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
a) note the contents of the report
b) agree the close down of the current risk register and risk management approach.

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.
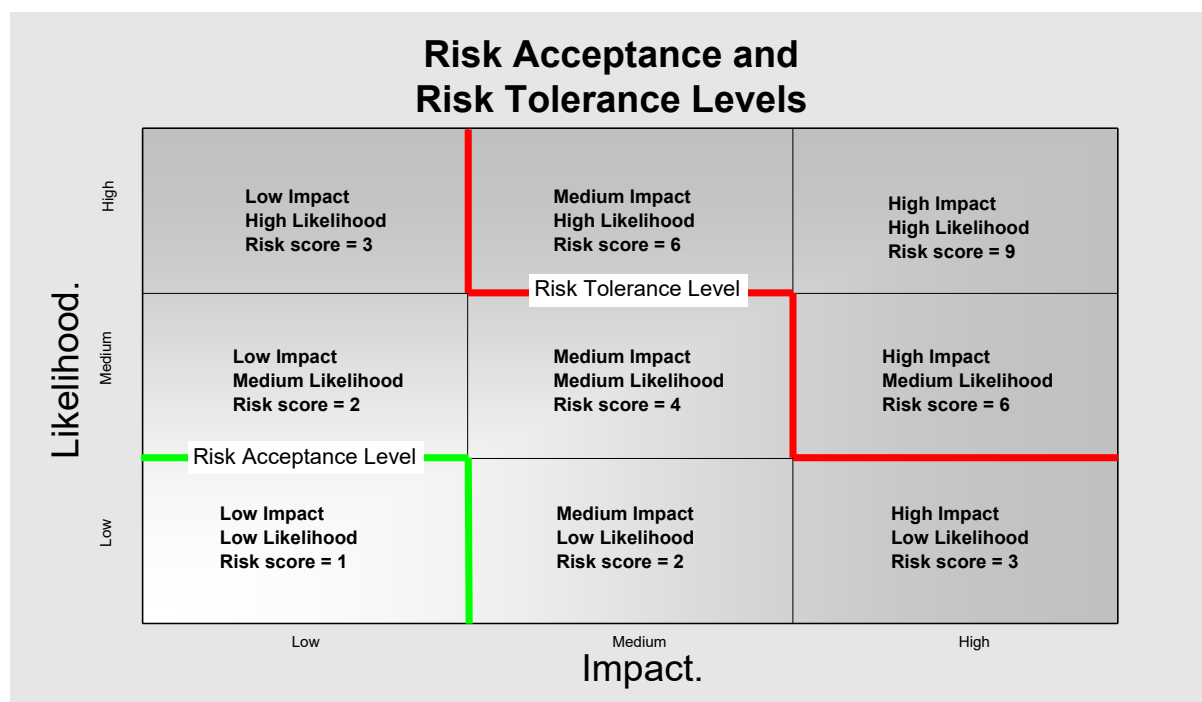
5   Risk Management Process

The table in the appendix shows the open corporate risk register entries. 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

There has been no change to the risk ratings since the last SAP update. Further detail and action history can be found in appendix B to this report.

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

Progress of review of Corporate Risk

The Service's approach to the recording and management of corporate has been reviewed. This included removing Risk Management Group (RMG) and realigning risk reporting to other forums. The new approach to risk management was approved by the Service Management Team in June 2025 whereby the new reporting process for the Authority will be aligned to new corporate risks. This report is an agenda item.

7 Conclusions

The Committee is asked to note the contents of the report and agree the close down of the current risk register and risk management approach.

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 HMICFRS Areas For Improvement, Cause of Concern, External Audit Recommendations

HMICFRS inspection for the Service which took place in 2024, identified the management of corporate risk to be ineffective as part of the Best Use of Resources, Cause of Concern.

The cause of concern identified the need to achieve the following as part of the Service's improvement plan:

'The corporate risk register is actively used to mitigate and manage known risks.'.

11 Community Safety

The effective management of corporate risk will ensure the Service and Authority is able to deliver services effectively to its communities.

12 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)

13 Background Papers

There are no background papers associated with this report

Appendix A to report on
Corporate Risk Management Summary
Shropshire and Wrekin Fire and Rescue Authority
Standards, Audit and Performance Committee
10 July 2025

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	➜	Martin Guyler
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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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.	1	3	3	➜	Marc Millward
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.

