

Corporate Risk Management Summary

Report of the Chief Fire Officer

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1 Purpose of Report

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 risk management training in March 2016 Members requested that the Corporate Risk Register should be reported to the Fire Authority twice a year, with the Audit and Performance Management Committee (APMC) receiving a quarterly report.

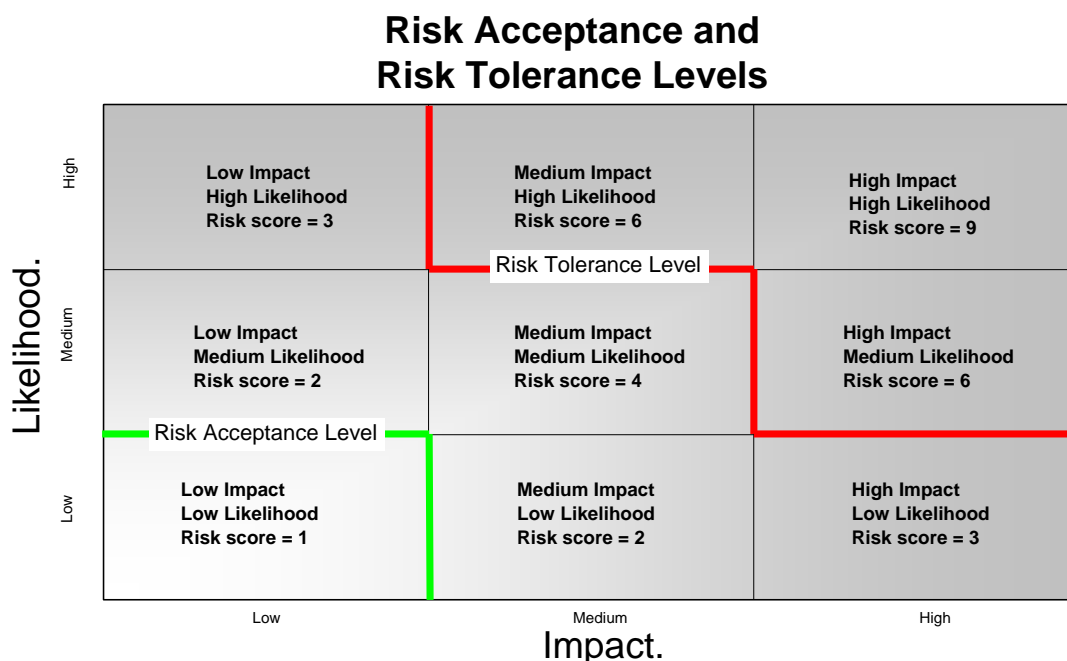
Following discussions with the Risk Member Champion and the Vice Chair of APMC, the format of this report has been varied from previous reports. Appendix A is a summary of the Corporate Risk Register and Appendix B covers all details that are captured about each risk on the register.

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 Appendix A shows a summary of the current risks on the corporate risk register. Appendix B shows more 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 and an assessment of the current level of risk. There is also a narrative column to enable risk owners to comment on the information provided where relevant.

6 Current Position

Following Risk Management Group (RMG) on 2 April 2020, the following risks were removed from the Corporate Risk Register.

The risk relating to the European Working Time Directive “opt out” option has now been removed from the register.

The risk rating that relates to the failure of primary contractor/supplier has been lowered due to the Contract Register now including individual risk assessments and outline contingency plans for most contracts. The Service has demonstrated through its work of a replacement HR/Finance system and ICCS that it is able to identify high risk failures early, recognise them as corporate risks and effectively manage them.

Two new risks have been added to the register:

- Service disruptions due to Covid-19
- PPE (Personal Protective Equipment) for emerging activities

7 Financial Implications

There are no financial implications arising from this report.

8 Legal Comment

There are no legal implications arising from this report.

9 Equality Impact Assessment

There are no equality or diversity implications arising from this report. An Equality Impact Assessment is not, therefore, required.

10 Appendices

Appendix A

Summary of Corporate Risk Register Entries

Appendix B

Details of all Open Corporate Risk Register Entries

Appendix C

Paper 19 (Closed Session) – Exempt section of Corporate Risk Register Entries

11 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	01/4/2012	The provision of accurate management information is dependent upon the adoption of high quality data management principles.	3	2	6	→	Sally Edwards
Service Delivery	Internal Audit	21/12/2011	The Service has various contracts with suppliers which if were to fail or be impacted by poor performance could have a detrimental impact on the delivery of key service streams/functions.	3	2	6	↓	Andrew Kelcey
Information	Sally Edwards	01/1/2012	To ensure the maximum availability of the Command & Control system as a mission critical function of the Service.	1	3	3	→	Sally Edwards
Information	Sally Edwards	01/8/2012	Provide robust and resilient hardware and communications platforms to ensure availability of electronic systems to support service delivery.	1	2	2	→	Sally Edwards
Policy	Fire Authority Members	17/3/2016	The uncertainty surrounding changes in legislation from the Policing and Crime Bill 2016 (Duty to collaborate and potential for a change in governance) could impact upon services ability to effectively undertake long term planning and the delivery of strategy.	3	2	6	→	Rod Hammerton
Finance	Joanne Coadey	23/9/2015	Reduction in government funding - insufficient income to cover Service revenue budget'	3	2	6	→	Joanne Coadey
Categories of Risk	Raised by	Date Raised	Description	Current Probability	Current Impact	Current Risk Rating	Direction of Travel	Owner

