

## Corporate Risk Management Summary

### Report of the Chief Fire Officer

For further information about this report please contact Simon Hardiman, Chief Fire Officer, on 01743 260201 or Ged Edwards, Planning and Performance 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 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 Fire Authority at its annual general meeting.

### 4 Risk Acceptance and Tolerance Levels

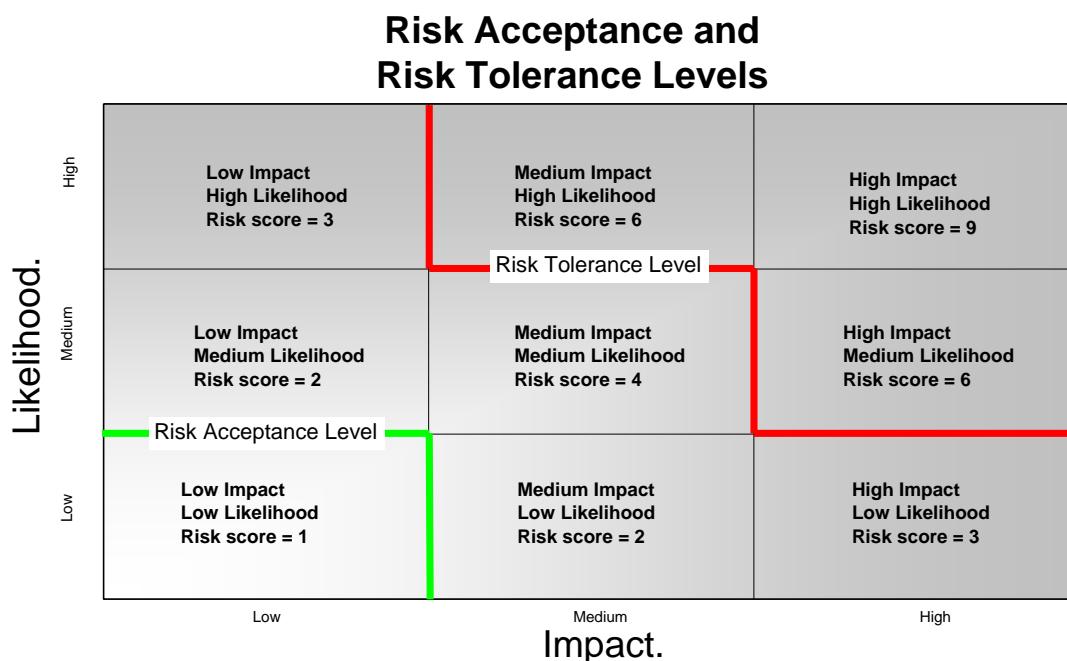
The purpose of risk management is not to eliminate all risk, but to reduce the risk to a level that the Authority is prepared to tolerate. This will vary depending on the Authority's current level of 'Risk Appetite' and is defined by the Authority setting its 'Risk Tolerance Level'.

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

There are no changes to the direction of travel for any of the risks currently on the corporate risk register.

One risk has been removed from the corporate risk register and two have been added since the last SAP update.

Legal vehicle compliance– This risk has now been removed from the corporate risk register and further detail can be found in appendix A and B to this report.

Mobile Data Terminals (MDT's) – a new risk relating to MDT's failing to provide information to operational crews in a timely manner has been added to the corporate risk register. Further detail can be found in appendix A and B to this report.

A second new risk has 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
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
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 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.	3	3	9	NEW	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	Cyber Security Risk	2	3	6	→	Sally Edwards
Service Delivery	Martin Barclay	01/08/2023	The service has a legal duty to comply with road transport law we must carry out appliance safety inspections at or before 13	2	3	6	<b>CLOSED</b>	Martin Barclay

Categories of Risk	Raised by	Date Raised	Description	Current Probability	Current Impact	Current Risk Rating	Direction of Travel	Owner
			weekly intervals. During periods of staff sparsity and higher volumes of reactive maintenance this is not possible.					
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
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
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
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
Information	Sally Edwards	01/01/2012	To ensure the maximum availability of the C&C system as a mission critical function of the Service.	1	3	3	→	Sally Edwards
Service Delivery	Andrew Kelcey	06/10/2022	Ofgem are raising the concern of rolling power cuts this winter. We have resilience	2	1	2	→	Andrew kelcey

Categories of Risk	Raised by	Date Raised	Description	Current Probability	Current Impact	Current Risk Rating	Direction of Travel	Owner
			at Shrewsbury control and fire station and Telford, but not at any of the other sites.					
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

