Corporate Risk Management Summary

Report of the Chief Fire Officer

For further information about this report please contact Sam Burton, Deputy Chief Fire Officer, on 01743 260201 or Karen Gowreesunker Assistant Chief Fire Officer (Service Support).

1 Executive Summary

This report updates Members on the status of risks on the Corporate Risk Register.

2 Recommendations

The Committee is asked to note the contents of the report.

3 Background

Following the Auditors Annual Report on Shropshire and Wrekin Fire Authority 2021/22 and 2022/23 it was agreed by members and the Chair of SAP, that the format for reporting the Corporate Risk Register be restructured to show both current static risks and dynamic risks. Appendix A is a summary of the Corporate Risk Register and Appendix B covers all details that are captured about each risk on the register with the latest update by the risk owner on their respective risk.

All risks on the register will continue to be updated by their respective risk owner on a regular basis and reported to Risk Management Group (RMG) and the Performance and Risk Group (PRG). In addition, an annual report containing all entries of the corporate risk register will continue to be reported to the CFA at its annual general meeting.

4 Risk Acceptance and Tolerance Levels

The purpose of risk management is not to eliminate all risk, but to reduce the risk to a level that the Authority is prepared to tolerate. This will vary depending on the Authority's current level of 'Risk Appetite' and is defined by the Authority setting its 'Risk Tolerance Level'. This level essentially acts as a target, with any risks higher than this level attracting appropriate effort and resources in an effort to reduce it to below this level. This target therefore acts as a management indicator, with greater levels of monitoring being required for

those risks above the level, than for those below it.

In addition to the upper level, it is also appropriate to set a lower-level target, called the 'Risk Acceptance Level'. Any risks assessed as being lower than this level should attract minimal effort and resources. This helps to ensure that resources are not wasted trying to reduce risks unnecessarily.

The Risk Management Brigade Order reflects the current risk Tolerance and Acceptance level and are shown in the table below.
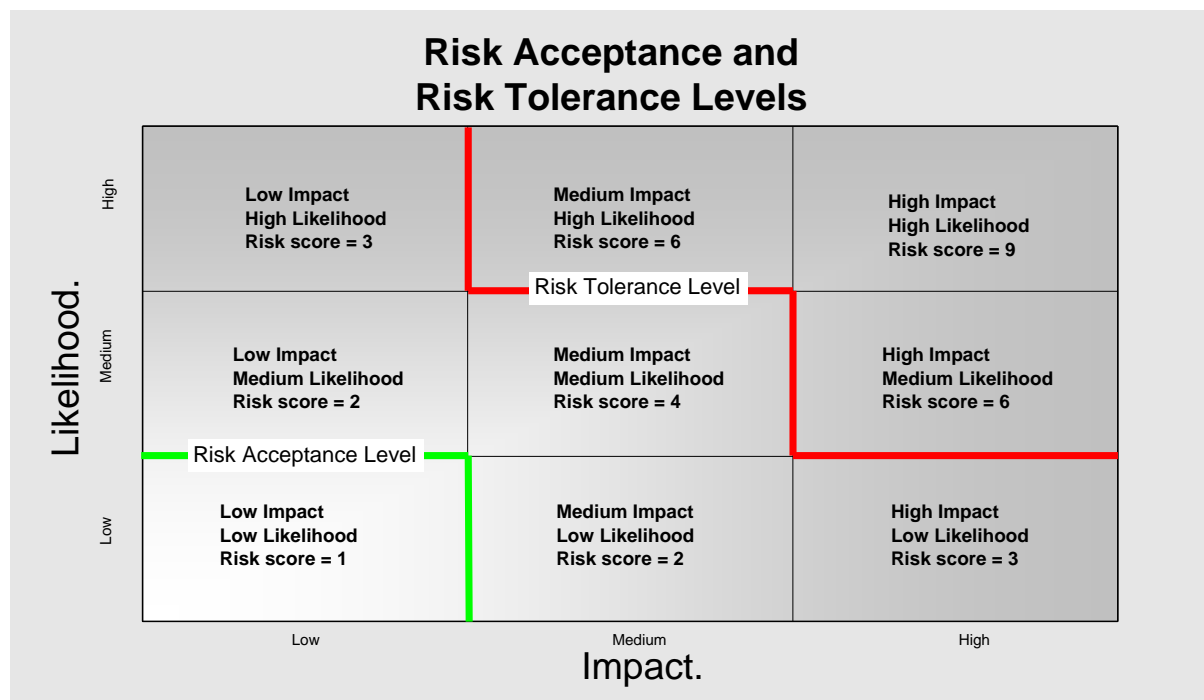
5   Risk Management Process

