



## ETAP Governance Highlight Report

### Report of the Chief Fire Officer

#### Item 5

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#### Introduction

This report is intended to provide information and assurance to ETAP on the actions being taken around the following:

1. HMICFRS reports and recommendations
2. ETAP reports and recommendations
3. Other External reports recommendations (as appropriate)
4. Strategic Risk Register

An overview of the above areas is provided, with a focus on those matters that have been considered to represent higher level risks to the organisation or which ETAP have requested a specific update on.

#### Recommendation to ETAP

- That the information within this report be noted for information / discussion.
- That any matters requiring more detailed scrutiny be raised for inclusion in the next Chief Fire Officer's report to ETAP.





## 1 HMICFRS Reports and Recommendations

### Summary of live HMICFRS Service Inspection report action plans

Inspection Title	Overall Judgment	Question Judgment	Areas for Improvement	Comments & progress
<b>Effectiveness, efficiency and people 2021/22</b> Staffordshire Fire and Rescue Service	Effectiveness <b>Good</b>	Understanding the risk of fire & other emergencies <b>Good</b>	<b>1. The Service should make sure that firefighters are confident and suitably trained in gathering risk information</b>	<p>To ensure compliance with the Fire and Rescue Services act 2004; the Service has completed a full review of the current risk information system. The overarching consideration of improving the approach to firefighter safety is a shift towards a dynamic and flexible approach to delivery. Staff online surveys and face-to-face briefings have been conducted and staff engagement remains ongoing in respect of the current Provision of Risk Information (PORIS) system, in order to gain valuable feedback and to identify further areas for improvement.</p> <p>Areas such as - providing an improved ability to implement a risk scoring matrix, simplifying terminology to improve understanding for users, allowing risk inspection forms to be designed within the Service to better meet the national drivers and legislation, have now been designed into the planned software update within the new Web Risk Manager (WRM) system. The system is currently in testing and is expected to be implemented fully by the end of 2022. A full rollout of training packages will be completed for both operational and non-operational staff shortly after.</p>



			<b>2. The Service needs to improve how it engages with seldom-heard people and groups in its local community to build a comprehensive profile of risk in its service area</b>	<p>The Service has started to develop an approach to increasing community engagement through community networks. This work is being led by the Assistant Chief Fire Officer.</p> <p>Work is underway with the Equality Diversity and Inclusion, and Communication teams in order to improve the understanding of community groups and look at alternative ways of communication for those that do not have access to social media. It is proposed that an internal risk planning engagement group be set up in order to ensure activity is coordinated effectively.</p>
		Preventing fires & other risk <b>Good</b>	<b>3. The Service should make sure it puts in place measures to catch up on the backlog of safe and well visits.</b>	<p>The Service has worked hard to deal with the backlog of safe and well visits following the removal of national lockdown restrictions. During lockdown periods, Prevention staff were unable to complete all home safety visits in person, but an alternative 'socially distanced' method was established using telephone to ensure that those most vulnerable were still supported. In person, visits have now been re-established and visits are scheduled by crews and technicians according to priority. The total number of open referrals has been reduced from over 600 to 45.</p> <p>Safe and Well activity has returned to business as usual with the overall focus to increase engagement and to refine and improve assessment alongside the development of technology, data integration, and information sharing capabilities.</p>



		Protecting the public through fire regulation <b>Requires improvement</b>	<b>4. The Service should assure itself that its Risk Based Inspection Programme (RBIP) prioritises the highest risks and includes proportionate activity to reduce risk.</b>	There is currently an ongoing review of the Service's RBIP. The factors that have already been identified as contributing to a high-risk premises are - Societal life risk, Likelihood of a fire occurring, Likelihood of non-compliance with fire safety regulations and standards. These are to be supplemented with the Protection risk profiles and the Experian list of high-risk premises, which will form the basis of the Service's revised RBIP. Further guidance is expected from the National Fire Chiefs Council (NFCC) by the end of this year at which point the final draft for consultation will be released. The Service will be adopting new risk profiles and standards developed through the NFCC for local prevention and protection work and as part of the new plans for the new Community Risk Management Plan (formerly Safety Plan)
			<b>5. The Service should make sure it has an effective quality assurance process, so that staff carry out audits to a consistent standard.</b>	A quality assurance process has now been developed to work with our Community Fire Risk Management Information System (CFRMIS), which will ensure that records are reviewed and signed off by the fire safety managers. Policy and procedures have also been revised in line with this approach. The Service is developing the Prevention, Protection and Hydrant Management system (PPHMS) to manage this information in the future, which will improve the consistency of quality assurance by setting out a standardised approach to data entry and provide further analytical tools around quality assurance.



