

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 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.

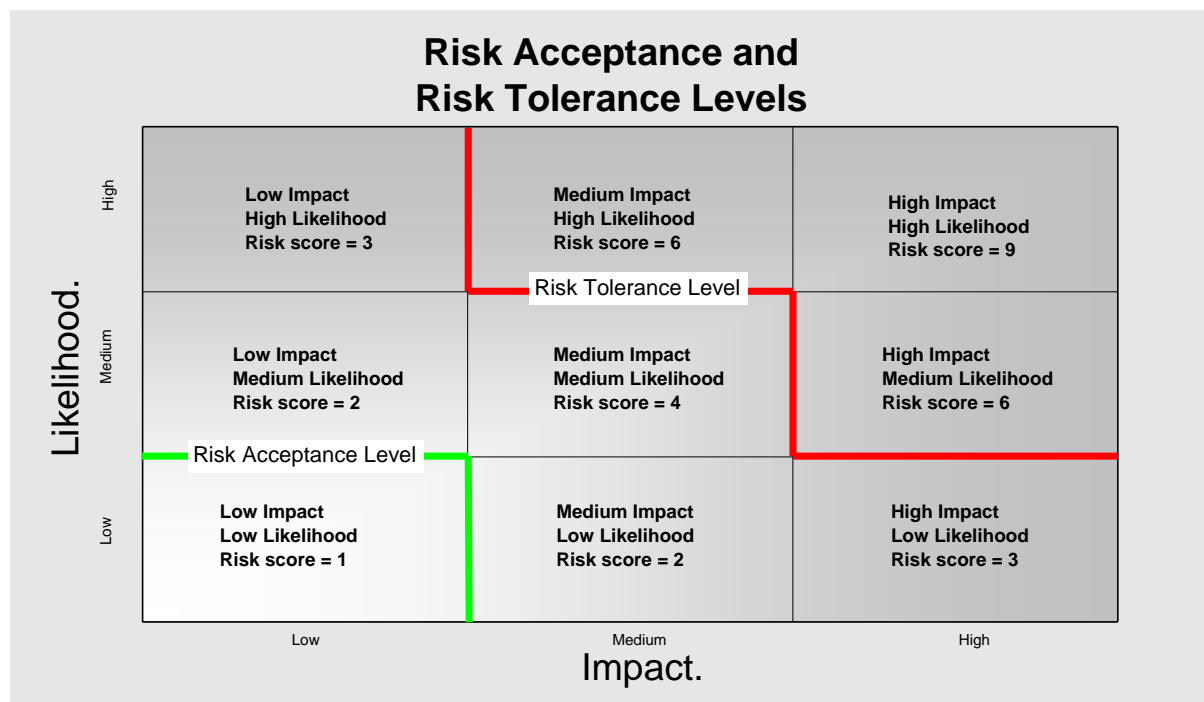
4 Risk Acceptance and Tolerance Levels

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

The services approach to the recording and management of corporate risk is currently under review. This is due to be completed by April 2025 at which stage the Authorities corporate risks will be reviewed and refined and robust monitoring and reporting mechanisms in place.

Four risks have been closed on the corporate risk register and two risks have been reduced since the last SAP update.

Two risks relating to Government White Paper on Fire Reform and HMICFRS Values & Culture Report have now been removed from the corporate risk register. One risk relating to On-Call Sustainability has reduced on the

corporate risk register. Further detail can be found in appendix B to this report.

Two risks from the exempt entries have been removed and one risk has reduced from the corporate risk register and further detail can be found in the exempt appendix C 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.

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 failure of its information technology systems.	2	3	6	→	Sally Edwards

Categories of Risk	Raised by	Date Raised	Description	Current Probability	Current Impact	Current Risk Rating	Direction of Travel	Owner
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	Closed	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	Closed	Sam Burton
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.	2	2	4	➔	Sam Burton

Categories of Risk	Raised by	Date Raised	Description	Current Probability	Current Impact	Current Risk Rating	Direction of Travel	Owner
			This could result in failure to comply with Pensions Regulations.					
Service Delivery	Marc Millward	03/11/2023	Reduced availability of on-call appliances due to issues relation to recruitment and retention.	2	3	6	↓	Jason Kirby
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	→	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	→	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.

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	<p>Adopt robust processes for ensuring data is entered into departmental systems correctly and consistently. (In progress see action history)</p> <p>System ownership should be allocated to departmental managers and administration of systems should be appropriately assigned. (In progress see action history)</p> <p>Process mapping of all major departmental systems that generate reporting at a corporate level should be undertaken. (In progress see action history)</p> <p>Process mapping will give an understanding of what data is captured in systems, how it is processed and improvements to be</p>	4	➔	<p>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.</p> <p>Quality of data needs to be improved through system ownership, user training and awareness etc. to ensure fewer errors are captured at source.</p>