The table in the appendix shows the open corporate risk register entries reported by exception. This has detailed information on each of the individual risk including: the risk title, the risk owner, a description of that risk, the counter measures that are either being applied or Officers are working to apply, the level of risk without controls, with controls, an assessment of the current level of risk and direction of travel. There is also a narrative column to enable risk owners to comment on the information provided where relevant.

6   Current Position

One risk has been closed on the corporate risk register, one has been reduced and two new risks have been added since the last SAP update.

The risk relating to the Mobile Data Terminals (MDTs) has now been removed from the corporate risk register. Further detail can be found in appendix B to this report.

One risk has reduced on the corporate risk register and further detail can be found in the exempt appendix C to this report.

Two new risks relating to the Control Room Solution Integrated Communications Control System (CRS ICCS) and the Learning Management

System (LMS) have been added to the corporate risk register. Further detail can be found in appendices A and B to this report.

7   Conclusions

The Committee is asked to note the contents of the report.

8   Financial Implications

There are no financial implications arising from this report.

9   Legal Comment

There are no legal implications arising from this report.

10   Equality Impact Assessment

There are no equality or diversity implications arising from this report.
An e-EQIA is not, therefore, required.

11   Appendices

Appendix A - Summary of Corporate Risk Register Entries
Appendix B - Details of all Open Corporate Risk Register Entries
Appendix C – Summary and Details of all Open Corporate Risk Register Entries (Exempt)

12   Background Papers

There are no background papers associated with this report.

Appendix A to report on
Corporate Risk Management Summary
Shropshire and Wrekin Fire and Rescue Authority
Standards, Audit and Performance Committee
2 October 2024

Summary of Corporate Risk Register Entries

Categories of Risk	Raised by	Date Raised	Description	Current Probability	Current Impact	Current Risk Rating	Direction of Travel	Owner
Information	Ged Edwards	01/04/2012	The provision of accurate management information is dependent upon the adoption of high quality data management principles.	2	2	4	➔	Sally Edwards
Service Delivery	Joanne Coadey	11/03/2013	The Service has various contracts with suppliers of goods and services which if they were to fail or be impacted by poor performance could have a detrimental impact on the delivery of key service streams/functions. The Service also has a need for the timely delivery of goods to ensure the safety, legal compliance and availability of assets used to provide services to the community. These supply chains and costs are being disrupted by events outside the Service's control.	2	3	6	➔	Andrew Kelcey
Information	Sally Edwards	01/01/2012	To ensure the maximum availability of the C&C system as a mission critical function of the Service.	2	3	6	➔	Sally Edwards
Information	Sally Edwards	01/08/2012	Provide robust and resilient hardware and communications platforms to ensure availability of electronic systems to service delivery	2	2	4	➔	Sally Edwards
Finance	Joanne Coadey	23/09/2015	Reduction in government funding - insufficient income to cover Service revenue budget.	3	2	6	➔	Joanne Coadey
Service Delivery	Former Fire Authority Member	19/07/2017	ICT is crucial for public service delivery and this imposes a risk of disruption or damage to the reputation of SFRS in the event of a	2	3	6	➔	Sally Edwards