				A managerial review process, through data sampling will also be implemented in order to improve the quality of data captured by staff throughout prevention and protection activity.
		Responding to fires & other emergencies <b>Requires improvement</b>	<b>6. The Service should make sure that it has effective systems in place to reliably understand resource availability.</b>	<p>The Service has previously created the position of Resource Manager. This position is responsible for the monitoring of daily availability for the Whole-time part of the business.</p> <p>As an extension of this, the Retained Support Officer (RSO) watch managers now monitor daily availability for the on-call side of the business and use a predictive statistical tool in order to undertake resource planning.</p> <p>Firewatch / Vision integration and development is also planned to reduce the extent of manual Fire Control processes around obtaining and interpreting availability. These improvements will also allow the Service to complete an assessment of up to the minute availability, which can then be automatically shared with the Command and Control system to improve the timeliness and consistency of decision making around the mobilisation of resources. In addition the new vision 4 system in Fire Control provide an improved level of resilience to mobilization software.</p>
			<b>7. The Service should improve the availability of its fire engines to respond to</b>	A new Response performance management board has been established, which meets on a monthly basis and includes feedback from service delivery leads for each station availability



			<p><b>incidents in line with its Community Risk Management Plan (CRMP).</b></p>	<p>plan. This will focus Group and Station managers on improving availability as a performance priority.</p> <p>The implementation of the new Retained Support Officers (RSO) structure has been completed which provide more flexibility for the Service in its ability to implement core skills training to operational staff. This will ensure that the qualifications required for the operational deployment of firefighters are monitored and maintained.</p> <p>The next steps are an end-to-end review of the recruitment process as part of a new transformation project, and to continue exploratory work for the potential to mobilise by numbers, e.g. appliances available with three riders. The Service is looking towards the end of 2022 to review suggested options and to complete any required consultation.</p> <p>Further work has taken place with the FBU to make the whole-time crewing arrangements more efficient.</p> <p>A three month transformation trial of pairing stations is underway in South Staffs, with the intention of increasing the mobility and flexibility of firefighters between stations to increase overall appliance availability. This trial will be reviewed for feasibility towards the end of the year.</p>
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			<b>8. The Service should make sure that it improves the way in which it captures and shares learning from operational incidents.</b>	<p>A new quarterly training and action plan meeting has been formed to discuss outstanding actions from incident debriefs and to direct improvement activity. These insights are then shared with the workforce and retained as organisational learning for areas such as; operational procedure, risk assessment and equipment use.</p> <p>The process of debriefing is under review; with the intention of increasing the number of multi-agency debrief sessions to improve shared learning opportunities. A central training planner for five appliance and Over the Border operations training has also been set up to further ensure organisational learning is captured and circulated.</p>
	<b>Efficiency Requires improvement</b>	<b>Making best use of resources Requires improvement</b>	<b>9. The Service should have effective measures in place to assure itself that its workforce is productive and that their time is used as efficiently and effectively as possible to meet the priorities in the Community Risk Management Plan (CRMP).</b>	<p>The Service is actively revising its crewing and staffing arrangements for response activity through the Service Transformation Board. The Service is also assessing the terms and conditions of Protection staff to ensure that staff retention within those roles is maximized in comparison with other similar employers. A theme of increasing productivity and improving performance management is being worked on via transformation work streams.</p>



