

Strategic Risk Monitoring Report – Community Safety

Quarter Q2, 2022/23

Summary overview

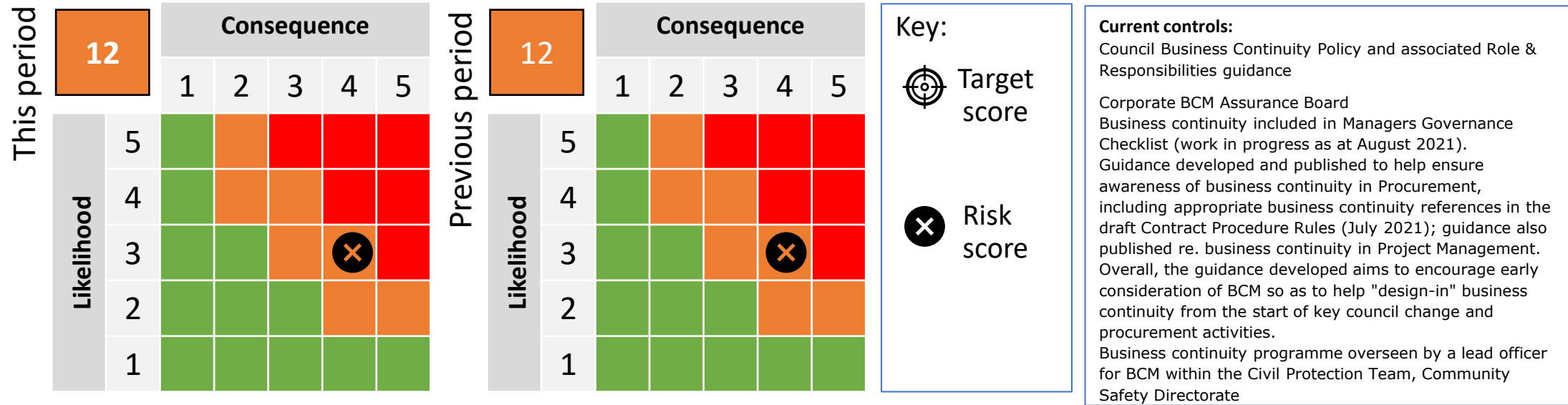
Ref	Risk Owner	Strategic Risks	Residual risk score	Direction of travel
SR 10.4	Mark Preece	Insufficient Business Continuity Management	Medium 12	⇨
SR 10.6	Mark Preece	Capacity and capability to deliver Fire Service improvement	Medium 12	⇨

SR 10.4: Insufficient Business Continuity Management

Due to insufficient business continuity management arrangements failure of the Council or a key partner to effectively deliver their statutory services, resulting in community disruption and failure of corporate objectives.

Risk Owner: Mark Preece, Chief Fire Officer

Cabinet Member: Cllr Dave Norman



Current controls:
 Council Business Continuity Policy and associated Role & Responsibilities guidance
 Corporate BCM Assurance Board
 Business continuity included in Managers Governance Checklist (work in progress as at August 2021).
 Guidance developed and published to help ensure awareness of business continuity in Procurement, including appropriate business continuity references in the draft Contract Procedure Rules (July 2021); guidance also published re. business continuity in Project Management.
 Overall, the guidance developed aims to encourage early consideration of BCM so as to help "design-in" business continuity from the start of key council change and procurement activities.
 Business continuity programme overseen by a lead officer for BCM within the Civil Protection Team, Community Safety Directorate

Period comments:

Work continues to take place to ensure that all service areas have an up-to-date business continuity plan in place. In line with best practice, business impact analyses (BIAs) need to be conducted before business continuity plans (BCPs) are developed/updated. BIA sessions therefore continue to be rolled out to plan owners. While outstanding BIAs are now overdue, reasonable progress has been made this quarter. Just under three-quarters of BIAs and over half of BCPs (due December 2022) have been completed (71% and 55% up from 65% and 46% respectively). The corporate BCM Assurance Board continues to maintain oversight of progress. Work to update the Critical Incident Plan which is the final strand of planned activity, has commenced but will require BIAs to be materially completed.

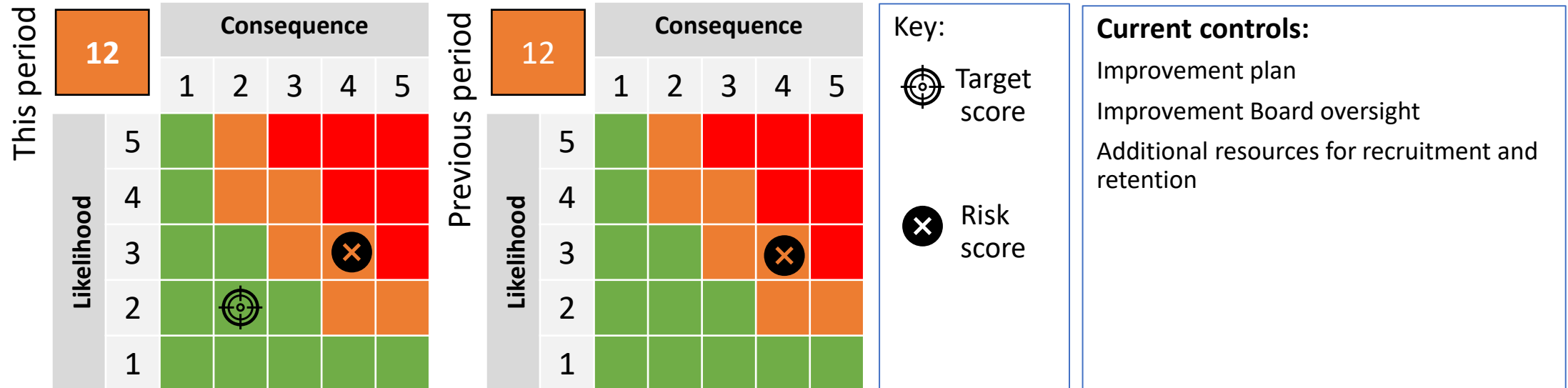
Consideration was given to increasing the risk likelihood rating this quarter to reflect rising concerns around energy security and the potential for rota disconnections/electricity supply blackouts in the UK this winter. Consensus from a group of business continuity practitioners across the County who discussed this risk early in October 2022 was that, although concerns are clearly escalating in the media, and also from National Grid and the energy regulator Ofgem, it is still difficult to establish the likelihood of disruption actually occurring. We are also seeking to understand some practical aspects relating to the GCC estate e.g. the extent to which it is covered by back-up generators in order to inform an assessment of the Council's likely resilience to this issue.

SR 10.6: Capacity and capability to deliver Fire Service improvement

Insufficient workforce capacity and capability adversely impacting the pace and sustainability of improvement that will potentially contribute to an increased risk to firefighter safety, failure to meet our statutory obligations and/ or capability to deliver emergency services to the community.

Risk Owner: Mark Preece, Chief Fire Officer

Cabinet Member: Cllr Dave Norman



Period comments:

Recruitment and selection process have happened to fill substantive posts, grey book posts have largely been filled however we continue to struggle to fill green book posts with the skills required. Additional funding will provide the finance needed for additional resource and training but only if we can fill posts. It is still recognised that there are continued work pressures on staff and we continue to work to improve this in order to reduce the risk of burnout.