Categories of Risk	Raised by	Date Raised	Description	Current Probability	Current Impact	Current Risk Rating	Direction of Travel	Owner
			failure of its information technology systems.					
Policy	Former CFO	02/08/2022	A White Paper 'Reforming our Fire and Rescue Services' was presented in Parliament on 18 May 2022 setting out the Government's plans to reform the Fire Service under the themes of people, professionalism and governance. The paper identifies key areas of improvement but it also strengthens the governments direction for governance change. this perpetuates the risk of disruption and diversion of capacity to deal with the change and the longer term risk of a degradation in support services. Following the Grenfell Fire Phase 2 Report there is a focus on the College of Fire.	2	2	4	➔	Sam Burton
Service Delivery	Andrew Kelcey	06/10/2022	Ofgem are raising the concern of rolling power cuts this winter. We have resilience at Shrewsbury control and fire station and Telford, but not at any of the other sites.	1	2	2	➔	Andrew Kelcey
People	Simon Hardiman	03/04/2023	HMICFRS published (30/03/2023) a report 'Values and culture in fire and rescue services'. Of the 35 recommendations, 20 require action from CFOs with the remaining for action by other agencies. The CFO recommendations have varying timeframes - immediate up to March 2024. The Service is committed to implementing the recommendations, prioritising those that are currently within its gift and continues to work proactively to meet the HMICFRS recommendations.	1	2	2	➔	Sam Burton

Categories of Risk	Raised by	Date Raised	Description	Current Probability	Current Impact	Current Risk Rating	Direction of Travel	Owner
Finance	Germaine Worker	27/09/2023	Lack of Pensions technical knowledge within the service to carry out some day to day activities and some national exercises. This could result in failure to comply with Pensions Regulations.	2	2	4	➔	Sam Burton
Service Delivery	Marc Millward	03/11/2023	Reduced availability of on-call appliances due to issues relation to recruitment and retention.	3	3	9	➔	Sam Burton
Service Delivery	Adam Matthews	29/06/2023	MDT's failing to provide information to operational crews in a timely manner. This ranges from status messaging through to risk information which then requires rebooting or resending of information to MDT's.	1	2	2	**Closed**	Sally Edwards
Service Delivery	Station Manager - Control	12/07/2024	Frequent unpredicted failures of the Control Room Solution Integrated Communications Control System (CRS ICCS) resulting in loss of service and inability to receive emergency calls in a timely and professional manner. This has the potential to cause delays in responding to emergencies and is a mission critical function of the service.	3	3	9	**New**	Sally Edwards
People	Group Manager Operations	31/07/2024	Learning Management System (LMS) does not provide agile functionality to meet the demands of the Service requirements.	3	3	9	**New**	Group Manager Operations

Key to Direction of Travel: ➔ shows that the general direction of the risk is unchanged. ⬇ shows that the general direction of the risk is reducing. ⬆ shows that the general direction of the risk is increasing.

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Appendix B to report on
Corporate Risk Management Summary
Shropshire and Wrekin Fire and Rescue Authority
Standards, Audit and Performance Committee
26 September 2024

Details of all Open Corporate Risk Register Entries (OPEN SESSION)

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment	Direction of travel	Action History
Provision of Information for Management Decision Making	Information	Sally Edwards	01/04/12	Adopt robust processes for ensuring data is entered into departmental systems correctly and consistently. (In progress see action history) System ownership should be allocated to departmental managers and administration of systems should be appropriately assigned. (In progress see action history) Process mapping of all major departmental systems that generate reporting at a corporate level should be undertaken. (In progress see action history)	4	➔	No change - The implementation of C&C is taking place although impact on data is still unknown. The potential migration of Incident Reporting System (IRS) will also impact on Business Intelligence (BI) team for gathering data into the warehouse. Quality of data needs to be improved through system ownership, user training and awareness etc. to ensure fewer errors are captured at source.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment	Direction of travel	Action History
				Process mapping will give an understanding of what data is captured in systems, how it is processed and improvements to be made. (In progress see action history)			
Failure of Primary Contractor, or Failure or Disruption of Supply Chain or Uncontrolled Cost Increases for Critical Goods	Service Delivery	Andrew Kelcey	11/03/13	Significant cost increases and supply delays continue to be seen, together with some products being discontinued or suspended indefinitely as suppliers concentrate on more limited lines. Diesel supplies are now easing and no longer considered a specific risk.	6	➔	Pressures continue to ease, but no significant change.
Security & Resilience of the C&C System	Information	Sally Edwards	01/01/12	Backup of C&C (Ongoing) Replication off-site (Work complete. BC Exercise to be undertaken) Implement procedures for anti-virus and patch updates	6	➔	There are delays in implementing the new C&C and there are performance issues with current ICCS by same provider so potential contractual issue, but this is complicated by the 4 service procurement arrangement. Lampada have provided a fix for current recurring faults but