Information	Chris Mellings	19/7/2017	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 as a result of a cyber attack.	2	3	6	→	Sally Edwards
Service Delivery	Ged Edwards	17/11/2017	With little notice period the system supplier has informed the Service that the current Integrated Communications Control System (ICCS) will no longer be maintained beyond April, next year, as it becomes obsolete. In the event of a system failure after this date, the Service may be unable to restore the ICCS system.	2	1	2	→	Sally Edwards
Service Delivery	Kev Faulkner	13/11/2018	Staffing could be adversely affected following the adoption of the new fitness standards.	2	3	6	→	Kev Faulkner
Service Delivery	Ged Edwards	09/03/2020	In the event of an outbreak of Covid 19 in the Service there is the potential to severely disrupt all day to day Service functions.	3	2	6	New	Simon Hardiman
People	Andrew Kelcey	26/02/2020	The risk that we are entering in to new activities without fully assessing and meeting the PPE requirements. It may be that PPE used is not appropriate for the specific risk faced.	2	1	2	New	Andrew Kelcey

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)	Action History
Provision of Information for Management Decision Making	Information	Sally Edwards	01/04/2012	<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 made. (In progress see action history)</p>	6	2 x 0.5 Full Time Equivalent (FTE) secondees appointed, receiving training and working on the backlog.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Action History
Failure of Primary Contractor/ Supplier	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>	6	Risk reviewed at Risk Management Group. Contract register now includes individual risk assessments and outline contingency plans for most contracts. The Service has demonstrated through its work of a replacement HR/Finance system and ICCS that it is able to identify high risk failures early, recognise them as corporate risks and effectively manage them. Impact reduced from 3 to 2, reducing the risk rating from 9 to 6.
Security & Resilience of the C&C System	Information	Sally Edwards	01/01/2012	<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</p>	3	No change but awaiting to implement upgrade of software that will make the system more resilient, currently awaiting Fire Control to carry out the testing.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Action History
				<p>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>		
Security & Resilience of IT Network	Information	Sally Edwards	01/08/2012	<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>	2	Continued investment in technology to reduce demand on staffing. A very positive report following recent IT health check providing good indication of security of network.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Action History
				<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>		
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. 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>	6	The appeal against Judicial Review 1 has been turned down but the current outbreak of COVID 19 means the legal situation is unlikely to move quickly. It also has the effect of slowing down some of the work of the alliance, but overall the Service is continuing with the primary objective of developing its new IRMP for next year. Therefore the risk rating remains unchanged.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Action History
				<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 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>		
Rules that apply to Governments specific funding	Finance	Joanne Coadey	23/09/2015	Officers and members will continue to lobby Government where appropriate.	6	Rollover settlement received for 2020 but precept referendum limit for Fire held at 2%. CSR currently due to be held during 2020 and it is not yet known if increases in Fire pension

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Action History
				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.		contributions will be accommodated within the Review. The Authority have been made aware of the potential deficits in the revenue budget if these are not covered, but no action has been taken to cover these deficits within the planning yet due to the uncertainty around future funding. Any cost reductions will be referenced in the IRMP.
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. Internal audit are 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. The greatest vulnerability is maintaining specialist technical skills within the ICT team.</p>	6	IT health check recently conducted producing very good results, these will be presented to SMT in a report to raise awareness.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Action History
Integrated Communications Control System (ICCS)	Service Delivery	Sally Edwards	17/11/2017	Liaison with the system supplier to extend the maintenance period. Liaise with other FRA's who use the same product to put pressure on the supplier to continue to offer maintenance beyond the current notice period. Investigate the possibility of migrating onto an alternative solution. Have manual contingency arrangements in place in the event of a failure.	2	Technical design meeting taken place, progress is slow and dependant on fibre circuit being installed. The stability of the current ICCS remains a concern.
Impact of the new fitness standards	Service Delivery	Kev Faulkner	13/11/2018	Support and communication with staff. Potential to delay full implementation until April 2020 to allow staff to improve levels of fitness.	6	SMT have agreed to extend the delay for implementation of the new standard in order for staff to attain the new fitness level until April 2021. SMT also agreed the purchase of Wattbikes for all stations and to adopt the Wattbike fitness test as a suitable test for staff moving forward. The purchase of the Wattbikes has been delayed due to the Coronavirus outbreak. This will be picked up as early as possible.
Service disruptions due to Covid19	Service Delivery	Simon Hardiman	09/03/2020	In the event of an outbreak of Covid 19 in the Service there is the potential to severely disrupt all day to day Service functions.	6	Entered onto the corporate risk register. Resilience strategy and all business continuity plans updated Covid 19 initial planning group established

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Action History
PPE for emerging activities	People	Andrew Kelcey	26/02/2020	The risk that we are entering in to new activities without fully assessing and meeting the PPE requirements. It may be that PPE used is not appropriate for the specific risk faced.	2	Raised 20/03/2020