

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.

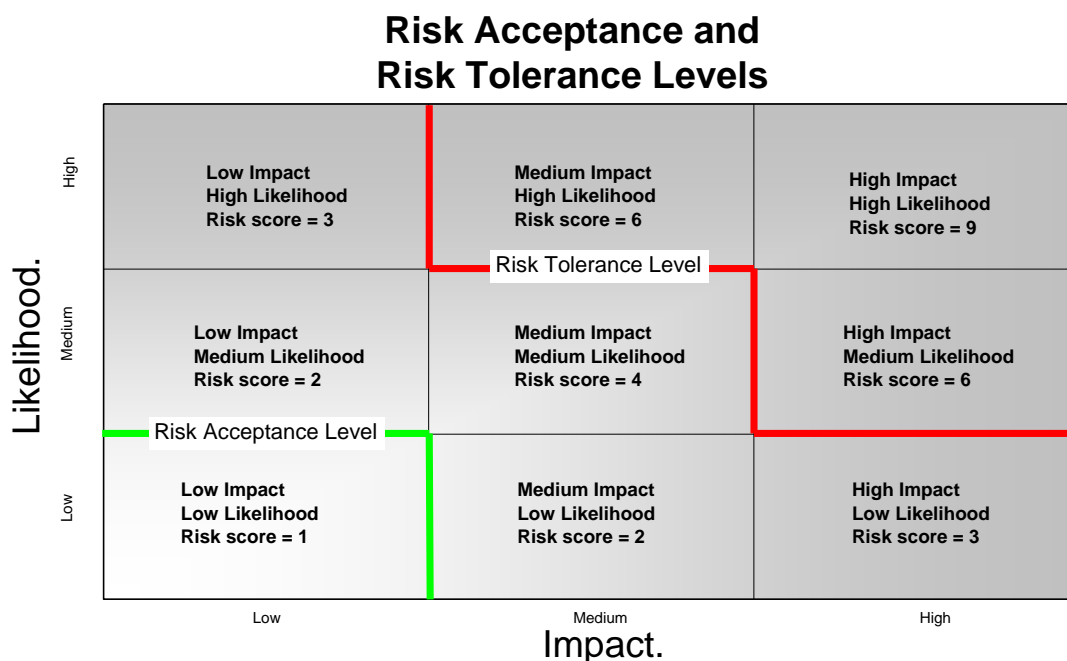
All risks on the register will continue to be updated by their respective risk owner on a regular basis and reported to Risk Management Group (RMG) and the Performance and Risk Group (PRG). In addition, an annual report containing all entries of the corporate risk register will continue to be reported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

Two risks have reduced in the corporate risk register and one had increased the direction of travel since the last SAP update. Further detail can be found in the appendices A and B to this report.

Three new risks have been added to the corporate risk register. 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 - 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.	2	2	4	→	Simon Hardiman
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	→	Guy Williams
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	→	Guy Williams

Categories of Risk	Raised by	Date Raised	Description	Current Probability	Current Impact	Current Risk Rating	Direction of Travel	Owner
Service Delivery	Marc Millward	03/11/2023	Reduced availability of on-call appliances due to issues relation to recruitment and retention.	3	3	9	→	Adam Matthews
Service Delivery	Adam Matthews	29/06/2023	MDT's either 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	↓	Sally Edwards

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</p>	4	➔	<p>The implementation of C&C is taking place although impact on data is still unknown. The potential migration of IRS will also impact on BI team for gathering data in to 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>

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				<p>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 made. (In progress see action history)</p>			
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	↓	Supply chain pressures are reducing and stock levels and being reviewed and reduced. The likelihood of a major supplier failing has been reduced bringing the overall risk level down. There is a risk of trade disputes between EU/US and China developing and further impacting the situation, which will continue to be monitored.
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</p>	6	↑	There are delays in implementation of new system and go-live is now estimated for Q4 2025. In past few months there are

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
				<p>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 (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>			<p>increasing problems encountered with ICCS and C&C. All reported and handled in appropriate manner but less technical control with ICCS due to it being managed by a 3rd party.</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</p>	4	➔	<p>There has been little change to the team in the last 12 months, except one technician moved on to progress their career and after a 6 month gap this vacancy is now filled.</p>

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				<p>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> <p>Continually review and improve technical infrastructure (Ongoing)</p> <p>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)</p>			

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Rules that apply to Governments specific funding	Finance	Joanne Coadey	23/09/15	<p>Officers and members will continue to lobby Government where appropriate.</p> <p>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.</p>	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.
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). More focus on staff awareness is required so they can protect themselves.</p>	6	→	No change - Business continuity exercise took place and a report to SMT in February 2024. A learning point was the single point of failure in the ICT team so currently looking at third party support from a security operations centre (SOC), and recruiting another engineer on 2 year fixed term contract.

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				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.			
Government White Paper on Fire Reform	Policy	Simon Hardiman	02/08/22	Maintain an active watch on the development of the white paper and continue to engage through NFCC and directly with HO 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	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 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

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
				Constituent Authorities.			been reviewed and remain unchanged.
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.</p> <p>ICT - there is Eaton UPS at every retained station that provides backup for the continuation of running the network including the wifi for 3-4 hours. The UPS batteries have recently been replaced.</p> <p>Station end mobilisation systems - the alerter station end</p>	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.

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				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	Guy Williams	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 Representative bodies will be engaged during informal meetings and consultations to ensure they are fully sighted</p>	2	➔	<p>Progress across the recommendations has been good, 360 feedback role out to the Executive Officers was expanded to all the Senior Management Team. This is now being assessed as to how it can be more broadly used across the organisation. The Independent Review into SFRS Culture was concluded in February and the actions around promotions has commenced.</p> <p>The ITV allegations into 2 members of the Service has now resulted in scoping of a new action plan to meet any matters arising from the impact of these allegations</p>

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				<p>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 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>			<p>linking them to the staff survey results and also the independent review into culture. All these groups will funnel into one Culture action plan that will be led by ACFO Sam Burton and will sit under the Equality Diversity Steering Group.</p>

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Provisions of firefighter pensions support	Finance	Guy Williams	27/09/23	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.	4	→	Good feedback from all stakeholders on the high level of expertise that the new Pension Officer has brought into Service. The risk remains assessed as the same until Pension Officer presents to the next Pensions Board initial assessment of Service provision and risk.
Reduced availability of On-call staff through recruitment and retention	Service Delivery	Adam Matthews	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	↓	Following the upgrade to the latest software version there have been no tickets raised or Near Miss reports.

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