Corporate Risks

Risk	Resp.	Consequences if Untreated		Risk So	core	Risk	Current Treatment	R	Comments / Further Treatment Proposed
Description		Risk Occurs	(Former) / New		Level		Α		
			Р	Ι	Σ	HML		G	
CRR 014.4 Staff Availability Emerging risks of 1/ industrial action due to pension change or pay dispute; 2/ Staff inability to get to work due to external factors e.g. Pandemic Flu, disruption to fuel supplies etc. 3/Impact of transformation at pace on attraction of new staff, retention and overall workforce stability.	COO / POD Dir.	Potential detrimental effects on service delivery to the community and our reputation. Failure to discharge statutory duties. Loss of critical knowledge / skills / capacity /competency levels.	(2) (5) (3) (4) (5) (4) (5) (3) 4	 (5) (5) (5) (5) (6) (7) (7)	 (10) (25) (15) (20) (15) (20) (12) (15) (12) (15) (9) 12 	(M) (H) (H) (H) (H) (H) (M) (H) (M) M	Full business continuity plans in place & uploaded to Resilience Direct. Peer review of the business continuity arrangements Bank System Flexi-Duty System Pilot Staff Transfer Procedure Employee assistance and welfare support Training Needs Assessment process Monitoring of staff 'stability ratio' relative to best practice and sector norms Review of Resourcing and Retention strategies 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 with Service delivery, HR and Finance. Project on Strategic Review of Operational Resourcing is underway with a number of work-streams, including On-Call and Geographic station reviews Growth bids to be considered to support future resourcing demands.	A	 19 September 2017 SMB The risk has eased in the short term following take on of transferees and a new batch of apprentices. However, risk score to remain unchanged due to imminent London Fire Brigade recruitment campaign which is aiming to recruit 400 firefighters. 14 November 2017 SMB Due to neighbouring services advertising for transferees at different levels there is an increased risk of operational staff transferring with only a month's notice. In particular LFB have advertised for Station Commanders and several staff have applied. The border services have less stringent promotion standards without the need for IFE, so staff are attracted by the future potential opportunities. 13 February 2018 SMB A review of the extant Career Development procedure, is currently being undertaken. Whilst it is anticipated some amendments will be necessary, these will not in any way be detrimental in continuing to raise standards. 21 June 2018 PMB A coordinated programme of apprenticeships recruitment, replenishment of promotional development pools for Crew through to Group Commander level, with the accompanying mandatory training requirements and progressing a small number of transferees in to balance experience is on track. The risk of losing operational staff at different

Annex C - Corporate Risk Register – as at 3 July 2018 SMB

far 2010			Head of Service delivery is working with SC's to review reward options HR are reviewing the future promotion and career development options Competent temporary SC's substantiated without full IFE (December 2017) and a review of impact on Watch and Crew will be taking place December 2107. Full suite of appointments planned for 2018	levels continues, particularly with LFB who offer London weighting allowance. The position is being closely monitored and modelled into medium term workforce plans
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			Р	I	Σ	HML			
Fin 14 – Funding and Savings Requirement	Director Finance & Assets	The funding settlement now assumes that a council tax increase is required each year in line with the prevailing capping limit, currently 3% for the Fire Authority, and that local growth meets expectations. If either or both did not come to fruition there is a risk the Authority will not meet its commitment to the PSP 2015-20 and that a fundamental re-think of service provision would be required.	(4) (3) (3) 4	(4) (4) (4) 4	(16)(12)(12)16	н М Н	 Proactive management of the MTFP is in force and is very closely aligned to workforce planning. For the present, USAR (S31) grant funding is assumed to continue, though notification now seems to be year on year and often after budget setting. If removed, the Authority will need to cope with a circa £800k cut in funding. The Authority has responded to consultations and lobbied MPs to increase the referendum threshold for fire authorities to £10. 	R	19 September 2017 SMB Risk to remain at red pending outcome of proposalto Central Government to relax Council Taxreferendum threshold & outcome of nationalFirefighter pay negotiations. 13 February 2018 SMB The Council Tax referendum threshold was raisedfrom 2% to 3% in the provisional settlement, butgrowth in the base for 2018-19 was only 1.4%(compared to a forecast of 2%). The finalsettlement has not yet been announced.The USAR grant has been confirmed for 2018-19but will be paid upfront in 2017-18, which raisesfurther concerns about its long term viability.Outcomes of national Firefighter pay negotiationsare still unknown and present a significant risk toour budgetary position.

5 June 2018 SMB The Authority has not received any reassurance
regarding the long-term viability of USAR grant
funding. There is also no clarity as to the level of
any pay-award, and whether or not amounts above
1% will be funded centrally or not. Concerns
around levels of funding and current uncertainty
were raised with the Home Office during a
conference call discussing 'Fire Risk and Demand'.
There is currently a forecast budget deficit of £440k
for 2019-20. If the level of Council Tax surpluses
seen in previous years is forthcoming, and if the
local business rates pool continues for a further
year, the Authority could conceivably set a
balanced budget for 2019-20 by restricting non-pay
inflationary rises and not approving any other
budget increases. Any other non-budgeted
increases or overspends could be covered by
reserves for one-year (although this would impact
on future investment).
After 2019-20 the Authority should have a better
indication of future funding, as the outcomes of the
upcoming Comprehensive Spending Review and
Fair Funding Review will be published. Until then,
the risk is to remain as 'Red'.