		<p>Making the fire and rescue service affordable now and in the future</p> <p><b>Good</b></p>	<p><b>10. The Service should assure itself that its IT systems are resilient, reliable, accurate and accessible</b></p>	<p>The Service has now set the strategic direction within the Service Digital Strategy, most notably full adoption of Office365 and greater integration of Infographics products such as, Firewatch and the development of the Prevent, Protect &amp; Hydrants Management System (PPHMS). Work is underway to achieve this with the first elements of the system due to be delivered by late 2022.</p> <p>The Firewatch mobile App has now been rolled out to all on call personnel, which gives easier access to key information and remote functionality.</p> <p>Preparation for the adoption of Firewatch as an asset management function is currently in development, which will improve the Services ability to track, maintain, and plan accurate predictions against future needs. The adoption of Firewatch for Health and Safety reporting is also planned.</p>
	<p>People</p> <p><b>Requires improvement</b></p>	<p>Promoting the right values &amp; culture</p> <p><b>Requires improvement</b></p>	<p><b>11. The Service should make sure all staff understand and demonstrate its values.</b></p>	<p>The Service has adopted the national Core Code of Ethics and work is hand to embed this within the organisation alongside a framework to include recruitment, training, promotion, and supervisory management training.</p> <p>The Ethics Diversity and Inclusion team are developing a robust approach that will underpin and promote long-term sustainability within the Service. In order to improve staff</p>





				engagement, a diary of events is being created which will be launched in the near future on the Staffordshire Fire and Rescue intranet, and notice boards will be reviewed and unified at stations.
			<b>12. The Service should assure itself that senior managers are visible and demonstrate service values through their behaviours.</b>	Work is ongoing in terms of culture and insights to ensure that all managers and staff model the values and behaviours, which are underpinned by the Core Code of Ethics. We now have a process of regular face-to-face briefings and managers are being asked to discuss these publications with staff to ensure all are engaged, messages are consistent, and people have the opportunity to raise any issues.
			<b>13. The Service should monitor secondary contracts and overtime to make sure working hours are not exceeded.</b>	The Service has reduced the reliance upon overtime for crewing purposes by changing the minimum crewing levels on whole time appliances from 5 people to four. The work was completed in full consultation with the FBU. The Service also adopts the current guidance set out in the National Joint Council Scheme of condition of service (Sixth Edition). Any pre-arranged overtime hours carried out by operational staff are self-monitored by local line managers and the Resource Manager to ensure the wellbeing of staff is maintained. We are working to review the systems and processes in order to make this easier; including developing improved monitoring and reporting of these areas at a Service-wide level.



	Getting the right people with the right skills <b>Good</b>	14. The Service should review its succession planning to make sure that it has effective arrangements in place to manage staff turnover while continuing to provide its core service to the public.	A workforce planning board has been created and is attended and chaired by members of the senior management team to improve the approach to succession planning.  Performance measures and data analytics are in development, which will enable the Service to identify potential retirements and to highlight skills-gaps, and areas where development or recruitment is needed within the Service to minimise the impact on service delivery.
		15. The Service needs to review its reliance on overtime to consider whether there are more effective arrangements to provide its core service.	The Service has recently undertaken a review of how much it spends on overtime to fulfill our establishment level of response. It has now agreed and implemented new policy arrangements which allows for a minimum crew of four to be mobilised to certain incidents, reducing the need to employ overtime to reach the previous crewing level of five. This is creating a significant efficiency for the Service by reducing the reliance on overtime and addressing the concerns from the rep bodies about “saturation” of overtime availability for staff
	Ensuring fairness & promoting diversity <b>Requires improvement</b>	16. The Service should assure itself that staff are confident using its feedback mechanisms.	The Service has adopted and incorporated ‘Say So’, an independent service designed to enhance the voice of staff enabling them to raise concerns anonymously. The HR team will also be actively visiting stations to discuss the options available



