

# 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) on 01743 260280.

### 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.

The Committee is asked to note the presentation on progress of the new suite of Corporate Risks for 2025/28.

### 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 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.

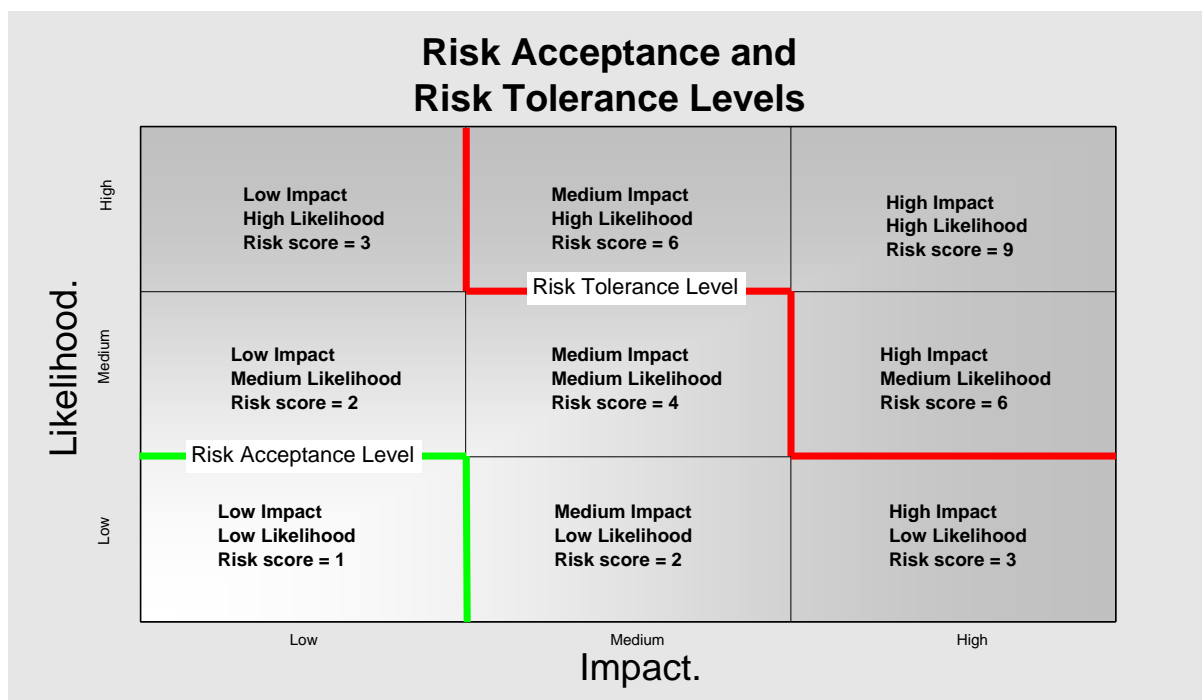
### 4 Risk Acceptance and Tolerance Levels

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 Service approach to the recording and management of corporate risk is currently under review. This review is due to be completed by the end of May 2025 at which stage the reporting process for Authority's will be aligned to new corporate risks and robust monitoring and reporting mechanisms in place.

Three risks have been closed on the corporate risk register, two risks have been increased and two risk has been reduced since the last SAP update.

Two risk relating to Planned rolling power outages at stations and Provisions of firefighter pensions support have now been removed from the corporate

risk register. Two risks relating to Provision of Information for Management Decision Making and Failure of Primary Contractor, or Failure or Disruption of Supply Chain or Uncontrolled Cost Increases for Critical Goods have been increased on the corporate risk register. One risk relating to On-call Sustainability has been reduced. Further detail can be found in appendix B to this report.

One risk from the exempt entries has been closed and one risk has reduced from the corporate risk register. Further detail can be found in the exempt appendix C to this report.

### **Progress of review of Corporate Risk**

As an outcome of the recent HMICFRS inspection process the management of Corporate Risk was identified as a cause for concern for the Service.

The Service has been progressing a plan of improvement since late 2024 which has achieved so far:

- Embedding understanding and awareness of corporate risk across the Strategic Management Team and Members through focused training sessions.
- Rationalising the current Corporate Risk register to ensure currency of the information being reported.
- Developing new and or refined areas of Corporate Risk aligned to the delivery of the Service Plan 2025/28.

Currently this suite of new Corporate Risks is being reviewed and refined so that they can be agreed and risk owners assigned through a further SMT workshop on 12<sup>th</sup> May 2025.

The deadline for the internal agreement of a new Corporate Risk register will be May 2025, with approval of Corporate Risks and approach at the June 2025 committee meeting. Up to this point the current Corporate Risk register will remain live.