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Paging:- closure of Vodafone's Vodapage service & transfer of service to Page One (Capita Service)	ICT Manager	The only alternative paging system (Page One) does not have the coverage in Buckinghamshire that Vodaphone has. Inability to contact / call out key staff for incidents / support.	3	3	9	Μ	Pagers are used for On Call, Appliances, Officers, Workshops, RMT and ICT. Previous usage of Page One was considered ineffectual due to coverage issues. Initial indications were that Vodapage will be turned off on November 30 th 2017. However, Vodafone are now evaluating an App service and have also informed us that they have decided to move the hard closure date to 31 st March 2018 providing additional time to pursue alternatives. The tender process is now close to completion. Indications are that the cost of the new contract will be similar to the previous arrangements so no significant financial implications are envisaged. Testing Page One devices. Investigating alternatives to paging. Reviewing pagers with additional capabilities (Wireless etc.) Collaborating on replacement solution with Thames Valley partners.	A	 1 February 2018 PMB Update Work is underway to develop the new Mobilising Application and build the link with Capita Vison. There are 2 Go/No Go meetings planned for 5th February (integration testing) and 23rd February (UAT) with go live planned for late March. 13 February 2018 Update The initial testing has taken place and has proven the technology is functioning. We have experienced an unforeseen technicality over the Code of Connection authorisation for TVFCS. This is delaying the project for up to 12 weeks as the paperwork has to be submitted to an external verification body via the Home Office. There is a robust Plan B which has now been put into action which will deliver an alternative temporary alerting system via SMS. 5th April 2018 Plan B is now live and has replaced the Vodafone paging system from 1st April. The system is functioning well. One or two unforeseeable glitches have been found and have been fixed or fixes identified. It will serve adequately until we are able to go live with the App based mobilising system. We continue to liaise with RBFRS in the completion of the CoCo application for revising our Annex A certification. As this is an interim solution the risk remains at amber. 13 February 2018 SMB We still await the confirmation of the code of compliance permissions from the Home Office which will allow integration with the mobilising system at TVFCS. In the interim the opportunity to further

			develop the App with the provider has been taken.
			The SMS solution provided as a plan B is functioning
			well but has caused some restrictions in our ability to
			provide 2 nd and 3 rd line availability of appliances. This
			is due to configurations within TVFCS which would
			cause issues for our partner services.

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Information security failure to -	Senior Inform- ation Risk	 Inability to access/use our e- information systems. 	4	4	16	Η	 Appropriate roles: SIRO has overall responsibility for the management of risk Information and information systems 	R	24 Oct 17 SMB Updates to treatments and comments noted. However, it was agreed that the risk score should remain at its present level for the time being but
a) comply with statutory or regulatory requirements	Owner (SIRO) Director Legal &	Severe financial penalties from the Information Commissioner					assigned to relevant Information Asset Owners (IAO's) - Department Security Officer (DSO) the Information Governance &		kept under active review. <u>1 February PMB Update</u> The business impact of cyber-attacks is increasing. As organisations implement new technologies they
b) manage technology	Govern- ance	Lawsuits from the public whose sensitive personal information is					Compliance Manager has day-to-day responsibility for the identification of information risks and their treatments		face disruption from an ever-changing threat landscape. Many organisations don't know how many attacks they've suffered or how these occurred. Breaching an organisation by targeting its
c) manage organisational		accessed causing damage and					 'Stewards' assigned by IAO's with day-to-day responsibility for relevant information 		employees continues to be the most common cause of attack. Although the average total financial cost
resources Deliberate: unauthorised access and theft or encryption of data. Accidental: loss, damage or destruction of data		distress.					information. 2. Virus detection/avoidance: 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; 3. Policies / procedure: Comprehensive review and amendment of the retention and disposal schedules / Information Asset		of incidents decreased this year to £857,000, the impact of breaches was felt more widely with an average of 19 hours of down-time following an attack ¹ . ¹ PWC UK conducted its "Global State of Information Security [®] Survey 2018" based on interviews with 9,500 business and technology executives from 122 countries, including 560 UK respondents. <u>13 Feb 18 SMB</u> Maintain RAG status at Red. <u>21 June PMB Update</u> The National Cyber Security Centre (a part of GCHQ)

Annex C - Corporate Risk Register – as at 3 July 2018 SMB

Registers,	has stated that cyber-attacks have resulted in
- current and tested business	financial losses to business. The costs arise from the
continuity plans / disaster recovery	attack itself, the remediation and repairing
plans	reputational damage by regaining public trust.
 employee training/education 	Attacks have also triggered declines in share prices
 tested data/systems protection 	and the sacking of senior and technical staff held to
clauses in contracts and data-sharing	account for massive data breaches. The
agreements	enforcement of the General Data Protection
- Integrated Impact Assessments (IIA)	Regulation (GDPR) in May 2018 could, under certain
- disincentives to unauthorised access	circumstances, lead to severe fines for organisations
e.g. disciplinary action	which fail to prevent data breaches, which result in
4. Premises security:	a risk to the rights and freedoms of individuals. The
- Preventative maintenance schedule	increase in availability of Distribute Denial of
- Frequent audits at Stations and	Services (DDoS)-for-hire services has led to an
inventory aligned to asset management	increase in Distribute Denial of Services attack
system.	attempts. There was a 91% increase between July
- Reduction in the number of CCTV	and September 2017 compared to the first quarter
requests following improved education	of 2017".
and guidance in relation to the use of	With no decline in the threats from external sources
the same;	and adjustment issues to meet the requirements of
- Premises Security Group re-	GDPR information security continues to be very high
established to meet on a three monthly	risk.
basis aligned to the PMB meeting	
schedule.	