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
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	➔	No significant change, although short term supply disruptions are being seen due to shipping avoiding the Red Sea and Suez canal.
Reduced availability of On-call staff through recruitment and retention	Service Delivery	Adam Matthews	03/11/23	Establishment of the On-call Sustainability Project	6	➔	On Call Sustainability Board have now agreed to the new banded contracts with an increase in remuneration which will recognise the commitment On Call staff give, this is now nearing consultation stage with staff. The new training delivery model has now been implemented and feedback from On Call staff is really positive. Detailed station

							availability analysis has now been completed which allows AGC's to target recruitment for specific time periods. Fire Service Rota development will also enable better performance management of staff with detailed analysis of contract fulfilment.
Mobile Data Terminals (MDT's)	Service Delivery	Sally Edwards	29/06/23	Technical upgrade of current system and replacement through Command and Control Project	9	NEW	<p>Process and people issues need to be addressed.</p> <p>There are two technical issues that are being addressed:  Software update - there is a fault with the software version as it cannot handle the device changing IP address. A stable version has been fully tested and this has now been extended to all of the WT stations where the issue is predominant due to having more than one appliance in the bay. Feedback so far suggests this version resolves the problem, and if this continues then a roll out plan to upgrade all devices.  Communication issues - some of the routers on the</p>



							appliances have failed but there has been significant delays getting a replacement. This is a managed service and the contractual arrangements are being raised with the Account Manager. There are plans to replace the devices with a newer solution that enables greater visibility for in-house support. Testing should take place soon however, with low capacity and skills in the ICT team this keeps being delayed when the priority shifts.
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 development of 2020 scenario planning will attempt to implement	6	➔	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

				changes in the Service to close the funding gap in later years.			
Cyber Security Risk	Service Delivery	Sally Edwards	19/07/17	<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.</p> <p>The greatest vulnerability is maintaining specialist technical skills within the ICT team</p>	6	→	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.

Legal vehicle compliance	Service Delivery	Martin Barclay	01/08/23	Control measures in place are service scheduling controlled in the fleet management system and staffing appropriate for business as usual.  Workshop technicians trained and certified to nationally recognised standards in LGV repair and maintenance.	6	<b>CLOSED</b>	A permanent member of staff has been recruited and has been in post for two weeks, in house training is underway and some industry courses are to be programmed in. Workshops are already benefiting from the increased capacity and flexibility as the new member is backing up existing staff who are then able to assist mechanics regarding legal compliance maintenance.
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	4	➔	Data quality remains an issue, and growing number of systems that are potentially going to be replaced - IRS, MDT, C&C, Leo and this will have a significant impact on the data that is captured in the warehouse. Capacity of BI staff is still too low to meet demand.

				<p>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>			
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>	4	➔	<p>The vacancy on the Service Desk has been filled and the successful candidate is due to start in April 2024.</p> <p>A 2 year fixed term contract has been agreed to help support the implementation of the C&amp;C. This is currently being advertised.</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>			<p>The ICT team is still under resourced and can only focus on 'business as usual' with minimal capacity to support projects for development and innovation.</p>
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	4	➔	The publication of the Government response to the White Paper consultation has been completed and work is now underway

				<p>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</p> <p>Maintain effective communications with all stakeholders including MPs, Rep Bodies, workforce and Constituent Authorities.</p>			<p>regarding specific elements such as College of Fire and Operational Independence for CFOs.</p> <p>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.</p> <p>Whilst this work is underway, the risks have been reviewed and remain unchanged.</p>
Provisions of firefighter pensions support	Finance	Guy Williams	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 with a limited capacity to support this area of work.</p>	4	→	<p>Pensions Officer has been recruited and commenced employment in February 2024. The Officers brings expertise and is assessing the Service's pension operation. This will reduce the risk in the not too distant future.</p>
Security & Resilience of the C&C System	Information	Sally Edwards	01/01/12	<p>Backup of C&amp;C (Ongoing)</p>	3	→	<p>There has been a vacancy in the team since October 2023 and this has impacted on the out of hours rota, with</p>

				<p>Replication off-site (Work complete. BC Exercise to be undertaken)</p> <p>Implement procedures for anti-virus and patch updates 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>'best endeavours' for one week in three. This vulnerability has been highlighted by other staff, in particular Fire Control Manager.</p> <p>The successful candidate will fill the vacancy in April 2024 and will then be trained up over the next few months.</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	2	➔	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.

			<p>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. 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 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>			<p>There is no indication whether this risk is expected to recur in winter 24/25.</p>
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<p>HMICFRS Values &amp; Culture Report</p>	<p>People</p>	<p>Guy Williams</p>	<p>04/04/23</p>	<p>On receipt of the report the Service immediately carried out a gap analysis which formed the basis of the Service Action Plan. 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 on developments and can put forward any comments.  Communications to all staff will continue to engage and inform staff of any new provisions, policies,</p>	<p>2</p>	<p>➔</p>	<p>The Independent Review has been presented to the Fire Authority and SMT in Feb 2024 and will go live to staff in March 2024. The Review confirms no current evidence of toxic culture, no evidence of inappropriate behaviour linked to protected characteristics such as gender or race etc.  This Independent Review has provided an independent measurement of the cultures present on watch, station and all green book non uniform department teams. The Service has challenged and dealt with inappropriate behaviour and recognises the considerable impact taking such robust action brings.</p>
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				<p>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>			
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