Shropshire and Wrekin Fire and Rescue Authority
Standards, Audit and Performance Committee
24 September 2021

Corporate Risk Management Summary

Report of the Chief Fire Officer

For further information about this report please contact Rod Hammerton,
Chief Fire Officer, on 01743 260201 or Ged Edwards, Planning, Performance and
Communications Manager, on 01743 260208.

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 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 as was
receiving a quarterly report. The Standards, Audit and Performance (SAP)
Committee will continue to receive these reports.

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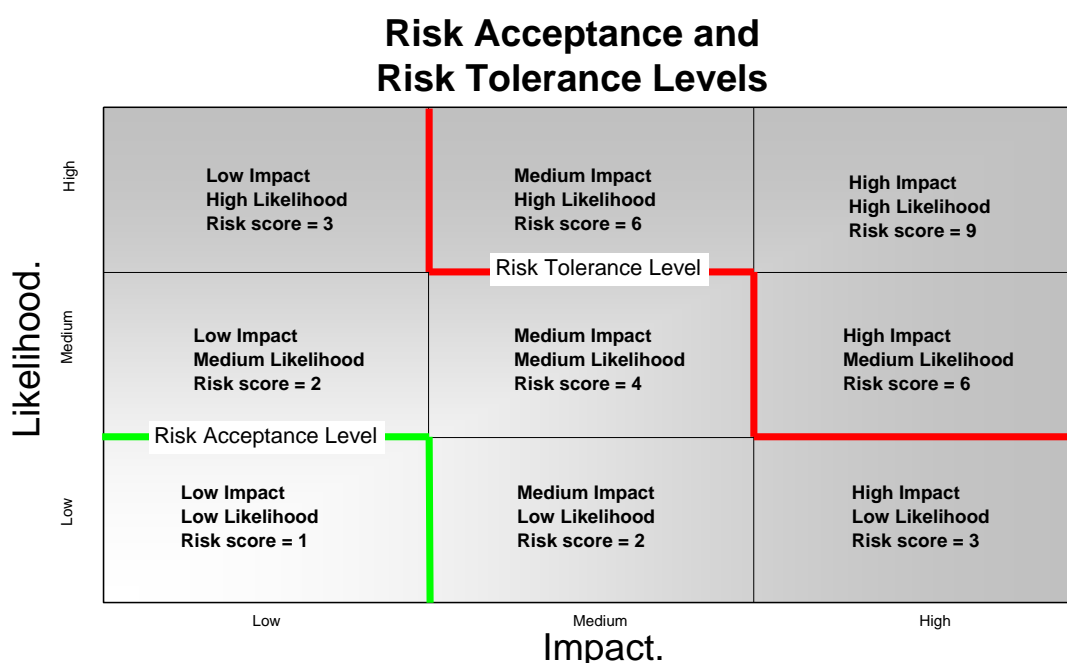Appendix B covers all details that are captured about each risk on the
register.

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.

Risk Acceptance and Risk Tolerance Levels

Likelihood.	Impact.		
	Low	Medium	High
High	Low Impact High Likelihood Risk score = 3	Medium Impact High Likelihood Risk score = 6	High Impact High Likelihood Risk score = 9
		Risk Tolerance Level	
Medium	Low Impact Medium Likelihood Risk score = 2	Medium Impact Medium Likelihood Risk score = 4	High Impact Medium Likelihood Risk score = 6
	Risk Acceptance Level		
Low	Low Impact Low Likelihood Risk score = 1	Medium Impact Low Likelihood Risk score = 2	High Impact Low Likelihood Risk score = 3

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

The only change to the risk register from that reported to SAP in July 2021 relates to the direction of travel reducing for the PPE for emerging activities risk. All other risk direction of travel indicators remain the same.

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
Paper 13 - Details of all Open Corporate Risk Register Entries (Exempt)

12   Background Papers

There are no background papers associated with this report.

Appendix A to report on
Corporate Risk Management Summary
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Standards, Audit and Performance Committee
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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.	2	2	4	➔	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.	2	2	4	➔	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	➔	Guy Williams
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	➔	Simon Hardiman
People	Andrew Kelcey	26/02/2020	The risk that we are entering into new activities without fully assessing and meeting the PPE requirements. It may be that PPE used is not appropriate for the specific risk faced.	1	1	1	↓	Dan Quinn
People	Adam Matthews	15/03/2021	The potential for operational personnel not achieving the 42.3 vo2 max to be exposed to an operational environment beyond their physical capabilities.	2	3	6	➔	Guy Williams

Categories of Risk	Raised by	Date Raised	Description	Current Probability	Current Impact	Current Risk Rating	Direction of Travel	Owner
Policy	Brian Welti	17/06/2021	BS 8617;2019 is a newly introduced standard for firekit maintenance, which includes a requirement to replace kit at 10 years, regardless of condition. A large quantity of kit is approaching this age. If the Service does not adopt this standard, without a full supporting risk assessment, it may not be able to justify use of kit beyond 10 years.	2	2	4	→	Dan Quinn

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.

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)	Action History
Provision of Information for Management Decision Making	Information	Sally Edwards	1/4/2012	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) 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)	4	The proposal was accepted, and work is currently being undertaken to move the data warehouse to MS Azure. The first demonstration to stakeholders is planned for end September.

