



IRMP 21-25 Risk Review; Organisational Risk.

Contents

1. Executive Summary
2. Findings to include;
3. Corporate Risk Management
4. Business Continuity
5. Data Security and GDPR
6. Emergency Planning
7. Cross Border Training
8. People (including availability)
9. High Rise – High Risk premises including Grenfell Tower
10. Capacity and Resilience
11. Finance
12. Resources

Executive Summary

SFRS uses data in many formats and levels of sensitivity. Information on risk is shared with crews on the fireground and with partners to support preventative initiatives. A failure to manage information is a significant risk and could result in;

- enforcement action
- potential fines
- reputational damage

The diversity of our workforce and the fire sectors pace of change make it challenging to achieve and maintain a workforce and systems that are GDPR compliant. The sharing of data across the Alliance and with external partners will need to be carefully managed. Investigation processes, as an example, may need to utilise external legal advice to inform on issues such as disclosure.

Emergency planning relationships have been developed with both local authorities locating resources at SFRS Headquarters. Unfortunately, changes to Emergency Planning teams has led to a greatly reduced level of interaction and co-locating has now been disestablished. however, 2 hot desks remain within our HQ facility for use by Emergency Planning officers and requirements to mirror this are being factored into the Telford project, should this position change in the future.

Cross border training and the provision of over the border risk information are risks highlighted by Sir Tom Windsor in the “State of the Nation” report 2020. The Service has adopted a training calendar to combine with all neighbouring FRS. The Service is leading a resilience direct pilot on sharing cross border risk information.

A key priority of the Service is to continue to implement the HR objectives within the People Strategy, focusing on Health and Wellbeing, E & D Inclusion, workforce

recruitment, development and leadership. This will be challenging but pivotal to the organisation and its people being recognised as outstanding.

Areas of HR related organisational risk include, Artificial Intelligence, Millennials, Critical Skills Shortages, Succession Planning, Ethics and Behaviour, Intellectual Property Loss, Regulatory Compliance, Pay Equality, Diversity and Inclusion.

The Service will need to work in collaboration with regional partners to deliver the learning and recommendations from Grenfell Tower. This includes areas such as training, operational policy, NOG and also the future design of fire control. An increasing demand on Protection resources is also anticipated but at this stage the scale is not confirmed. Grenfell Tower will also impact upon other industries such as construction and design, whereby the opportunity for collaboration may be identified to support future working arrangements.

The Service needs to develop a way forward that will concentrate and specialise in ensuring we undertake the appropriate analysis of current practices and seek opportunity to improve in line with the report. The Fire Alliance and our continued regional engagement will provide the capacity to deliver the necessary changes.

Findings.

Corporate Risk Management

The Service has an established Risk Management Group (RMG) which is responsible for ensuring the Authority has an effective risk management process in place. Risk management reports are taken to Standards, Audit and Performance (SAP) Committee and the review of the corporate risk/programme risk registers are standing agenda items at Service Management Team (SMT)/Service Transformation Programme (STB) meetings. The Fire Authority also receive an annual risk management summary report as well as updates on the corporate risk register

The risk management process is subject to an annual assessment by Internal Audit. This also includes a review of the Risk Management Brigade Order and the Risk Management Protocol.

Any recommendations falling out of the annual audit are reported and monitored by RMG. Any fundamental recommendations are reported to SAP.

The risk management internal control process is underpinned by Statements of Assurance that are completed in line with the development of the Annual Plan and supporting Departmental Plans. The statements of assurance are signed off by the departmental head and lead executive officer and include departmental risks. Progress is monitored by RMG, and RMG minutes are forwarded to SMT. RMG also includes the Chair and Vice Chair of SAP as well as Service Officers. The corporate risk register is monitored by SAP at each meeting as a standing agenda item.

All risks on the corporate risk register are assigned a risk owner. Departmental risks are updated by the Head of Department and signed off by the Executive Lead through statements of assurance.

Regular monitoring of the corporate, departmental and programme risk registers ensures that risk management is embedded across all levels of the Service.