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Appendix B to report on
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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	Adopt robust processes for ensuring data is entered into departmental systems correctly and consistently. (In progress see action history) System ownership should be allocated to departmental managers and administration of systems should be appropriately assigned. (In progress see action history) Process mapping of all major departmental systems that generate reporting at a corporate level should be undertaken. (In progress see action history)	6	➜	The retirement of the Head of ICT has delayed the development of a strategy to support the direction and prioritisation of mitigation for this risk. The strategy is still in development and interim post holders are engaging with the ICT team and stakeholders to ensure the strategy is reflective of our CRMP, Service Plan. As this develops interim post holders will work with ICT and stakeholder to identify quick wins that will support consistent and confident reporting of data at a basic level. This will provide a baseline of data to inform decision making. This should

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)			be identified and progress will commence by September. This approach aligned to the strategy will support the prioritisation of enhancing the provision of information and data based on specified need. The Information Security policy will now enter consultation before being launched.
Failure of Primary Contractor, or Failure or Disruption of Supply Chain or Uncontrolled Cost Increases for Critical Goods	Service Delivery	Martin Guyler	11/03/13	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. Diesel supplies are now easing and no longer considered a specific risk.	9	→	Risk reviewed with no change
Security & Resilience of the C&C System	Information	Sally Edwards	01/01/12	Backup of C&C (Ongoing) Replication off-site (Work complete. BC Exercise to be undertaken)	6	→	An ICT health check is currently being undertaken by an external provider to support system resilience and identify any remedial action required. Report is due to be received w/c 09.06.25. This will also

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment	Direction of travel	Action History
				Implement procedures for anti-virus and patch updates MDT hardening (Completed see action history) Move C&C LAN to a virtualised environment (Completed see action history) Implement new Station End Equipment (SEE) (Completed) Increase the SLA levels with the WAN (Wide Area Network) prior to roll out of new SEE. (Completed)			enable the code of connection to be maintained which is due to expire on 30th June 2025.
Security & Resilience of IT Network	Information	Sally Edwards	01/08/12	Implement the recommendations of the 2 internal audit IT reports (in progress) Review and improve internal policies and procedures (In progress) Defining IT team roles, responsibilities and competencies	4	➔	Recruitment into team vacancies is now progressing. With the review of SMT and retirement of the interim Head of ICT a Head of Digital and Data role is being recruited into. Interim arrangements are in place to support the gap whilst recruitment takes place. This

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment	Direction of travel	Action History
				Implement 24/7 IT cover (complete) Implement management and reporting tools for preventative maintenance (In progress) 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)			will support a review of staffing, training and development, as well as structuring of work and prioritisation across team workloads. The focus will be on enabling a focus on ensuring systems are maintained and developed aligned to a clear strategy for use (D&D strategy) and resilience.
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	6	➜	Spending Review awaited in June 2025. Lobbying undertaken with local MPs for flood funding

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				development of 2020 scenario planning will attempt to implement changes in the Service to close the funding gap in later years.			
Cyber Security Risk	Service Delivery	Sally Edwards	19/07/17	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&C implementation there will be checks and measures undertaken to provide assurance that security standards are met.	6	➔	SOC is in place. Cyber awareness training is now being implemented for all staff which will be followed up with phishing exercises to test understanding and awareness. This will be implemented over a 12-month period and evaluated by ICT, supporting the continual review of our D&D strategy and cyber resilience.
On-call Sustainability	Service Delivery	Marc Millward	03/11/23	On-call Sustainability Project (OCSP)	3	➔	• New banded contracts, in 10 hour bandings with the introduction of a 60-hour contract. • Updates and developments to FSR

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							to support performance management. • Introduction of policies for Observers and 'Safe to Ride' (Non-BA wearers following completion of pumps and ladders course) • Increase to the numbers that can be accommodated on recruit courses. This has seen availability increase to over 90% for Q4 2024/25. GST Review is due to be started in July 2025 which will (hopefully) identify further opportunities for improvement.
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	➔	New software version now tested and deployed onto live environment. Monitoring of known fault to continue with further (more details) data being provided to Lampada. Meeting planned to agree a timeframe for resolving.
Learning Management	People	Group Manager Training &	31/07/24	The Training Coordinators manually run reports on a range of	9	➔	A paper has been produced for an Outline Business Case for an LMS Replacement which

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System (LMS)		Development		systems to extract the information. This is then cleansed and checked against the systems to establish accuracy (within a tolerance). 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. 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 solutions that offer an LMS module within a suite of other modules;			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.

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				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.			

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