				and ensuring awareness of the mechanisms through face-to-face interaction and internal communications.
			<b>17. To identify and tackle barriers to equality of opportunity, and make its workforce more representative, the Service should make sure diversity and inclusion are a priority and become important values of the Service.</b>	A collaborative approach with Staffordshire Police on Equality, Diversity and Inclusion is being introduced with an investment from the Service into a new 'Positive Action' role and improved engagement with recruitment teams, which will allow a greater focus on diversity and inclusion. Equality, Diversity, and Inclusion is also a focus of the Workforce Planning Board, and statistics are published on the Staffordshire Fire and Rescue web site.
			<b>18. The Service should review how effective its policy on bullying, harassment and discrimination is in reducing unacceptable behavior towards its staff</b>	Monthly case reviews have been introduced for grievances and this process is now embedded within the Service. Oversight of grievances is to be provided by the Head of Human Resources in conjunction with the Chief Fire Officer. Regular overview of these issues will ensure that any trends are quickly identified and dealt with, and that staff are provided with training and support where required.
			<b>19. The Service should make sure HR policy is consistently applied in</b>	Oversight of all employment cases is to be provided by the Head of Human Resources in conjunction with the Chief Fire Officer and a review is completed as they arise to ensure that cases are managed effectively, fairly, and consistently. Policies and



			the management of employment cases.	Procedures are regularly reviewed to ensure they remain fit for purpose in respect of employment cases.
		Managing performance & developing leaders <b>Good</b>	20. The Service should aim to diversify the pool of future and current leaders	<p>The Equality Diversity and Inclusion team has now become part of the Human Resources department, allowing all to work together more effectively to address the challenges in this area.</p> <p>Work continues in updating Service policies and promoting engagement within the communities of Staffordshire to increase knowledge and interest in the career options that the Service can offer. Further work is also scheduled to look at the possibilities of partnering with local higher education establishments in providing opportunities, and also in supporting and developing the potential of staff already within the Service to increase the pool of skilled future leaders.</p>

All Fire and Rescue Service and national publications can be accessed:

<http://www.justiceinspectorates.gov.uk/hmicfrs/publications/>



## 2 ETAP Thematic Reports and Recommendations

### Summary of live ETAP Thematic action plans

ETAP Review Title	Recommendations	Comments
No Current outstanding action plans to report		

## 3 Other External Reports and Recommendations

Please note that where LFB are referred to SFRS have adopted this recommendation as if it were assigned to the Service. The report itself highlighted 45 recommendations which were both aimed at Fire and Rescue Services and the Owners/Managers of High Rise Residential Buildings. Following further scrutiny of the report by the service, a total of 97 recommendations were identified. Of the 97 actions, 82 have been completed, 8 have been incorporated into other actions and 9 actions remain “in progress”. Recommendations that are highlighted were not directly aimed at FRS’s however the Service has taken some action with regard to these recommendations.

### Summary of other reports

Report Title	Recommendations	Comments	Progress
Grenfell Tower Enquiry Phase 1 October 2019 Chapter 33	The owner and manager of every high-rise residential building be required by law to provide their local fire and rescue service with information about the design of its external walls together with details	SFRS has completed a full audit of every HRRB and developed a new technical document to take into account this risk. SSRI's and PORIS information is available through our software systems	SFRS action completed



	of the materials of which they are constructed and to inform the fire and rescue service of any material changes made to them;	for Fire Control, Crews and Officers. Further work continues to fit sprinkler into every high rise residential building in Staffordshire.	
	That all fire and rescue services ensure that their personnel at all levels understand the risk of fire taking hold in the external walls of high-rise buildings and know how to recognise it when it occurs.	This has been completed with a new technical document for Tall Buildings and training presentations for operational staff and Fire Control staff. Exercises have continued and Command Assessments for IC's have be utilised to test this theme.	Completed
	That the LFB review, and revise as appropriate, Appendix 1 to PN633 to ensure that it fully reflects the principles in GRA 3.2;	A full review of GRA 3.2 and SFRS's high-rise procedures have been completed, utilising National Operational Guidance. As a result a new technical document on Tall Buildings has been produced	Completed
	That the LFB ensure that all officers of the rank of Crew Manager and above are trained in carrying out the requirements of PN633 relating to the inspection of high-rise buildings.	Relevant aspects of training have been covered in BA module 1, core skills, Incident Command assessments and watch based training on evacuation	Completed
	<b>Owners and Managers are to provide their local fire and rescue services with up-to-date plans in both paper and electronic form of every floor of the building identifying the location of key fire safety systems;</b>	<b>The review of our PORIS work in relation to our audit and inspection strategy for Tall buildings is helping to address this. Every Owner and manager has been written to in regard to their duties under the RRO 2005 and the expectations of the new Fire Safety Bill 2021</b>	<b>SFRS actions completed</b>
	<b>Owners and Managers to ensure that the building contains a premises</b>	<b>PIB's are inspected as part of our audit and inspection</b>	<b>NA</b>