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment	Direction of travel	Action History
				MDT hardening (Completed see action history) Move C&C LAN to a virtualised environment (Completed see action history) Implement new Station End Equipment (SEE) (Completed) Increase the SLA levels with the WAN (Wide Area Network) prior to roll out of new SEE. (Completed)			these have not resolved the issues. Contractual meeting with Lampada are to be arranged to discuss current contract.
Security & Resilience of IT Network	Information	Sally Edwards	01/08/12	Implement the recommendations of the 2 internal audit IT reports (in progress) Review and improve internal policies and procedures (In progress) Defining IT team roles, responsibilities and competencies Implement 24/7 IT cover (complete)	4	→	Still no changes in the team which is under-capacity and lacks the skills and expertise in specialist areas while carrying risks with single points of failure.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment	Direction of travel	Action History
				Implement management and reporting tools for preventative maintenance (In progress) Continually review and improve technical infrastructure (Ongoing) A detailed low level audit of the network configuration to be carried out before making further improvements to the infrastructure by removing single points of failure. (In progress)			
Rules that apply to Governments specific funding	Finance	Joanne Coadey	23/09/15	Officers and members will continue to lobby Government where appropriate. Finance will ensure that timely strategic financial planning is carried out to inform management of the Service and Members of the Authority. The development of 2020	6	➔	No change - Favourable final settlement, precept referendum limit reduced to 3%. Some uncertainty around future funding for Fire pension schemes revaluation 2020, will remain until new Comprehensive Spending Review in 2025/26.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment	Direction of travel	Action History
				scenario planning will attempt to implement changes in the Service to close the funding gap in later years.			
Cyber Security Risk	Service Delivery	Sally Edwards	19/07/17	Detection, response and prevention capabilities are continually reviewed and this includes use of outsourced Security operations centre (SOC). More focus on staff awareness is required so they can protect themselves. The greatest vulnerability is maintaining specialist technical skills within the ICT team. As part of the C&C implementation there will be checks and measures undertaken to provide assurance that security standards are met.	6	→	Recruitment of an additional engineer was unsuccessful, so considering other routes to acquiring talent such as recruitment agencies. The trial of the security operations centre (SOC) is being set up and will run through September. The purchase of online security awareness content has been made to coincide with the launch of the revised Security policy.
Government White Paper on Fire Reform	Policy	Sam Burton	02/08/22	Maintain an active watch on the development of the white paper and continue to engage through NFCC and directly with HO	4	→	No change - The publication of the Government response to the White Paper consultation has been completed and work is now underway regarding specific elements such as College of Fire and

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment	Direction of travel	Action History
				Continue to reform and improve existing support services to ensure the service is very clear of its needs is resilient to change Maintain effective communications with all stakeholders including MPs, Rep Bodies, workforce and Constituent Authorities.			Operational Independence for CFOs. It is envisaged that this work will continue to be driven by Government departments and NFCC, with input to date from Chair of FRA and CFO. Whilst this work is underway, the risks have been reviewed and remain unchanged.
Planned rolling power outages at stations	Service Delivery	Andrew Kelcey	06/10/22	In terms of buildings, there is manual operation of appliance doors, key override for pedestrian doors and a level of battery back-up to access systems and key lighting. Trucks have battery guard closedown systems to ensure they can start if not charged. ICT - there is Eaton UPS at every retained station that provides backup for the continuation of running the network including the Wi-Fi for 3-4 hours. The UPS batteries have recently been replaced.	2	➔	No change - This is a seasonal risk due to winter demand and it is believed that the risk has passed for 23/24. Likelihood has been reduced to 1. There is no indication whether this risk is expected to recur in winter 24/25.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment	Direction of travel	Action History
				Station end mobilisation systems - the alerter station end has its own backup power and it is also connected to the Eaton UPS. There is wide use of mobile apps for alerting and this does not require any equipment at retained stations.			
HMICFRS Values & Culture Report	People	Sam Burton	04/04/23	On receipt of the report the Service immediately carried out a gap analysis which formed the basis of the Service Action Plan. This work is being driven by ACFO Corporate Services and teams of staff who have taken responsibility for the recommendations as detailed in an action plan which is reported to SMT and CFA Representative bodies will be engaged during informal meetings and consultations to ensure they are fully sighted on developments and can	2	→	Approaches have been put into place and implemented to deliver all 35 recommendations. The Service continues to embed these recommendations.