Officers and Members also receive risk training from the Service's insurance provider Zurich.

The Service has an established Risk Management Group (RMG) which is responsible for ensuring the Authority has an effective risk management process in place. Risk management reports are taken to Standards, Audit and Performance (SAP) Committee and the review of the corporate risk/programme risk registers are standing agenda items at Service Management Team (SMT)/Service Transformation Programme (STB) meetings. The Fire Authority also receive an annual risk management summary report as well as updates on the corporate risk register.

The risk management process is subject to an annual assessment by Internal Audit. This also includes a review of the Risk Management Brigade Order and the Risk Management Protocol.

Any recommendations falling out of the annual audit are reported and monitored by RMG. Any fundamental recommendations are reported to SAP.

The risk management internal control process is underpinned by Statements of Assurance that are completed in line with the development of the Annual Plan and supporting Departmental Plans. The statements of assurance are signed off by the departmental head and lead executive officer and include departmental risks. Progress is monitored by RMG, and RMG minutes are forwarded to SMT. RMG also includes the Chair and Vice Chair of SAP as well as Service Officers. The corporate risk register is monitored by SAP at each meeting as a standing agenda item.

All risks on the corporate risk register are assigned a risk owner. Departmental risks are updated by the Head of Department and signed off by the Executive Lead through statements of assurance.

Regular monitoring of the corporate, departmental and programme risk registers ensures that risk management is embedded across all levels of the Service.

Officers and Members also receive risk training from the Service's insurance provider Zurich.

Business Continuity

All relevant documentation associated with the Service's business continuity arrangements are accessible via the landing page of the Portal.

A series of tiles gives access to the following:

1. The Business Continuity Manual
2. How to activate the Business Continuity Plan
3. Key supplier list
4. Departmental Business Continuity Plans

Business continuity arrangements are reviewed annually by internal audit. Any findings and recommendations are reported to, and monitored by, Risk Management Group (RMG). The Service will look to test business continuity arrangements on an annual basis. However, in recent years business continuity has been invoked to deal with real time incidents.

Departmental leads are also required to do a desk top review of their respective departmental business continuity plans as part of their annual statements of assurance.

Data Security

The Service uses data in many formats and levels of sensitivity. Information on risk is shared with crews on the incident ground and with partners to support preventative initiatives. A failure to manage information is a significant risk and needs to be carefully managed.

GDPR

The GDPR Brigade Order states that ‘Shropshire Fire and Rescue Service is committed to protecting the privacy of individuals and handles all personal information in a manner that complies with the GDPR. It is the personal responsibility of all employees (temporary or permanent), Members, contractors, agents and anyone else processing information on our behalf to comply with GDPR.’

Article 5 of the General Data Protection Regulations (GDPR) sets out seven key principles which lie at the heart of the general data protection regime.

Article 5(1) requires that personal data shall:

Be processed fairly, lawfully and transparently	Obtained for a specified, explicit and legitimate purpose	Be adequate, relevant and limited to what is necessary
Be accurate and where necessary up to date	Not be kept longer than is necessary	Be handled ensuring appropriate security

Article 5(2) adds that: “The controller shall be responsible for, and be able to demonstrate compliance with, paragraph 1.”

The accountability principle makes it clear that organisations are responsible for complying with the GDPR and that they must be able to demonstrate compliance, for example by awareness raising and training.

By not actively considering the risks and not putting in place measures and safeguards to help provide mitigation against these, the Service may be open to:

- any potential enforcement action
- potential fines*; and
- reputational damage.

*“Article 83(5)(a) states that infringements of the basic principles for processing personal data are subject to the highest tier of administrative fines. This could mean a fine of up to €20 million, or 4% of your total worldwide annual turnover, whichever is higher.” – Source ICO website.

There have been 6 reported data breaches since 2018 but none of these have been at a level that require reporting to the ICO.

