately process prospective cases and revisit and finalise cases already processed. Although the Regulations provide clarity, risks remain about the capacity to deliver within defined timescales due to the number of cases our pension administrator will be dealing with nationally.</p> <p><u>19 September 2023 SMB:</u> No new developments. No changes to risk score or RAG status</p> <p><u>17 October 2023 SMB:</u> The regulations that govern this exercise have now been laid and came into force from 1 October 2023. The regulations relating to the Matthews RDS (On-Call) case have also come into force as of 1st October 2023. The FRA and pension administrator will work through the prospective cases and process them in a timely manner in line with the regulations.</p> <p><u>14 November 2023 SMB:</u> No significant developments to report. Monitoring continues. No change to risk score / RAG status.</p> <p><u>16 January 2024 SMB:</u> No new developments. No changes to risk score or RAG status</p> <p><u>20 February 2024 SMB:</u> Alongside the Local Government Finance Settlement, the Home Office confirmed that the Service would receive £73k in 2024/25 to help mitigate the additional costs of work involved in implementing the McCloud/Sargeant remedy. Part of this funding has used to secure additional temporary resources to ensure cases can be processed as swiftly as possible.</p>
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Appendix 3 - Corporate Risk Register – as at 20 February 2024

Risk Description	Resp.	Consequences if Untreated Risk Occurs	Risk Score (Former) / New			Risk Level	Current Treatment	RAG	Comments / Further Treatment Proposed
			P	I	Σ	HML			
<p>Increased risk of wildfires, flooding, gales and altered hydrology due to effects of climate change.</p> <p>UK Climate Change Risk Assessment 2022 (publishing.service.gov.uk)</p>	<p>Vice Chairman of the Authority.</p> <p>Assistant Chief Fire Officer.</p>	<p>Failure to protect people from the risks associated with climate change including potential damage to:</p> <ul style="list-style-type: none"> • Infrastructure and local businesses • Housing • Agriculture • Food production and distribution • Forestry • Heritage • Sensitive environments • BFRS premises (building fabric) • Education • CNI sites <p>Inability to effectively respond during extreme weather events.</p> <p>Inability to effectively deal with increasing incidents within recycling, electricity generation and distribution, largescale battery storage, and electric/hydrogen fuelled vehicles.</p>	4	3	12	M	<p>Provision of National Operational Guidance programme which adapts to changing environment. Adoption of guidance as best practice across Thames Valley. Strategic gap analysis underway to identify and close gaps relative to national best practice.</p> <p>Provision of equipment and training to deal with wildfire, water rescue and flooding, and extreme weather events. Adverse weather procedure in place and business continuity plans for all sites. Research and development officer continues to identify new equipment and practice to mitigate emerging risks (e.g. new equipment to reduce risk involving fires with photovoltaics)</p> <p>Access to and provision of specialist tactical advisors through national resilience framework.</p> <p>Urban Search and Rescue team in-service equipped to deal with major building/infrastructure collapse.</p> <p>Specialist boat rescue capability situated in north and south of county. Both included on national asset register. All staff trained appropriately in working in flood water.</p> <p>Site-specific risk assessments and risk information for high risk sites – being expanded to include broader risks such as wildfire, water rescue and flooding and transport. Access to wildfire severity index</p>	A	<p><u>21 February 2023 SMB</u> Quotes and finance secured for 2 wildfire vehicle adaptations, and Iveco 4x4 to be recategorized as a specialist 4x4 appliance – training / fleet requirements being explored.</p> <p><u>4 April 23 SMB</u> Supplier for 2 x Wildfire vehicle conversations identified. Lex Autolease have agreed vehicle adaptations and lease extension. Driver training scheduled for 7.5 tonne 4x4 off road vehicle to be relocated to WAS. 3 officers to attend wildfire training course in Surrey in April. Objectives set to introduce long-term wildfire project, to include scope for prevention and effective response. Funding approved for 2 wildfire tac advisor training courses.</p> <p><u>20 June 23 SMB</u> Iveco 7.5 tonne pumping appliance is now prepared for mobilisation as a specialist off-road appliance. The vehicle is switch crewed at WAS and will be positively crewed during periods of high wildfire risk. Two further utility vehicles are being modified to include a high-pressure hose and off-road capability. Training to improve resilience of our existing bulk water carriers is also underway. Two officers have been trained as wildfire tactical advisors by Surrey FRS. Officers are engaging with the NFU and Forestry Commission as well as developing prevention materials for use across the Thames Valley.</p> <p><u>19 September 2023 SMB:</u> Three wildfire units now in the service. One vehicle is operational and has been utilised for emergencies. Training underway for other vehicles. Two wildfire advisors now trained. Wildfire prevention messaging developed and in use.</p>

