

Corporate Risk Management Summary

Report of the Chief Fire Officer

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1 Executive Summary

Purpose of the report

This report provides an update on the current position of the Corporate Risk Register and gives assurance that identified corporate risks are being actively managed.

Revised Corporate Risk Management Policy

The report also presents a draft revised Corporate Risk Management Policy for the Committee's consideration. The proposed changes respond to many of the recommendations arising from the Internal Audit review of the Service's risk management approach and are intended to strengthen governance, assurance and oversight.

2 Recommendations

- a) The Committee is asked to consider and comment on the contents of the report.
- b) Approve the revised Corporate Risk Management Policy (Appendix A).
- c) Approve the adoption of a dynamic corporate risk register.

3 Background

This report sets out the current position of the corporate risks that may affect the Service's ability to deliver its strategic and operational objectives. The first eight corporate risks were reported to the Audit and Standards Committee in April 2026.

In early 2026, the Service reviewed its corporate risk management arrangements as part of continuous improvement and good governance. This work was undertaken alongside the Internal Audit review of the Service's risk

management approach. The outcomes have supported the development of a stronger and more transparent corporate risk framework. As a result, three additional risks have been added to the Corporate Risk Register. Further detail on these risks is provided later in this report.

4 Summary of Corporate Risk Register (April 2026)

The table below summarises the corporate risk, as reported to Audit and Standards Committee in April 2026.

Risk	Previous	Current	Movement	Summary position
CR1 – Staff Engagement	15	15	→ No change	Several controls had been completed or introduced. Officers considered reducing the likelihood score but agreed to review this following staff survey results and further culture transformation progress.
CR2 – Political and Organisation Change	9	9	→ No change	The risk remained unchanged due to limited internal control over external political factors. Budget reductions and CRMP activity remained under review.
CR3 – Cyber Security	15	15	→ No change	Controls were strengthened through phishing simulations, managed detection and response, enhanced email security and AI-based threat detection. Likelihood remained medium due to geopolitical risk.
CR4 – Digital and Data Capability	20	20	→ No change	Digital demand and hardware cost pressures continued. Controls included SAOR progress, FaRDaP transition, apprenticeships, improved device access, MDT replacement, recruitment and strengthened governance.
CR5 – Finance	8	12	↑ Increased	The rating increased following the final budget settlement and rising costs. Precept agreement improved stability, with further budget engagement underway.
CR6 – Environment	9	16	↑ Increased	The rating increased due to ageing station and training facility infrastructure. Mitigations included a formal MOU with Staffordshire FRS and expedited upgrade works.
CR7 – Health & Safety	8	20	↑ Increased	The rating increased due to capacity gaps, recruitment challenges, system end-of-life issues and links to environmental risk. Additional controls and interim support were introduced.
CR8 – Leadership and Culture	15	15	→ No change	The risk remained unchanged. Early signs of cultural improvement were noted, with staff survey results expected to support future assessment.

5 Summary of current risks

The table below sets out the current status of the corporate risk register.

Corporate risk	Inherent impact	Inherent likelihood	Inherent score	Residual impact	Residual likelihood	Residual score
CR1 – Staff Engagement	4	4	16	3	3	9
CR2 – Political and Organisation Change	3	3	9	3	3	9
CR3 – Cyber Security Threats and System Resilience	5	5	25	5	3	15
CR4 – Data & Digital Capability	N/A	N/A	N/A	4	4	16
CR5 – Finance	5	4	20	4	3	12
CR6 – Environment	4	4	16	3	3	9
CR7 – Health and Safety	5	4	20	4	3	12
CR8 – Leadership and Culture	5	4	20	3	3	9
CR9 – ICCS Stability and Reliability	5	4	20	4	3	12
CR10 – Industrial Action	4	4	16	4	3	12
CR11 – Operational Training Facilities	4	5	20	4	3	12

Following Internal Audit feedback, three additional risks have been added to the register: ICCS Stability and Reliability, Industrial Action and Operational Training Facilities. Recording these as separate corporate risks, rather than including them within existing risks, provides greater transparency, improves the accuracy of risk assessment and strengthens management oversight and assurance.