In July 2017 the Service rolled out a mandatory Data Protection module in LEO for all staff, with a refresh every 3 years and part of the induction. In May 2018 GDPR came

into effect which means the Data Protection module is now out of date and is currently being revised ready for the next refresh.

The Service initially conducted some workshops in December 2017 to assist key groups with the changes required by GDPR. Since 2018 the Service has in place a [GDPR Brigade Order](#), [Information Security Breach Procedure](#), a [GDPR site](#), a Data Protection Officer, a quarterly data protection awareness update, a DPO newsletter, and ad hoc updates published in the Pink/Carousel.

In late 2019 HR, Prevention and Protection and Admin were identified as key departments that would benefit from additional face to face GDPR training from our Data Protection Officer. This has been arranged for each team for the end of January - March 2020 and will be tailored around a scenario relevant to each department.

The GDPR is an EU Regulation, and as such, when the UK leaves the EU on 31 January 2020 it will no longer be law in the UK. However, the UK government intends to incorporate GDPR into UK data protection law and this will sit along side an amended version of the UK's Data Protection Act 2018. So, there will be little change to the core data protection principles, rights and obligations found in GDPR. The Information Commissioners Office has advised that "new data protection exit regulations have been passed which will make technical amendments to the GDPR so that it works in a UK-only context from exit day."

It is expected that there will be some minor changes to the content of the online modules, internal site and Brigade Order, which will need to be made at some point, but this depends on whether there is a deal or no deal exit. Each of these scenarios has a subsequent timeframe implication which is difficult to predict. As the principles, rights and obligations will remain the same, the Service will make these adjustments when suitable.

In the event of a no deal scenario the ICO advises that there are implications for the rules on transfers of personal data between the UK and the EEA. There is [ICO guidance](#) regarding international data flows and cross-border processing. SFRS has some non-business critical data stored outside the UK (EEA countries) (please seek Andrew Kelcey's advice on this too as he advised: "Interspiro BA fault reporting and record keeping is hosted and managed in Sweden. TrACE is hosted in Germany but planned to be brought to UK imminently") which we can change business processes at short notice so that we hold the information in the UK, while we look at a longer-term solution.

Emergency Planning

Shropshire Fire and Rescue Service work with a wide range of partners to ensure risks are identified, managed and mitigated where possible. We achieve this as an active partner within the Shropshire, Telford and Wrekin Tactical Co-ordination Group (TCG). The Service is part of the wider West Mercia Local resilience Forum (LRF), contributing to the development of the Community Risk Register, sitting on several working groups to ensure public safety through sharing of knowledge, intelligence and resources.

Emergency planning relationships have been developed with both local authorities locating resources at SFRS Headquarters. Unfortunately, changes to Emergency

Planning teams has led to a greatly reduced level of interaction and co-locating has now been disestablished. however, 2 hot desks remain within our HQ facility for use by Emergency Planning officers and requirements to mirror this are being factored into the Telford project, should this position change in the future.

Shropshire Fire and Rescue Service are committed to public safety through providing an effective response to emergencies. Part of this work includes planning effectively for foreseeable risks. Our Operations teamwork with key stakeholders to produce tactical plans that assist response crews in dealing with an emergency, thus reducing the impact upon our communities.

Cross Border Training

Operational cross -border risk information is currently stored on Resilience Direct (RD) and accessed manually. The manual interaction with this information poses significant challenges for services, nationally. The addition of an Application Programming Interface (API) on RD to automate uploading and downloading of Operational cross -border risk information removes these challenges and ensures timely and accurate information is available to operational personnel. Shropshire FRS have been instrumental in petitioning Resilience Direct National Fire Group for improvements to cross -border risk information sharing and an API and are now the lead service currently working with Cabinet Office to Pilot an API for RDNFG.

