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Shropshire and Wrekin Fire and Rescue Authority
28 October 2026

Corporate Risk Management Summary

Report of the Chief Fire Officer

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1 Executive Summary

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.

2 Recommendations

The Committee is asked to

a) Consider and comment on the contents of the report and the current position of the Corporate Risk Register;
b) Note the September 2026 Corporate Risk Register position, including the current highest residual risk relating to Data and Digital Capability, and the new or proposed risks relating to MDT connectivity, contaminants management, contaminants governance, and the Medium Term Financial Plan; and.
c) Note the rationalisation of broad thematic risks, including Finance, Health and Safety and Environment, so that specific component risks are managed at the appropriate level or escalated where they meet corporate risk criteria.

3 Background

In 2025, 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 in early 2026. The outcomes have supported the development of a stronger and more transparent corporate risk framework.

Corporate risks are reported to the Audit and Standards Committee to provide Member oversight of the principal risks that could affect delivery of the

Community Risk Management Plan, Service Plan, statutory duties and wider strategic objectives. This supports the Committee's role in seeking assurance on the adequacy and effectiveness of governance, risk management and internal control arrangements.

reporting also enables the Committee to scrutinise changes in the risk profile, challenge the effectiveness of controls, monitor progress against Internal Audit recommendations and ensure that significant risks are being escalated, owned and managed in a transparent and consistent way.

4 Summary of Corporate Risk Register (July 2026)

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

Corporate risk	Inherent Risk			Residual Risk		
	L	I	Score	L	I	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**	3	5	**15**
CR4 – Data & Digital Capability	N/A	N/A	N/A	4	4	**16**
CR5 – Finance	4	5	**20**	3	4	**12**
CR6 – Environment	4	4	**16**	3	3	**9**
CR7 – Health and Safety	4	5	**20**	3	4	**12**
CR8 – Leadership and Culture	4	5	**20**	3	3	**9**
CR9 – ICCS Stability and Reliability	4	5	**20**	3	4	**12**
CR10 – Industrial Action	4	4	**16**	3	4	**12**
CR11 – Operational Training Facilities	5	3	**20**	3	4	**12**

5 Summary of current risks

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

Risk ID	Risk title	Residual Risk	Inherent Risk			Latest position
		Score	L	I	Score	
CR04	Data & Digital Capability	**25**	5	4	**20**	Likelihood increased to 5 due to digital and technology pressures: device replacement delays; telephony risk; procurement delays and diverted IT capacity.
CR09	ICCS Stability and Reliability	**20**	4	4	**16**	Issues and risks remain and are being managed as we start to transition towards new ICCS.
CR12	Firefighter Pension Scheme	**20**	4	4	**16**	HR and Finance are managing queries, specialist support has been agreed, and pension drop-ins are planned.
CR14	Connectivity of MDTs	**20**	4	4	**16**	Recurring MDT connectivity issues affecting operational access to critical information. Remedial action includes new aerials. Roll-out of new MDTs should remove issues.
CR03	Cyber Security Threats and System Resilience	**25**	3	5	**15**	Risk remains unchanged. Cyber training has improved and a more advanced testing and exercise programme is underway.
CR16	Contaminants management on stations	**20**	3	5	**15**	New risk recommended for acceptance onto the corporate risk register.
CR05	Finance	**20**	3	4	**12**	Risk archived, with specific finance risks managed separately; a new Medium Term Financial Plan risk has been created.
CR07	Health and Safety	**20**	3	4	**12**	Risk archived as a thematic risk, with specific health and safety risks to be added and managed separately.
CR11	Operational Training Facilities	**20**	3	4	**12**	Update required.
CR17	Contaminants Governance	**20**	3	4	**12**	New risk recommended for acceptance onto the corporate risk register.
CR18	Medium Term Financial Plan	**16**	3	4	**12**	New risk recommended for acceptance onto the corporate risk register.
CR06	Environment	**16**	3	3	**9**	Risk archived as a thematic risk, with specific health and safety risks to be added and managed separately.
CR08	Service Leadership	**16**	3	3	**9**	Development work with Future Works continues. The score remains 9 pending evidence from the pulse survey and managers' days.
CR15	Organisational Culture	**20**	3	3	**9**	Added following SMT agreement on 26 August 2026.

