

Corporate Risk Management Summary

Report of the Chief Fire Officer

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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 recent discussions with Members, including the Chair of the Standards, Audit and Performance Committee, the format for reporting the corporate risk register has been amended.

It was felt that due to the nature of the entries on the register, it would be more beneficial for Members to receive updates on risks where the direction of travel has changed, new entries onto the register and risks where significant activity or activity of note is being undertaken.

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 Fire Authority at its annual general meeting.

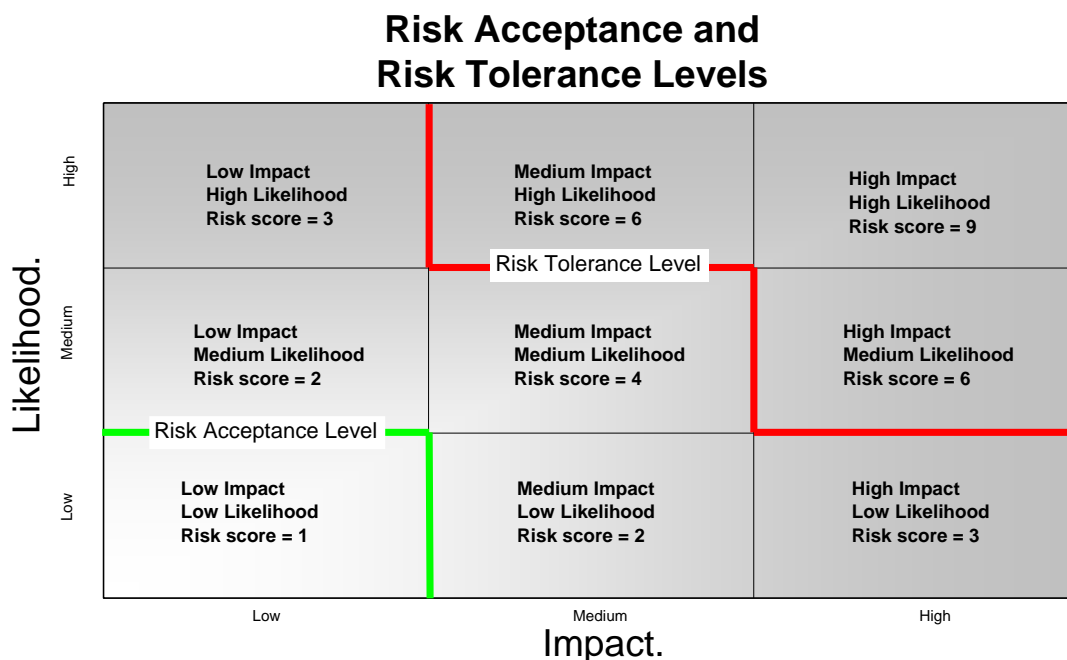
Appendix A to the report is a summary of the highlighted risks on the corporate risk register with the latest update by the risk owner on their respective risk.

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 which are shown in the table below.



5 Risk Management Process

The table in Appendix A 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.

Appendix B to the report shows the same information for those open corporate risk register entries that are exempt under Section 100(A)(4) of the Local Government Act 1972,

6 Current Position

There are seven risks taken from the register where activity of note is taking place. This includes the downgrading of the direction of travel on the risk relating to changes from the Policing and Crime Act.

A new risk relating to Wholetime Duty Pilot Scheme 2022 has also been added to the risk register since the last SAP Committee update in September 2021. Risk owners / officers will be on hand to provide Members with more details if required.

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

Open Corporate Risk Register Entries Reported by Exception

Appendix B

Paper 15 - Open Corporate Risk Register Entries Reported by Exception (Exempt)

12 Background Papers

There are no background papers associated with this report

Open Corporate Risk Register Entries Reported by Exception

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
Failure of Primary Contractor / Supplier or Failure or disruption of Supply Chain for critical goods	Service Delivery	Andrew Kelcey	11/03/2013	<p>Review current contracts register (Contracts in excess of £10,000) and risk assess all suppliers against the criteria of Poor Performance and Contract Failure. (Completed)</p> <p>Any supplier classed as high risk in either criteria will be identified as a departmental risk and be subject to a full supplier risk assessment and contingency plan if required. (Started and Ongoing)</p> <p>The full assessment will consider whether any further actions need to be addressed in order to mitigate against potential poor performance/contract failure. (Ongoing).</p> <p>09/03/2020 -A review of critical goods or supplies will be carried out and stock levels held by suppliers or in our own stores will be assessed and increased if necessary. (Ongoing).</p>	6	➔	Further supply chain disruption is being experienced. In addition to local arrangements NFCC national support is being provided for some products (e.g. smoke detectors).