People

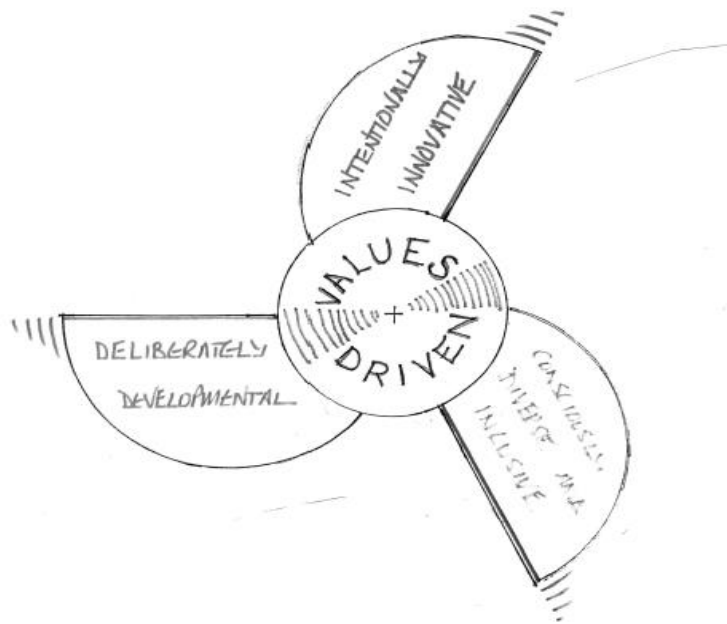
SFRS's purpose and core values are well established and outlined in the strategic Annual Plan. These are embedded in the People Strategy, creating a framework to support the organisational aims and objectives by providing the right people at the right time, with right skills across the Service.

People Risks

- Artificial Intelligence (A.I.) - HR activity being undertaken without the need for Human Intervention e.g. used in recruitment and hiring processes i.e. chatbots. Could impact on the structure of HR teams into the future.
- Millennials – Changes in generation brings about new ways of working which we need to adapt to. Drawn to the gig economy where short-term contracts and freelancing reign over permanent contracts. They are tech savvy individuals and value flexibility.
- Critical skills shortage – not having the right people in the right place with the right skills can seriously hamper an organisations future. Workforce planning is critical.
- Succession planning – HR plays a critical role in leadership development, having a plan for developing future talent and leaders is key.
- Ethics and behaviour/corporate culture – HR need to build a culture where ethical behaviour is encouraged. Any reputational damage could impact negatively on recruitment, retention and engagement.
- Intellectual property loss – HR have responsibility for large volumes of sensitive data. HR employees need to be fully engaged in this through, induction and training to prevent errors.

- Regulatory and compliance – HR need to be aware of local labour relations and ensure compliance.
- Not addressing pay equity
- Risks of not offering poor employee training and development
- Turning a blind eye to diversity and inclusion

The Service is in the process of developing a new cultural “propeller” that will replace the “nuclear family” imagery currently in use at SFRS. The propeller demonstrates that our culture is our strategy. The Service aims to be intentionally innovative, consciously inclusive and deliberately developmental. The quality of our people will meet the future requirements and challenges placed on SFRS.



The People Strategy is underpinned by Health and Wellbeing, Recruitment, Workforce and Inclusive Fire Service Group plans. The core values are integral to each of these plans, as well as wider departmental plans. Senior managers role model and champion the core values in all they do. As an inclusive employer, managers constantly strive to engage all staff and make them feel valued. This includes a staff suggestion scheme, an employee benefits package and a range of Service award and celebration events.

Health and Wellbeing is a significant priority with a number of key pieces of work in relation to mental health, including counselling and the introduction of TRiM. Stress risk assessments are offered to staff, and feedback collated to enable positive changes. TRiM data is collated to assess its impact and benefits. SFRS also provide MH first aid training to assist managers in supporting staff and destigmatising mental ill health.

SFRS are focussing on changing fitness standards to increase levels to 42.3 VO₂ max. This will be a challenge, but to support this the Service has purchased equipment for stations and have a staff led change working group.

Attendance management is a high priority for all leaders, who are held accountable for managing staff wellbeing through a range of policies including, attendance,

grievance and discipline etc. Managers review attendance with HR. Where trends highlight potential performance/behavioural issues, they are addressed in an appropriate but supportive manner. A range of OH interventions are in place to support staff with their mental and physical wellbeing.