Appendix 3 - Corporate Risk Register – as at 20 February 2024

						<p>and flood forecasting data to assist planning.</p> <p>Targeted national and local prevention messaging to mitigate risks at key points in the calendar (e.g. water safety summer/winter – Barbecues spring/summer – Chimneys – Autumn).</p> <p>Back-up power generators to protect emergency response sites from power outages. Regular building surveys from facilities team. Fleet replacement programme ongoing.</p> <p>Bunkered fuel stocks and establishing fleet of alternative fuel vehicles where appropriate to mitigate risk of fuel disruption.</p> <p>Strategic infrastructure group in place to horizon scan and ensure preparedness for future risks.</p> <p>Engaged with NFCC to identify and prepare for longer term “fit for the future” considerations.</p> <p>Engaged in local resilience groups for flood management.</p> <p>Isotonic supplements and cool boxes added to appliance inventories.</p> <p>Wildfire response capability developed</p>	<p><u>17 October 2023 SMB:</u> Operational preparedness now focussing on forthcoming winter pressures. BFRS officers attended national wide area flooding training exercise in October 2023. Thames Valley LRF Winter Pressures function is now stood up, ensuring partners work collaboratively over winter period, cognisant of weather-related risks and service impacts. Surface, fluvial and groundwater flood alerts are shared to the service to ensure operational plans are implemented when required. Training for wildfire vehicle provision continues in preparation for next year.</p> <p><u>16 January 2024 SMB:</u> Updated Winter Weather Response Plan approved for release at 4 January Business Transformation Board meeting.</p> <p><u>20 February 2024 SMB:</u> TV LRF Emergency Response Arrangements were stood up in January 2024 in response to fluvial and groundwater flooding across parts of the Thames Valley. BFRS assets were deployed into Berkshire to assist evacuation. These arrangements have since been stood down. Preparations for the wildfire vehicle provision continue, with driver training being the main focus.</p>
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Appendix 3 - Corporate Risk Register – as at 20 February 2024

Risk Description	Resp.	Consequences if Untreated Risk Occurs	Risk Score (Former) / New			Risk Level	Current Treatment	RAG	Comments / Further Treatment Proposed
			P	I	Σ	HML			
Risk of misconduct / behaviours at odds with Service Values on the part of individuals or groups in the employ of, or associated with, the Service and / or the Fire Authority.	Lead Member for Service Delivery, Protection & Collaboration Chief Fire Officer	Harm to members of the public and / or Service personnel. Potential exposure to litigation and financial loss Reputational damage resulting in negative publicity locally / nationally leading to public loss of confidence in the Authority / Service. Staff / member loss of confidence in Authority and / or Service leadership / management.	3	4	12	M		M	There have been a number of recent high profile cases of unacceptable behaviours by employees of Fire and Rescue Services that have attracted national media attention e.g. South Wales FRS & Dorset and Wiltshire FRS . Alongside these are the findings of recent FRS Culture reviews identifying cases of bullying, harassment and discrimination including: London Fire Brigade and, more widely, in a national report produced by the HMICFRS . The Service's initial response ('Exploring our Culture') to the issues raised by the above was presented to the Fire Authority Executive Committee on 22 March 2023. Steps being taken by Service management to address the recommendations made by the HMICFRS in their national 'Values and culture in fire and rescue services' will be considered at an exceptional meeting of the Fire Authority on 28 April 2023. Further Treatments <ul style="list-style-type: none"> Review and relaunch of confidential whistleblowing line planned supported by a promotional 'speak up' campaign. Gap analysis underway in relation to the Fire Standards Board's 'Leading the Service' and Leading and Developing People standards. Staff survey increased to annual. 22 August 2023 SMB: HMICFRS Values and Culture actions (fire service owned) are updated regularly and submitted to HMICFRS. The NFCC Culture plan has been released: People NFCC CPO (ukfrs.com) Work is

Appendix 3 - Corporate Risk Register – as at 20 February 2024

							<ul style="list-style-type: none"> • Ongoing engagement with the representative bodies issues to identify potential issues / concerns. • Analysis of feedback from staff leaver exit interviews. • Analysis of grievance / complaint procedure findings to identify recurring issues that could indicate systemic origins. 	<p>underway to look at how this feeds into our People Strategy. Budget approved to launch ‘Speak up’ campaign in Q2. Relaunched People Awards took place on Friday 14th July which brought staff from across the Service together to highlight and celebrate their work.</p> <p><u>19 September 2023 SMB:</u> Work continues on delivering the HMICFRS Values and Culture Recommendations. Our Anti-Bullying and Harassment procedure has been updated and includes the different ways people can raise their concerns, supported by the Speak Up Campaign. The Service continues to look at ways our work can be scrutinised externally:</p> <ul style="list-style-type: none"> • Achieved Employers Network for Equality and Inclusion (ENEI) Talent Inclusion and Diversity Evaluation (TIDE) Silver standard for 23/24. • Achieved White Ribbon Accreditation <p><u>17 October 2023 SMB:</u> Work continues on delivering the HMICFRS Values and Culture Recommendations:</p> <ul style="list-style-type: none"> ○ Following change in legislation, DBS checks for all staff underway; ○ Speak up campaign being rolled out; ○ 360 feedback trial complete and being rolled out to the wider leadership team. <p><u>14 November 2023 SMB:</u> Speak up campaign continues to be rolled out across the Service. DBS procedure reviewed following legislation and being consulted upon. DBS checks carried out for the majority of employees. White Ribbon 16 days of action due to commence in November. Values report being drafted.</p>
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Appendix 3 - Corporate Risk Register – as at 20 February 2024

									<p><u>16 January 2024 SMB:</u> DBS procedure published - DBS checks being undertaken by new provider from 5 January. Majority of employees have a current DBS. Vision and Values Mandate presented to December BTB, PID being worked on the February BTB. Stress Procedure presented to January BTB</p> <p><u>20 February 2024 SMB:</u> Vision and values worked on by the Senior Management Team (SMT) and at the leadership day. Project Initiation Document due to be presented to March Business Transformation Board.</p> <p>South Wales FRS culture review analysis being undertaken to see if there are any gaps not picked up in our previous reports relating to the findings of the Exploring our Culture paper and HMICFRS Values and Culture report. Outcomes to be presented to 27 February SMT meeting.</p> <p>Attendance at NFCC Fire Standards workshops and working with the NFCC to look at what we have in place for the Leading our People Fire Standard.</p> <p>Review of outstanding actions relating to findings of HMICFRS values and culture report undertaken.</p> <p>Culture Survey being worked on ahead of 8 April 2024 launch.</p>
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