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
				06/09/2021 - A further review has identified that there are issues with increased cost and delayed delivery on some items, but the risk is being managed and is unchanged.			
Changes from the Policing and Crime Act	Service Delivery	Rod Hammerton	17/03/2016	<p>Government and local policy regarding election and powers of PCCs monitored for potential risk impact on SWFRA. Regular meetings with PCC taken place.</p> <p>Better engagement through CFOA with the HO</p> <p>PCC has been invited as a non-voting participant in FRA</p> <p>Shrops, H&W and Warwickshire Police and Fire Collaboration Group formed and focusing on "quick wins" in its formative period.</p> <p>Shropshire, Herefordshire and Worcestershire (SHAW) Fire Alliance being cultivated to focus initially on technological collaborations.</p> <p>FRA and Officers actively engaged in PCCs development of a business plan to identify where PCC can add most value. This is to ensure SFRS are able to</p>	1	↓	Still awaiting publication of white paper. Indications are that it will now be delayed until 2022 and there is the potential that it will not contain a mandate for governance change. Therefore, the Service is now planning for the status quo to remain for the foreseeable future - but monitoring the situation.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
				<p>influence outcomes.</p> <p>Officers actively engaged in developing necessary plans and documentation for a successful transfer.</p> <p>Fire Alliance now in place with a programme of change focusing on ICT, Control, IRMP and procurement. The primary objectives of the Alliance are to create capacity and resilience for both organisations.</p> <p>The Service engaged fully in the HO PCC Review both through the NFCC and the FSMC.</p>			
Cyber Security Risk	Service Delivery	Sally Edwards	19/07/2017	<p>There are a number of counter measures including work being undertaken on the Remedial Action Plan (RAP) from the IT Health Check (ITHC) to tighten security controls.</p> <p>Internal audit is conducting a full controls audit this year to check the IT environment is controlled and managed in line with best practice.</p> <p>There are a number of initiatives for improving staff awareness so they can protect themselves.</p>	6	➔	The report from Zurich highlighted there are lots of good control measures in place but there are some major gaps. These are mainly the lack of next generation detection with continuous security monitoring, reflecting the team challenges with capacity and skills.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
				The greatest vulnerability is maintaining specialist technical skills within the ICT team.			<p>The other gaps are the lack of MFA (multi factor authentication) and users being aware of the critical role they play by being the first line of defence against cyber-attack.</p> <p>A new action plan incorporating the recommendations will be monitored by SSG.</p>
Impact of the new fitness standards	Service Delivery	Guy Williams	13/11/2018	<p>Support and communication with staff.</p> <p>Potential to delay full implementation until April 2020 to allow staff to improve levels of fitness.</p>	6	➔	<p>Standard will go live January 2022. Traffic light system will also now be supported by the ability to remove people from wearing BA prior to eventually removing them from firefighting if they are unable to meet the standard.</p> <p>In house fitness advisor business case has been moved to SMT November to allow further investigation and</p>

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							assessment of current contractual obligations.
A delay in implementing the new fitness standards	People	Guy Williams	15/03/2021	All personnel that fall within the amber category (36-42.3) are being supported by service associate trainers. Fitness equipment provided at all service sites. All those falling within the red category (below 36) are being removed from operational duties and referred to OH.	6	➔	The fitness standard will go live Jan 2022. All stations have appropriate fitness equipment and are aware of the implementation of the new standard. A new traffic light system will now incorporate a period where staff can be removed from BA as they work towards meeting the standard. Failure to achieve the necessary improvement will then lead to be removed from operational response. In house fitness advisor business case has been completed but is now set for SMT November to allow further investigations and assessment to take place on current contractual obligations.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
New Firefighting PPE Maintenance Standard	Policy	Dan Quinn	17/06/2021	Review existing PPE risk assessments and compatibility assessments. Establish a formal PPE replacement project to identify needs, suitable products and funding requirements Pull forward planned replacement funding, if necessary, to meet the identified need	4	→	A limited stock of PPE has been purchased to minimise the risk to staff and Organisation in the interim. A project team to be established to deliver new PPE.
Wholetime Duty Pilot Scheme 2022	Service Delivery	Guy Williams	08/11/2021	The local FBU are proactively supporting the changes that the pilot scheme will bring for 2022. However, the Service is aware that eventually the agreement will need a national FBU sign off which may present different challenges.	4	NEW	Engagement with FBU and Staff to develop pilot. This included full written engagement with all staff. FBU approved pilot and order.

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.