SFRS are confident in the competence of staff. Accurate recording and monitoring on Electronic Individual Development Records (EIDR) enables individuals to record training and operational exposure. The Service develops staff through a range of tools including the use of LEO (Learning Environment Online), development portfolios for operational staff and targeted training for specialist roles. The Service also encourages personal and organisational development through funded education programmes.

The SFRS Workforce Plan effectively details how the Service plans to develop, promote and deploy staff. Its main-focus areas are succession and career planning, leadership and forecasting. This approach enables SFRS to maximise workforce resilience through improved attendance management. Creation of a People Management meeting enables leaders to discuss issues relating to workforce mix, flexible working, review case management and monitor establishment/strength. This enables SFRS to succession plan more effectively, identify critical gaps and plan for promotion opportunities. The recent creation of a HR dashboard has also provided more accurate management information to enable effective forward planning.

SFRS has skills and capabilities placed strategically to deal with the risks presented within the County. These skill sets are supplemented by specialist teams. Work is ongoing, linked to the NFCC Leadership Framework, to blend Green and Grey Book skills to meet legislative standards.

The Service is currently implementing a new IPDR process. The new system will feed training requirements into the Training Succession Plan and therefore make the training needs analysis more effective.

SFRS senior leaders champion fairness and diversity, acting as role models. The 2019 Staff Survey gave a clear insight into staff needs, concerns and expectations. Staff engagement was 89%. Demonstrating a commitment to the importance of these values, senior leaders organised a series of Employee Charter workshops to seek views, review values/behaviours and to ensure staff contribute to shaping the culture of the organisation. SFRS promote leadership at every level, ensuring the Service is able to adapt to the evolving requirements of a 'modern day fire service.'

SFRS have forged extremely good relations with Representative Bodies (RBs), who attend most internal meetings and their advice and input are valued. RBs are engaged in major projects, eg IRMP1 and IRMP 2, developing changes to working practices. They also work closely with management to resolve staff concerns and inform change.

SFRS recruitment and workforce plans are focussed on improving diversity within the workforce through recruitment and development opportunities, which better reflect our communities. Work is ongoing around positive action for under-represented groups. SFRS have created opportunities for young people to enter the Service and identified ways to make jobs more flexible to improve work/life balance. SFRS recognises the need to improve targeted recruitment for On-call

staff working in the RDS and this is included in the ongoing review of On-Call Sustainability.

The availability rates across the Service are, except for the Isles of Scilly, the best in England. However, we recognise that the current On-Call model will eventually become unsustainable in the future, again this is the primary focus of the On- Call Sustainability Review.

The Service recognises the need to remove the risk of discrimination in recruitment and processes, therefore all line managers are trained in unconscious bias and interview technique. SFRS have also been national leaders in Dyslexia support for staff and candidates through development and recruitment processes.

SFRS utilise Workplace Assessment Programmes (WAP) and access to Management and Leadership Courses to support effective staff development. ILM courses are now inclusive of both whole-time and On-call staff. SFRS also operate an Assessment Development Centre approach to identify potential and aspiring leaders for Grey Book staff, which is linked to the National PQA toolkits. There is a recognition that more work needs to be done to develop Green Book staff in line with Grey Book staff, so work is underway to align the PQA methodology with the National Leadership Framework.

In the 2017 Staff Survey 69% responded that they 'were clear on what they needed to do to progress their career.' This has led to a review of promotions policy, which aims to improve development opportunities and ensure a fair and consistent approach to access all levels of promotion. SFRS have evidenced this within Fire Control, addressing the supervisory management progression resulting in the promotion of a number of female staff.

A challenge facing SFRS, is the recognition of career progression of Green Book staff. Opportunities to improve this include the recent inclusion of non-uniformed staff on accredited management courses. It is recognised that due to the size of the Service, promotion opportunities for all staff is limited.