	information box, the contents of which must include a copy of the up-to-date floor plans and information about the nature of any lift intended for use by the fire and rescue services	programme to ensure that they are relevant to each building.	
	That all fire and rescue services be equipped to receive and store electronic plans and to make them available to incident commanders and control room managers.	electronic plans are available through our PORIS and SSRI work. On-going improvements are being explored through technology based command support for such incidents	Completed
	That the <b>owner and manager of every high-rise residential building</b> be required by law to carry out regular inspections of any lifts that are designed to be used by firefighters in an emergency and to report the results of such inspections to their local fire and rescue service at monthly intervals;	Lifts are inspected for familiarisation as part of our audit and inspection programmes however this is a duty for the Responsible person under the RRO 2005	NA
	That the <b>owner and manager of every high-rise residential building</b> be required by law to carry out regular tests of the mechanism which allows firefighters to take control of the lifts and to inform their local fire and rescue service at monthly intervals that they have done so.	Statutory duty for Responsible Persons under the RRO 2005	NA
	That the LFB's policies be amended to draw a clearer distinction between callers seeking advice and callers who believe they are trapped and need rescuing;	This has been reviewed and updated through WMFS and SFRS Fire Control. It has been incorporated into call handling and fire survival guidance protocols	Completed
	That the LFB provide regular and more effective refresher training to	A full programme of training has been delivered to Fire Control	Completed

	CROs at all levels, including supervisors;	Operators covering Major Incidents, interoperability, command support and incident communication and fire survival guidance	
	That all fire and rescue services develop policies for handling a large number of FSG calls simultaneously;	A new policy was developed and training has been delivered to all Fire Control Staff and is being shared with operational staff in SFRS through-out March 2021. Further investments will be made within Fire Control to facilitate more effective Multi-agency work in the event of a major incident through new hardware and a national policy adoption.	Completed
	That electronic systems be developed to record FSG information in the control room and display it simultaneously at the bridgehead and in any command units;	Although there is a method of utilising the Fire Survival Guidance information and recording it at the incident and within Control. More work is being done to explore an appropriate electronic system to share information on the incident ground. SFRS has now adopted a system of managing FSG information and relaying it to the incident ground which is backed up with written records until such time as all of the software solutions are fully embedded with Fire Control and SFRS	On Track
	That policies be developed for managing a transition from “stay put” to “get out”;	An interim policy has been completed and training given to operational staff. It is likely that this will be superseded by national guidance in the future.	Completed



		The approach is also covered in SFRS's technical document on Tall buildings which is compliant with National Operational Guidance. Training in this area continues.	
	That control room staff receive training directed specifically to handling such a change of advice and conveying it effectively to callers.	This has been completed with WMFS and SFRS Control room staff along with Police and ambulance staff.	Completed
	To investigate methods by which assisting control rooms can obtain access to the information available to the host control room.	This has been completed through the development of training packages and through connecting with other emergency service control rooms and training them. Further work is going on with fall-back control for fire (LFB and North-west in March 2021)	completed
	AS and the MPS review their protocols and policies to ensure that their operators can identify FSG calls (as defined by the LFB) and pass them to the LFB as soon as possible.	Policy and training complete for Fire Control staff	Completed
	That the LFB develop policies and training to ensure better control of deployments and the use of resources;	A range of activities have been evidenced between 2019-2021 to improve these areas	Completed
	that the LFB develop policies and training to ensure that better information is obtained from crews returning from deployments and that the information is recorded in a form that enables it to be made available immediately to the incident commander (and thereafter	A review of briefing tools for BA wearers has taken place and is covered in BA and Incident Command training. Three has been	Completed