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
				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	<p>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.</p> <p>Diesel supplies are now easing and no longer considered a specific risk.</p>	6	➔	Risk reviewed with no change
Security & Resilience of the C&C System	Information	Sally Edwards	01/01/12	<p>Backup of C&C (Ongoing)</p> <p>Replication off-site (Work complete. BC Exercise to be undertaken)</p> <p>Implement procedures for anti-virus and patch updates MDT hardening (Completed see action history)</p> <p>Move C&C LAN to a virtualised environment</p>	6	➔	The issues still continue following the fix, this is being investigated by the Service Desk and reported to Lampada.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
				<p>(Completed see action history)</p> <p>Implement new Station End Equipment (SEE) (Completed)</p> <p>Increase the SLA levels with the WAN (Wide Area Network) prior to roll out of new SEE. (Completed)</p>			
Security & Resilience of IT Network	Information	Sally Edwards	01/08/12	<p>Implement the recommendations of the 2 internal audit IT reports (in progress)</p> <p>Review and improve internal policies and procedures (In progress)</p> <p>Defining IT team roles, responsibilities and competencies</p> <p>Implement 24/7 IT cover (complete)</p> <p>Implement management and reporting tools for preventative maintenance (In progress)</p>	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. Unsuccessful attempt to recruit.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
				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 scenario planning will attempt to implement changes in the Service to close the funding gap in later years.	6	→	Real terms funding increase anticipated, however potential increases in revenue budget to create capacity for future planning needs to be factored into strategic planning model

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
Cyber Security Risk	Service Delivery	Sally Edwards	19/07/17	<p>Detection, response and prevention capabilities are continually reviewed and this includes use of outsourced Security operations centre (SOC).</p> <p>More focus on staff awareness is required so they can protect themselves.</p> <p>The greatest vulnerability is maintaining specialist technical skills within the ICT team.</p> <p>As part of the C&C implementation there will be checks and measures undertaken to provide assurance that security standards are met.</p>	6	➔	<p>Recruitment of the relevant skills and knowledge is still unsuccessful although alternative routes to acquire have been used.</p> <p>The SOC trial has run successfully and this has been compared with alternative products and approaches. A decision will be reached within the next few weeks over the most appropriate fit for managed detection and response.</p>
Government White Paper on Fire Reform	Policy	Sam Burton	02/08/22	<p>Maintain an active watch on the development of the white paper and continue to engage through NFCC and directly with HO</p> <p>Continue to reform and improve existing support services to ensure the service is very clear of its needs is resilient to change</p>	4	Closed	Government White Paper and Fire Reform to be closed. This will be picked up under the new government through regular national level engagement and assessment.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
				Maintain effective communications with all stakeholders including MPs, Rep Bodies, workforce and Constituent Authorities.			
Planned rolling power outages at stations	Service Delivery	Andrew Kelcey	06/10/22	<p>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.</p> <p>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</p>	2	➔	Reviewed with no change.- This is a seasonal risk due to winter demand. There is no indication whether this risk is expected to recur in winter 24/25.

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				for alerting and this does not require any equipment at retained stations.			
HMICFRS Values & Culture Report	People	Sam Burton	04/04/23	<p>On receipt of the report the Service immediately carried out a gap analysis which formed the basis of the Service Action Plan.</p> <p>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</p> <p>Representative bodies will be engaged during informal meetings and consultations to ensure they are fully sighted on developments and can put forward any comments.</p> <p>Communications to all staff will continue to engage and inform staff of any new provisions, policies, and</p>	2	Closed	The HMI culture and values report has progressed sufficiently to close this risk. This is not a corporate risk currently due to the work that has been completed.

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				<p>opportunities for consultation.</p> <p>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.</p>			
Provisions of firefighter pensions support	Finance	Sam Burton	27/09/23	<p>Recently recruited PT HRA to undertake pensions admin and currently have the 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.</p>	4	➔	<p>Head of Finance has completed a positive six month review with the Pensions Officer and created an action plan for future IPDR process. Pensions Officer has made a good contribution to Pensions Board and has made great progress with the current exercises and establishment of pension procedures and processes</p>

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
Reduced availability of On-call staff through recruitment and retention	Service Delivery	Jason Kirby	03/11/23	On-call Sustainability Project (OCSP)	6	↓	Extensive consultation and engagement has now taken place directly with On-Call staff and Representative Bodies (FBU & FRSA). Amendments agreed to contract bandings in line with feedback from RBs. New contracts to be implemented from January 1st which is in line with new national pay uplift. Letters are going out to all affected staff during November identifying contract bandings based on historical availability provided (through FSR). Work has taken place with FSR to ensure contract bandings will record and be monitored effectively.
Resilience of Control Room Solution Integrated Communications Control System (CRS ICCS) system	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 Control have fallback desktop phones that they switch to when failures occur.	9	→	No further updates - all issues reported to Motorola to investigate and resolve.

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Learning Management System (LMS)	People	Group Manager Operations	31/07/24	<p>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).</p> <p>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.</p> <p>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</p>	9	→	Attended Systems Governance Group and outlined the need and support required for a new Learning Management System system (based on the risks identified). We are currently in an evidence capturing stage, looking at the suitable providers. We will be scoping a Project Initiation Document that will allow us to go out to market in the future for providers to express interest.

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				<p>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.</p>			

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