Consideration on how SFRS can recognise and is developing through either a two tier or fast track process. SFRS are confident from the 2019 Staff Survey that 95% of employees are clear about their expectations in their role, however, with the implementation of the new IPDR process, the Service aims to enable staff to tailor their development, discuss career aspirations and demonstrate readiness for promotion.

Although successful, SFRS recognises its leadership capability fits the Service's existing paradigm. Developing leadership without authority will determine the success of future collaboration.

High Rise and High-Risk Premises

The Service will need to work in collaboration with regional partners, the Local Resilience Forum (LRF) and the Fire Alliance to deliver the learning and recommendations from Grenfell Tower and other public enquiries.

This requirement links into areas such as training, operational policy, National Operational Guidance (NOG), national risk assessments, the Local Risk Register

(LRR) and a greater role in the regulation of high rise and high-risk buildings. High risk premises include:

- Residential multi-occupied buildings more than 18m or more than six storeys
- Buildings which are clad in Aluminium composite material
- Buildings which are clad in high pressure laminate or other material that is tested and known to be flammable
- Premises where the occupants cannot escape from fire without assistance
- Buildings which are determined as high risk through the audit process

Grenfell Tower

On the morning after the fire, the Prime Minister announced that there would be a public inquiry into the circumstances surrounding the fire and on 28 June 2017, The Rt Hon Sir Martin Moore-Bick was appointed as Chairman. The inquiry is running concurrently with an investigation by the Metropolitan Police Service who will determine if any criminal offences have been committed by (among others) those responsible for the design, maintenance or construction of the building.

Phase 1 of the report was released on 30 October 2019 and is made up of four volumes, focussing on six parts:

- **Part 1-** Contains a broad introduction to the events that took place, including a description of Grenfell Tower and the organisation of LFB.
- **Part 2-** Contains a detailed narrative account of the fire and the steps taken in response to it.
- **Part 3-** Contains the Chairman's conclusions about the origin and development of the fire and analysis of the response from LFB and other emergency services.
- **Part 4-** A summary of the tributes paid to loved ones by their families and friends.
- **Part. 5-** Contains recommendations arising out of the findings.
- **Part 6-** Identifies matters of particular importance on which the inquiry will concentrate its attention in Phase 2.

Part 5 of the report concentrates on the recommendations of Phase 1, which have been generated from investigating the course of events. However, while further work remains to be done, it is clear that important steps need to be taken to improve fire safety, including the response of the LFB and other fire and rescue services to major incidents. It was felt inappropriate to make recommendations at this stage in relation to testing and certification of building materials, as these matters have not yet been subject to an investigation.

A summary of recommendations can be found below:

- The information made available to fire and rescue about materials and methods of construction used in external walls of high-rise residential buildings.
- The arrangements made by the LFB to discharge its duties under section 7(2)(d) of the Fire and Rescue Services Act 2004.
- The availability of plans of high-rise residential buildings to local fire and rescue services and the provision of premises information boxes in high-rise residential buildings.
- The regular inspection and testing of lifts designed for use by firefighters.
- Communication between the LFB control room and the incident commander.
- The way in which fire and rescue services handle emergency calls.
- The LFB's command and control procedures and use of resources, in particular the capture of information from crews returning from deployments and the sharing of information between the LFB control room, the incident commander and bridgehead.
- The communication equipment available to the LFB for use by crews deployed in firefighting and rescue operations in high-rise buildings.
- The evacuation of high-rise residential buildings, including the provision of equipment enabling firefighters to send an evacuation signal to the whole or a selected part of the building.
- The provision of fire safety information to residents of high-rise residential buildings and the marking of floor levels in lobbies and staircase landings.
- The inspection of fire doors and self-closing devices.
- Aspects of co-operation between the emergency services.

The Grenfell Tower Inquiry Phase 1 report has made recommendations into the response of LFB and other emergency services. Whilst seeking to understand the impacts of the report on Shropshire Fire and Rescue Service (the Service), it is key that all information sources are explored to ensure best practice across the areas is developed and implemented.