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	11/3/2013	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) 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) The full assessment will consider whether any further actions need to be addressed in order to mitigate against potential poor performance/contract failure. (Ongoing). 09/03/2020 -A review of critical goods or supplies will be carried out and stock levels held by suppliers or in our own stores will be assessed and increased if necessary. (Ongoing).	6	Well publicised supply chain issues are impacting Service projects (particularly construction) but impacts are currently minor and manageable. Some specialist training provided by continental suppliers are required to ensure compliance with equipment maintenance standards, has been difficult to source due to covid quarantine rules. This is also being addressed. Risk rating unchanged.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Action History
Security & Resilience of the C&C System	Information	Sally Edwards	1/1/2012	Backup of C&C (Ongoing) Replication off-site (Work complete. BC Exercise to be undertaken) 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)	3	No change.
Security & Resilience of IT Network	Information	Sally Edwards	1/8/2012	Implement the recommendations of the 2 internal audit IT reports (in progress) Review and improve internal policies and procedures (In progress)	2	A departmental review of the teams is proposed to ensure that the structure and capacity is fit to meet the demands of the Service

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Action History
				Defining IT team roles, responsibilities and competencies 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)		
Changes from the Policing and Crime Act	Service Delivery	Rod Hammerton	17/3/2016	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 PCC has been invited as a non-voting participant in FRA	4	White Paper awaited for July but looking increasingly likely to be delayed meaning there is a likelihood for another gap in certainty. This may have the greatest potential impact on Alliance plans. Alliance governance and delivery programme is being reinstated following several key personnel changes.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Action History
				Shrops, H&W and Warwickshire Police and Fire Collaboration Group formed and focusing on "quick wins" in its formative period. Shropshire, Herefordshire and Worcestershire (SHAW) Fire Alliance being cultivated to focus initially on technological collaborations. 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. Officers actively engaged in developing necessary plans and documentation for a successful transfer. 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.		

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Action History
				The Service engaged fully in the HO PCC Review both through the NFCC and the FSMC.		
Rules that apply to Governments specific funding	Finance	Joanne Coadey	23/9/2015	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 | No update, Home Office and Fire Finance Network currently working on CSR submission to the Treasury and services are contributing to this |
| Cyber Security Risk | Service Delivery | Sally Edwards | 19/7/2017 | 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.

There are a number of initiatives for improving staff awareness so they can protect themselves. | 6 | Zurich are conducting a Cyber Health Check to identify the risks to the Service. The initial meeting is 8th September 2021. |

SAP 24.9.2021

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Action History
				The greatest vulnerability is maintaining specialist technical skills within the ICT team.		
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	Planned go-live has been postponed to end of October 2021 to address some issues
Impact of the new fitness standards	Service Delivery	Guy Williams	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 paper approved, standard to be implemented April 2022, roll out of treadmills underway. Business case for In House Fitness Advisor being designed by Area Command for SMT in September 2021. |
| Service disruptions due to Covid19 | Service Delivery | Simon Hardiman | 9/3/2020 | Full review and update of resilience strategy

Update all departmental business continuity plans

Roll out Microsoft teams training | 6 | The Service continue to monitor absence levels as a result of Covid and have experienced a rise in level of self-isolations due to notifications to individuals from the Covd-19 App and also transmission through school age |

SAP 24.9.2021

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Action History
				Test run home working of HQ and Telford sites prior to an outbreak Consider and implement home working for staff Regular messaging to staff on latest health guidance Invoke the Business Continuity Group to oversee and coordinate the Service response to an outbreak within the Service		dependents. Operational resilience plans have been reviewed and continue to ensure Service Delivery are able to deliver an operational response. Corporate Services staff are in the process of undertaking a new ways of working trial for 6 months that commenced on the 19th July, however Covid control measures inclusive of face coverings in communal areas, limitations on numbers in meeting areas and hard protection, remain in place and this will be reassessed in line with expected further guidance from HM Government on 16 August 2021.
PPE for emerging activities	People	Dan Quinn	26/2/2020	The likelihood of us being asked to perform roles outside of our traditional activities is high, but that we have controls in place to assess whether we will support these. The level of risk our employees are likely to face from this activity is also relatively low compared to firefighting. The required additional control is that a formal PPE assessment	1	Additional activities continue in supporting the vaccination programme at Shrewsbury Bowls Centre. Any new activities will be risk assessed. Current activities do not require additional PPE.

Risk Title	Risk Category	Risk Owner	Date Raised	Controls or Counter Measures	Risk Rating (current assessment)	Action History
				should be done before we enter into any agreement to support another service by carrying out these activities. The existing dynamic assessments are sufficient for ad-hoc requests.		
A delay in implementing the new fitness standards	People	Guy Williams	15/3/2021	All personnel that fall within the amber category (36-42.3) are being supported by service associate trainers. Fitness equipment provided at all service sites. All those falling within the red category (below 36) are being removed from operational duties and referred to OH.	6	SMT paper approved in July. Roll out of equipment underway. Business case for in house fitness advisor being designed by Area Command for September 2021 SMT.
New Firefighting PPE Maintenance Standard	Policy	Dan Quinn	17/6/2021	Review existing PPE risk assessments and compatibility assessments. Establish a formal PPE replacement project to identify needs, suitable products and funding requirements Pull forward planned replacement funding, if necessary, to meet the identified need	4	A limited stock of PPE has been purchased to minimise the risk to staff and Organisation in the interim. A project team to be established to deliver new PPE.