HMICFRS published in August 2024 a new area with recommendations for the fire and rescue sector which focus on the management of disciplinary processes (Standards of Behaviour). The Service has combined these recommendations into one report which also considers the outcome of an independent cultural review and staff survey. This report will highlight where gaps in |

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment	Direction of travel	Action History
				put forward any comments.

Communications to all staff will continue to engage and inform staff of any new provisions, policies, and opportunities for consultation.

HMICFRS have confirmed that the mechanism for reporting progress is via the Huddle system accessed by Service Liaison Leads. The Transformation and Collaboration team will continue to regularly communicate with the Service Liaison Lead and update the Huddle system with appropriate commentary to detail the Service's progression towards the recommendations. | | | processes and policies may still exist. SMT are planning how to deliver against any gaps through continuing to engage effectively with staff. |
| Provisions of firefighter pensions support | Finance | Sam Burton | 27/09/23 | Recently recruited PT HRA to undertake pensions admin and currently have the | 4 | → | Pensions Board was cancelled in July, next meeting is September 2024, this risk will be reviewed following this |

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment	Direction of travel	Action History
				Pensions Officer from HWFRS seconded to SFRS for 8 hours per week until Jan 2024. Also, using other members of staff from both HR and Finance with a limited capacity to support this area of work.			meeting. Service is on track with Sargeant and Matthews pensions exercises.
Reduced availability of On-call staff through recruitment and retention	Service Delivery	Sam Burton	03/11/23	On-call Sustainability Project (OCSP)	9	→	Contract bands awareness and consultation sessions have now commenced, this work is being led by Marc Millward. Early indications are this is being positively received. National pay formular for On Call has not contradicted the banding we have selected. This OCSP is now business as usual under Area Command.
Mobile Data Terminals (MDT's)	Service Delivery	Sally Edwards	29/06/23	Technical upgrade of current system and replacement through Command and Control Project	2	**Closed**	This risk is now closed following the upgrade to the latest software version and reduction in the number of tickets raised.
Resilience of Control Room Solution Integrated Communications Control	Service Delivery	Sally Edwards	12/07/24	There is a reporting system in place for Motorola to advise us of any planned work or maintenance on the system but it is not clear how reliable this is. Fire	9	**New**	All failures have been reported to ICT to be followed up locally or with the third party supplier. Station Manager Control has requested a list of all tickets for the previous 12 months.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment	Direction of travel	Action History
System (CRS ICCS) system				Control have fallback desktop phones that they switch to when failures occur.			Meeting to discuss the issues is still to be arranged but the ICCS is a hosted service provided by Motorola and as it is outsourced the main requirement for SFRS is management of the contract and liaising with other 3rd parties such as the telephony and network providers.
Learning Management System (LMS)	People	Group Manager Operations	31/07/24	The Training Coordinators manually run reports on a range of systems to extract the information. This is then cleansed and checked against the systems to establish accuracy (within a tolerance). To ensure we can be confident in our LMS competence and reporting tool, the Service will need to invest in a new, fit for purpose future proof application which can meet the demands of a modern Fire & Rescue Service.	9	**New**	This is a new risk.

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Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment	Direction of travel	Action History
				The potential replacement of the existing LMS will be brought forward as a paper to SGG. Alternatives will be assessed for suitability by the GM and SM's at TDC, however it is generally accepted that most providers now offer solutions that offer an LMS module within a suite of other modules; therefore other internal stakeholders may wish to consider the medium/long term viability of their own current systems (e.g. HR, Tech Services, Finance) and assess alternatives alongside an LMS. This will potentially provide best value and VFM for the Service in multiple systems areas.			

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