It would be remiss at this stage to discount other sources including;

National Operational Learning (NOL), whereby one learning case resulting in 57 recommendations has been created (NOLUG update to NOEWG May 2019). Therefore, any analysis should consider this alongside the learning from the Phase 1 report.

Based on the recommendations outlined within Phase 1, it is clear that to ensure that due diligence is applied to all areas, the Service should seek to understand what areas of the organisation are affected. Upon initial reading, the recommendations encompass all functions and departments in some way.

As can be appreciated with a report of this magnitude, the Service should expect a level of scrutiny to ensure recommendations are being applied where appropriate.

Through identifying the affected departments, the Service should seek to identify key stakeholders with the knowledge, experience and expertise to progress recommendations within their section, whilst also being cognisant of the need to share information and progress across all areas.

This approach will mean that capacity will be an issue that the Service needs to consider and resolve to ensure the work is delivered effectively and in a timely fashion. It is clear that the expertise will sit across several functions and all departmental heads

should be aware that time should be allocated to this critical activity for staff within their teams.

To ensure the recommendations are progressed, it is key to ensure a single individual or team is appointed to undertake this work. The work will also sit within the Fire Alliance and give further opportunity for both FRS to develop a joint response.

As we progress towards Phase 2 of the inquiry, this will undoubtedly have further requirements and impacts placed upon the Service, which will be considered upon conclusion of Phase 2. It is anticipated that this will focus attention towards delivery of Protection and regulatory services as part of building regulations.

This will also impact upon other sectors such as construction and design, whereby areas of collaboration may be identified in terms of future working arrangements.

The Service needs to develop a way forward that will concentrate and specialise in ensuring we undertake the appropriate analysis of current practices and seek opportunity to improve in line with the report.

Capacity and Resilience

The Service recognises the need to enhance its capacity and resilience and has embarked on an alliance with Hereford & Worcester Fire and Rescue Service to support this and achieve longer-term sustainability for both services.

Working together, the alliance is exploring the potential benefits of sharing the Fire Control room function, has started to integrate functions in Information and Communications Technology (ICT), is aligning key processes such as procurement and has adopted a standardised joint approach to preparing Integrated Risk Management Plans.

An early success of this work is a joint provision for the Incident Command Units (ICU) to cover all three counties. These work streams were identified as key to building the alliance and the foundation for projects that will follow.

Finance

The biggest challenges to financial planning are working with annual settlements, economic volatility, and the uncertainty these factors create.

The Medium-Term Financial Plan uses scenario planning to estimate the financial impact on the Service of a range of outcomes.

This risk to finance includes changes in council tax levels, grant settlement, pay awards, pensions liability and expenditure. These scenarios, along with a comprehensive Reserves Strategy, are used to inform Fire Authority Members as they consider and approve the revenue budget and capital programme into the medium term.

As with other public sector organisations, the Service is impacted by spending decisions taken by Government. The Government outlines its spending priorities through annual Budget announcements and Comprehensive Spending Reviews (CSRs).

At the time of writing, the COVID-19 pandemic has created considerable economic downturn, resulting in uncertainty in the outlook for public spending. This will factor into a resource allocation review, potentially identifying what impact any reductions or reallocation of resources will have on budget and risk.

Resources

Climate and environmental changes are presenting new and evolving risks, as are the ways in which buildings and vehicles are being changed to minimise their impact on the environment.

Changes to standards of construction, including electric vehicles and power generation within buildings, affect purchasing and maintenance costs. There are further impacts in the purchase of equipment and changed methods of working as the Service deals with operational incidents within these new buildings and vehicles. Changing in ways of working may result in more people working from less-regulated homes rather than offices.

Increasing technology in buildings, vehicles and equipment requires new ICT systems, technological training, and diagnostic equipment. Technological obsolescence also leads to shorter replacement timescales.

Supplier viability may be a concern as markets change and suppliers invest in keeping up with technology.