## **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	3	6	↑	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.	3	3	9	↑	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

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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	<b>Closed</b>	Andrew Kelcey
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	<b>Closed</b>	Sam Burton
Service Delivery	Marc Millward	03/11/2023	Reduced availability of on-call appliances due to issues relation to recruitment and retention.	1	3	3	↓	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 Training & Development	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 Training & Development

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>	6	↑	<p>The overall likelihood and impact assessment has changed and impact moved from 2 to 3 rating. This recognises the need for increased consistency across reliable data sources, provision of planned/specified data to support decision making and ability for the Service to use this effectively. This is reflected across the AFIs from the HMICFRS inspection during 2024.</p> <p>The Digital and Data strategy is in draft form and shared with SMT for initial feedback prior to approval at SMT in April 2025.</p> <p>The Strategy identifies key goals, one of which is focused on building a more robust approach to managing effective data, through digital</p>

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)			processes, thereby enabling more effective decision making.
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>	9	↑	Risk reviewed, increased risk due to external pressure and world events such as developing trade disputes and introduction of tariffs affecting free trade movements. Impacts on current contracts not seen at this time and future development unknown at this stage however Estates, Fleet and Tech Services will continue to monitor and identify future issues, developing plans to mitigate as the situation develops.
Security & Resilience of the C&C System	Information	Sally Edwards	01/01/12	<p>Backup of C&amp;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>	6	→	<p>Issues with ICCS are being managed between the Service and Lampada</p> <p>DNSP replacement completed and testing undertaken</p> <p>The process for integration of the National Incident Recoding System (FARDAP) is being scoped by 3TC as the new</p>



Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
				<p>MDT hardening (Completed see action history)</p> <p>Move C&amp;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>command and control system provider. This will likely increase costs of the overall project. To mitigate against time delays Shropshire are engaged in the FARDAP pilot with the Home Officer and other Fire and Rescue Services to enable early insight and quicker progress.</p> <p>Go Live for the new command and control has moved from September 2025 to March 2026. This is due to supplier delays.</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>	4	➔	<p>A pending review of the Service Structure and prioritised investment in skills and capacity across the Service will support a gradual increase within the ICT function during 2025/2027. This is subject to SMT approvals.</p> <p>Recruitment into existing vacancies has proven problematic in previous years. This is due to the competitiveness of the job market as well as candidates</p>

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	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>			<p>being able to achieve a more favourable salary position elsewhere. However following a recent discussion with two regional Fire and Rescue Services there is an intention to recruit together to reduce costs but also with the aim of working together and sharing practice to increase interest in these roles</p>
<p>Rules that apply to Governments specific funding</p>	<p>Finance</p>	<p>Joanne Coadey</p>	<p>23/09/15</p>	<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</p>	<p>6</p>	<p>➔</p>	<p>Single year settlement for 2025/26, with spending review for future years currently being undertaken by government. High level features should be available early summer. Uncertainty remains around medium-term base funding, growth and investment beyond 2025/26</p>

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
				changes in the Service to close the funding gap in later years.			
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.  The greatest vulnerability is maintaining specialist technical skills within the ICT team.  As part of the C&amp;C implementation there will be checks and measures undertaken to provide assurance that security standards are met.</p>	6	➔	<p>No further updates - 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>
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	2	<b>Closed</b>	Planned power outages did not happen. Item covered under business continuity plans/ business continuity assumptions and therefore can be removed from Corporate Risk Register.

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				<p>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 for alerting and this does not require any equipment at retained stations.</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</p>	4	<b>Closed</b>	<p>This Risk is mitigated with Pensions Officer post in place. It is proposed that the risk is removed from the Corporate Risk Register. Item can be closed.</p>

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				with a limited capacity to support this area of work.			
On-call Sustainability	Service Delivery	Jason Kirby	03/11/23	On-call Sustainability Project (OCSP)	3	↓	The new contract bands have now been implemented and appear to be working well. The first review is imminent which will provide a snapshot of how successful the change has been. The use of managers interrogating FSR for staff contract compliance is under trial at TW and BN with full roll out expected in April. The current Leave Brigade Order has been amended with the new format under trial with the ambition that this will be completed in early April which can then go for consultation.
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.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
Learning Management System (LMS)	People	Group Manager Training & Development	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 &amp; 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	→	A paper has been produced for an Outline Business Case for an LMS Replacement which will be presented at SMT in April for a decision on what action needs to be taken and what the proposed new LMS system will include. This will identify possible options and evidence gathering from providers and users.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Direction of travel	Action History
				<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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