Risk ID	Risk title	Residual Risk	Inherent Risk			Latest position
		Score	L	I	Score	
CR13	Stability and continuity of Fire Authority leadership	**20**	2	3	**6**	New chair elected 18/09/26
CR10	Industrial Action	**16**	1	2	**2**	De-escalated from corporate risk to departmental risk.

6 Summary of changes over the last reporting period

Archived risks

SMT agreed to archive the following risks:

- CR05 – Finance
- CR06 – Environment
- CR07 – Health & Safety

These were considered thematic and the revised approach is to manage specific risks rather than broader generic risks.

De-escalated risks

CR10 – Industrial Action
The 'green book' pay award was confirmed at 3.3%. This reduced the likelihood of industrial action to 1 and an overall residual risk score of 2. It has now been de-escalated from the corporate risk register.

CR13 - Stability and continuity of Fire Authority leadership
Fire Authority elected a new chair for the remainder of the municipal year.

New risks added to the corporate risk register

SMT agreed to add the following risks to the corporate risk register.

- **CR15 – Organisational culture**
  Failure to develop, embed and sustain a positive and inclusive organisational culture, that is demonstrable at all levels, may result in reduced employee engagement, diminished trust and confidence in leadership, difficulties attracting, developing and retaining talent, increased employee relations issues, reduced organisational performance and a failure to deliver the Service Plan, CRMP and statutory responsibilities.

  Active Controls include: Culture Transformation Programme; Staff Survey Programme; monitoring of engagement, wellbeing, leadership confidence and inclusion indicators; adoption of the Core Code of Ethics setting clear behavioural expectations; integration of culture and behaviours within recruitment, promotion and appraisal processes; Service Assurance Framework; IPDRs; Leadership development and management training;

Employee Voices Group and staff networks, such as ALS; strong representative bodies and trade union engagement; confidential reporting process and robust internal policies for raising concerns and safeguarding staff; Safeguarding Board; wellbeing support programmes; EDI Steering Committee providing oversight of EDI activities; safeguarding and welfare support arrangements; improving leadership visibility and communication; workforce monitoring and reporting including monitoring of turnover, sickness, grievance and disciplinary matters; People Strategy; talent management

- **CR16 – Contaminants management on station**
  There is a risk that ineffective or inconsistent management of contaminants when personnel, PPE, BA, equipment and vehicles return to stations or training facilities results in repeated occupational exposure and cross-contamination, causing serious or long-term harm to staff, statutory non-compliance, operational disruption, financial loss and significant reputational damage.

  Active Controls include: Contaminants governance arrangements through the Contaminants Working Group; completed station contamination assessments, including assessment of red, amber and green zones across all 23 stations and identification of priority locations; PPE and contaminated fire kit arrangements (bagging, labelling, collection, contracted laundering etc); fireground and post-incident decontamination procedures; PPE and RPE provision (two structural firefighting kits, respiratory protection arrangements, the half-face respirator programme, face-fit activity and gas-monitor capability); Operational guidance and specialist arrangements for hazardous materials, asbestos and formal decontamination procedures; Training and awareness arrangements; VISOR reporting system, including planned functionality for contaminants reporting, action tracking and trend monitoring; Made for Us programme.

- **CR17 – Contaminants governance**
  There is a risk that the Service does not establish, resource and maintain effective corporate governance and consistently implemented controls for managing firefighters' and other employees' occupational exposure to products of combustion and other operational contaminants.

  This could result in exposure not being reduced as low as reasonably practicable leading to ill health, inconsistent protection across the estate, failure to comply with health and safety duties, regulatory intervention or enforcement, increased financial pressures, service delivery issues, and loss of workforce and public confidence.