	to the command units and the control room).		
	Develop a communication system to enable direct communication between the control room and the incident commander and improve the means of communication between the incident commander and the bridgehead.	Training has been completed in relation to systems to share information between the Incident Commander and Fire Control in a more effective manner. At the moment SFRS utilise incident command packs, decision logs and our command support vehicle systems. There is an opportunity to introduce a dedicated electronic information sharing system that gives live updates on FSG information (CS10b forms)	On Track
	LFB investigate the use of modern communication techniques to provide a direct line of communication between the control room and the bridgehead, allowing information to be transmitted directly between the control room and the bridgehead and providing an integrated system of recording FSG information and the results of deployments.	As above	NA
	that the LFB urgently take steps to obtain equipment that enables firefighters wearing helmets and breathing apparatus to communicate with the bridgehead effectively, including when operating in high-rise buildings;	SFRS have tested our communications systems within our tall buildings and data suggested that they are effective. An investment is being made into radio repeaters to cater for any issues from newer buildings (Funded through Grenfell grant funding from HM Government)	Completed



	That urgent steps be taken to ensure that the command support system is fully operative on all command units and that crews are trained in its use.	A full review of incident command support is required which will identify opportunities to improve systems such as the electronic connection with Fire Control for search, rescue and fire survival information (CS10B). Briefing tools have been refreshed through IIMARCH and BA Training reviews.	On Track
	That the government develop national guidelines for carrying out partial or total evacuations of high-rise residential buildings, such guidelines to include the means of protecting fire exit routes and procedures for evacuating persons who are unable to use the stairs in an emergency, or who may require assistance (such as disabled people, older people and young children);	NFCC and NOG team to share updates with FRS's. Local policy can be adjusted in conjunction with representative bodies.	NA
	That fire and rescue services develop policies for partial and total evacuation of high-rise residential buildings and training to support them;	Training and presentations delivered to Officers, Fire Control and operational teams on evacuation strategies and operational procedures. This is likely to be updated once more guidance is shared from the NFCC	Completed
	That the owner and manager of every high-rise residential building be required by law to draw up and keep under regular review evacuation plans, copies of which are to be provided in electronic and paper form to their local fire and rescue service and placed in an information box on the premises;	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire	NA



		at a building in Lichfield in November 2020	
	That all high-rise residential buildings (both those already in existence and those built in the future) be equipped with facilities for use by the fire and rescue services enabling them to send an evacuation signal to the whole or a selected part of the building by means of sounders or similar devices	This is an emerging issue. As of March 2021, there is one premises in Stafford, which has new type of system to enable partial of full evacuation signals. Training is taking place with SFRS staff and full audits have now taken place on all residential buildings in Staffordshire	completed
	That the <b>owner and manager of every high-rise residential building</b> be required by law to prepare personal emergency evacuation plans (PEEPs) for all residents whose ability to self-evacuate may be compromised (such as persons with reduced mobility or cognition);	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020	NA
	that the <b>owner and manager of every high-rise residential building</b> be required by law to include up-to-date information about persons with reduced mobility and their associated PEEPs in the premises information box;	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020	NA
	That all fire and rescue services be equipped with smoke hoods to assist in the evacuation of occupants through smoke-filled exit routes.	Smoke hoods have been placed onto all operational appliance with a small stock in reserve to cater for specific risks.	Completed
	That in all high-rise buildings floor numbers be clearly marked on each	All local Responsible Persons and owners of High Rise	NA



	landing within the stairways and in a prominent place in all lobbies in such a way as to be visible both in normal conditions and in low lighting or smoky conditions.	<b>Residential buildings</b> have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020	
	That the <b>owner and manager</b> of every residential building containing separate dwellings (whether or not it is a high-rise building) be required by law to provide fire safety instructions (including instructions for evacuation) in a form that the occupants of the building can reasonably be expected to understand, taking into account the nature of the building and their knowledge of the occupants.	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020	NA
	That the <b>owner and manager</b> of every residential building containing separate dwellings (whether or not they are high-rise buildings) carry out an urgent inspection of all fire doors to ensure that they comply with applicable legislative standards;	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020	NA
	That the <b>owner and manager</b> of every residential building containing separate dwellings (whether or not they are high-rise buildings) be required by law to carry out checks at not less than three-monthly intervals to ensure that all fire doors are fitted with effective self-closing devices in working order.	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in	Completed