6 Updated Corporate Risk Management Policy

The draft 2026 Corporate Risk Management Policy represents a significant development in the maturity of the Service’s risk management arrangements.

It moves the Service beyond the largely descriptive and process-based approach set out in the 2025 Risk Management Protocol and establishes a more comprehensive framework for governance, assurance, escalation and decision-making, aligned to recognised public-sector risk management good practice.

The 2025 protocol provided a sound basis for managing risk by defining core principles, ownership, assessment methodology and reporting arrangements.

The revised policy builds on this by introducing clearer governance responsibilities, explicit risk appetite statements, stronger control assurance requirements, integrated escalation routes, enhanced accountability and closer links between risk management, organisational performance, transformation and strategic decision-making.

Key Improvements

Introduction of a Formal Risk Appetite Framework - This provides far greater clarity and consistency in decision-making, helping managers understand not only the severity of a risk but whether the Authority is willing to tolerate that risk in pursuit of its objectives.

Stronger Governance and Accountability - Improved governance reduces ambiguity, strengthens ownership and provides greater assurance to Members, auditors and inspectors.

Introduction of a Control Assurance Framework - This moves the Service from simply recording controls to demonstrating that controls are effective and providing evidence-based assurance.

Integrated Escalation and Risk Architecture - Creates a genuine "single risk management system" across the organisation and reduces the likelihood of significant risks remaining unmanaged at local level.

Enhanced Risk Assessment Methodology - Produces more reliable and defensible risk assessments.

Focus on Interdependencies and Cascading Risk - Reflects lessons from major public-sector failures where interconnected risks were not fully understood and supports more strategic risk management.

Enhanced Oversight of Change and Transformation - Better supports delivery of the Service Plan, CRMP and organisational transformation programmes.

Improved Training and Competence Requirements - Supports consistency and improves the quality of risk management across the Service.

7 Conclusion

In conclusion, the report demonstrates that the Service continues to strengthen its corporate risk management arrangements through more transparent reporting, clearer oversight of current and emerging risks, and a revised Corporate Risk Management Policy.

The addition of three corporate risks, alongside the move to a dynamic risk register, will improve visibility, accountability and assurance.

The revised policy provides a stronger framework for risk appetite, control assurance, escalation and governance, supporting more consistent risk management and better-informed decision-making by the Fire Authority, Audit and Standards Committee and Service Management Team.

8 Supporting Considerations

- There are no financial, legal, environmental, or health and safety issues directly caused by this report.
- The report doesn't affect partnerships or public services directly.
- Additional Corporate Risk training is being scheduled for Service Management Team members and Fire Authority members to support ongoing responsibilities for assuring how these risks are being managed.

10 Appendices

Appendix A – DRAFT Corporate Risk Management Policy

Appendix B – Heatmap of Corporate Risks presented to Audit and Standards
April 2026

Appendix C – Heatmap of Corporate Risks presented to Fire Authority June
2026

Corporate Risk Heatmap: April 2026

Risk position	Acceptable	Tolerable with oversight	Above tolerance
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Impact \ Likelihood	1 Very Low	2 Low	3 Medium	4 High	5 Very High
5 Very High			CR3, CR8	CR7	
4 High			CR5	CR4	
3 Medium			CR2, CR6	CR1	
2 Low					
1 Very Low					

Corporate Risk Heatmap: June 2026

Risk position	Acceptable	Tolerable with oversight	Above tolerance
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Impact \ Likelihood	1 Very Low	2 Low	3 Medium	4 High	5 Very High
5 Very High			CR3		
4 High			CR5, CR7, CR8, CR9, CR10, CR11	CR4	
3 Medium			CR1, CR2, CR6		
2 Low					
1 Very Low					