  Active Controls include: Health and Safety Board oversight.; Contaminants Working Group; COSHH assessment for products of combustion exposure; Decontamination policies and procedures for personnel, PPE, BA/RPE and equipment; PPE laundering, equipment cleaning and maintenance arrangements; Information, instruction and training programme for contaminants management; Contaminants reporting

and monitoring through the Visor system; Independent review recommendations and improvement action plan; Made for Us programme; Representative body consultation and engagement; HSE scrutiny and external assurance processes.

- **CR18 – Medium Term Financial Plan (MTFP)**
  Due to the timescales involved, there is a risk associated with creating the new MTFP in time for Committee (November) and FRA (December) approvals. The risk also includes budget requests exceeding expected income, and how the Service manage that.

  Active Controls include: Clear timetable - working to a four week turnaround; Actuals from the ledger - utilising YTD actuals for half year and utilise some of the work from the Q1R exercise to inform decisions; Multi level review and sign off, mitigates the risk around misuse of resources; budget holder/ SMT sign off; Collective agreement on where to reduce/ make efficiencies to land within budget; Productivity and Efficiency plan; SMT training on effective use of resources, and further CIPFA funded sessions/CPD.

7 Conclusion

The September 2026 Corporate Risk Register demonstrates that the Service's approach to corporate risk management has matured, with clearer escalation criteria, improved visibility of the overall risk profile and stronger alignment between corporate risks, strategic objectives and assurance activity.

The current register highlights a small number of significant residual risks requiring continued oversight, particularly Data and Digital Capability, ICCS stability, Firefighter Pension Scheme administration, MDT connectivity, cyber security, Fire Authority leadership continuity and contaminants management. These risks are being actively monitored through established governance arrangements and will continue to be reviewed as controls are strengthened and further assurance information becomes available.

The rationalisation of broad thematic risks, alongside the addition of more specific risks such as contaminants governance, contaminants management on stations and the Medium Term Financial Plan, supports a more focused and accountable approach to risk ownership and control assurance.

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.

9 Financial Implications

There are no direct financial implications arising from this report.

10 Legal Comment

The effective management of corporate risk supports the Authority in the proper discharge of its statutory functions and responsibilities. In particular, the health and safety and contaminants risks identified in this report engage statutory health and safety duties, including those arising under the Health and Safety at Work etc. Act 1974. Appropriate governance, controls and assurance should remain in place and be kept under review.

There are no additional legal implications arising directly from the recommendations in this report.

11 Appendices

Appendix A
Heatmap of Corporate Risks presented to Audit and Standards July 2026

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

Appendix C
Heatmap of Corporate Risks presented to Audit and Standards October 2026 updated following recommendations

12 Background Papers

There are no background papers associated with this report.

Heatmap of Corporate Risks presented to Audit and Standards July 2026

Risk position	Acceptable	Tolerable with oversight	Above tolerance

		Likelihood				
		1 Very Low	2 Low	3 Medium	4 High	5 Very High
Impact	5 Very High			CR3		
	4 High			CR5, CR7, CR8, CR9, CR10, CR11	CR4	
	3 Medium			CR1, CR2, CR6		
	2 Low					
	1 Very Low					

Heatmap of Corporate Risks presented to Audit and Standards October 2026

Risk position	Acceptable	Tolerable with oversight	Above tolerance

		Likelihood				
		1 Very Low	2 Low	3 Medium	4 High	5 Very High
Impact	5 Very High			CR03, CR16		
	4 High			CR05, CR07, CR11, CR17, CR18	CR09, CR12, CR14	CR04
	3 Medium		CR13	CR06, CR08, CR15		
	2 Low	CR10				
	1 Very Low					

Heatmap of Corporate Risks presented to Audit and Standards October 2026 updated following recommendations

Risk position	Acceptable	Tolerable with oversight	Above tolerance

		Likelihood				
		1 Very Low	2 Low	3 Medium	4 High	5 Very High
Impact	5 Very High			CR03, CR16		
	4 High			CR11, CR17, CR18	CR09, CR12, CR14	CR04
	3 Medium			CR08, CR15		
	2 Low					
	1 Very Low					