		November 2020. This issue of flat front doors has been widely shared by the service through its experience with a fatal incident in Hanley in 2017 and the coroner's processes. In addition, this has also been highlighted again following the incident in Lichfield in 2020 with the service undertaking robust enforcement action on these issues.	
	That all those who have responsibility in whatever capacity for the condition of the entrance doors to individual flats in high-rise residential buildings, whose external walls incorporate unsafe cladding, be required by law to ensure that such doors comply with current standards.	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020	NA
	That each emergency service must communicate the declaration of a Major Incident to all other Category 1 Responders as soon as possible;	Training undertaken within SFRS and Fire Control. The JESIP Doctrine has been revised in 2021	Completed
	That on the declaration of a Major Incident clear lines of communication must be established as soon as possible between the control rooms of the individual emergency services;	Completed training through Fire Control and Operational staff (JESIP protocols) as well as command assessments. This action was covered in the JOL action note 2020-001	Completed
	That a single point of contact should be designated within each control room to facilitate such communication;	Completed through Fire Control FSG and high rise procedures in early 2021	Completed
	That a "METHANE" message should be sent as soon as possible by the	This action has been addressed with training but also a refresh	Completed

	emergency service declaring a Major Incident.	of the Joint Doctrine document for JESIP training	
	That steps be taken to investigate the compatibility of the LFB systems with those of the MPS and the LAS with a view to enabling all three emergency services' systems to read each other's messages.	This action has been addressed with Staffordshire Police, WMAS and Fire Control.	Completed
	That steps be taken to ensure that the airborne datalink system on every NPAS helicopter observing an incident which involves one of the other emergency services defaults to the National Emergency Service user encryption.	This action has been addressed with Staffordshire Police, the CCU and Fire Control. It was covered through JOL action note 2020 -002	Completed
	That the LFB, the MPS, the LAS and the London local authorities all investigate ways of improving the collection of information about survivors and making it available more rapidly to those wishing to make contact with them.	This is an aspect which will be lead by the police and local authorities - with support from the CCU	NA
ETAP review Management of the PANDEMIC	Report currently being finalised and further updates will follow		

#### 4 Strategic Risk Register

##### Strategic Risk Register

The Services Strategic Risk Register review takes places on a quarterly basis and met last on the 9<sup>th</sup> September 2022 . The Services' strategic risk register currently has 11 which remains the same as Q2 . Each risk as outlined below is subject to a full review during the Strategic Risk Register review which includes effectiveness of controls measures in place, review of individual risk action plans and risk/issue scores . During the review new risks raised by the attendees or by other members of staff are also considered and where appropriate they are included within the risk register, included in directorate or department risk registers or discounted as risks. Horizon scanning is part of the agenda and the group are encouraged to discuss new and emerging risk based on national and local intelligence both industry and politically related. Minutes are kept of the meeting along with an action log and this is

reviewed at every meeting as part of the agenda. The Service has increased attendance of this meeting and Union Bodies are now invited along with the opportunity to take an open chair.

	Number of risks at 9 <sup>th</sup> May 2022	Number of risks at 9 <sup>th</sup> September 2022
Red (Very High)	7	9
Amber (Med/High)	2	1
Yellow (Med/Low)	1	0
Green (Low)	1	1
<b>Total</b>	<b>11</b>	<b>11</b>

### Current Risks

Summary of Strategic Risks following 7 <sup>th</sup> September meeting	GROSS SCORE/RAG Last period	NET SCORE /RAG Last period	NET SCORE/RAG This period	Direction of travel
Loss of key staff	12	12	16	↑
Failure to maintain public confidence in the Staffordshire Fire and Rescue Safety Plan due to funding pressures	16	9	9	→
Uncertainty in the delivery of the Emergency Services Network (ESN)	16	12	12	→
Failure to protect the Service against cyber threats and attacks – see notes and actions 4.1.1	16	9	9	→
Safeguarding	8	4	4	→
Wellbeing, inclusion and culture	9	9	12	↑





Supply chain disruption	12	9	9	→
Failure to have a suitable environmental impact plan	12	8	8	→
Data Protection Awareness and Maturity Level	12	12	12	→
Loss of service data due to implementation of Vision 4	16	16	16	↑
Firefighter Pension scheme	12	12	12	→

## Current Risks