



ETAP Governance Highlight Report

Report of the Chief Fire Officer

Item 6

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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

Thematic inspection on the handling of misconduct

HMICFRS published its thematic report '**Standards of behaviour - The handling of misconduct in fire and rescue services**' on the 1st August 2024.

The Service were one of 10 fire and rescue services to take part in this thematic inspection back in November last year which focused on misconduct and improving values and culture in across fire and rescue services nationally.

In this report, HMICFRS said that most fire and rescue services have taken steps to improve standards of behaviour and root out misconduct. But the inspectorate found there are still pockets of abhorrent behaviour, and it has called for further improvements to make sure misconduct is handled effectively.

Across the 10 services inspected, the inspectors found:

- occurrences of unacceptable behaviours including sexist, racist and homophobic language were most common within watches
- there is a widespread lack of confidence in misconduct processes which prevents staff, particularly women, from speaking out
- supervisors and managers are not sufficiently trained to manage staff performance, poor behaviour and welfare issues. Staff that manage and investigate misconduct need the right training
- services need to learn from their misconduct cases to prevent it happening in future.

HMICFRS have also provided 15 recommendations (set out in the table below) for all fire and rescue services and the senior leadership team are working to review and implement any changes required across our Service. To view the report in full please click [here](#).



HMICFRS thematic inspection report: 'Standards of behaviour - The handling of misconduct in fire and rescue services' Recommendations	
1	By 1 February 2025, chief fire officers should, as a priority, make sure their staff are aware of, and follow the Core Code of Ethics. Services should build the code into all relevant policies and practices.
2	By 1 February 2025, chief fire officers should make sure a policy for probationary staff is in place. This policy should make clear that services can immediately dismiss probationers who fail to meet the required standards of behaviour set out in the Core Code of Ethics and the Code of Ethics fire standard.
3	By 1 May 2025, chief fire officers should make sure their workforce plans allow staff to be moved from a wholetime watch to a different watch or station, within their contractual requirements, proactively and reactively as required. By 1 May 2025, chief fire officers should also make sure firefighters who are promoted are posted to a different watch or station, including when the promotion is temporary for two months or more. If this isn't possible, chief fire officers should show how the risks of reinforcing a negative culture have been addressed.
4	By 1 February 2025, chief fire officers should make sure their services create or have access to a dedicated professional standards function to oversee the investigation of concerns raised within a service or from an external source. This should oversee cases to make sure they are investigated in a fair and transparent way, manage complex cases directly and act as a point of contact for all staff involved.
5	By 1 November 2024, chief fire officers should make sure all staff understand how to raise a concern and use grievance and whistle-blowing processes. Chief fire officers should: <ul style="list-style-type: none"> • make sure staff know how services will handle responses and maintain confidentiality and anonymity; and • explain how staff can access services' whistle-blowing capability and the difference between whistle-blowing and other processes for raising concerns
6	By 1 February 2025, chief fire officers should make sure a programme of training is in place for all supervisors and managers on how to manage staff performance and welfare and how to raise an issue. It should be supported by relevant policies and procedures. Training should include: <ul style="list-style-type: none"> • staff welfare and absence management; • the process for managing individual staff performance, addressing poor performance and potential misconduct issues; • how to handle difficult conversations and resolve issues informally, if appropriate, when a concern is identified; and • clarifying the role of HR services in helping managers to deal with staff concerns and misconduct issues. Chief fire officers should make sure all managers and supervisors attend the training programme.



7	<p>By 1 May 2025, chief fire officers should make sure the policies and processes for misconduct are consistent for all staff and are fairly applied within their respective conditions of employment.</p> <p>By 1 August 2025, the National Joint Council for Local Authority Fire and Rescue Services and the National Joint Council for Local Government Services, supported by the National Fire Chiefs Council, should make misconduct processes consistent for all staff irrespective of the terms and conditions of their employment</p>
8	<p>By 1 November 2024, chief fire officers should make sure all allegations of misconduct are handled in a consistent way and staff have confidence in misconduct processes. Chief fire officers should carry out a full review of the processes, from initial identification of a misconduct issue through to the resolution or outcome. This should include a review of how services:</p> <ul style="list-style-type: none"> • monitor and manage investigations; • maintain accurate records; and • adhere to required timescales.
9	<p>By 1 August 2025, chief fire officers should introduce a case management system if they don't already have one. The case management system should allow data to be produced that will help them to better understand and oversee misconduct cases in their services.</p>
10	<p>By 1 May 2025, chief fire officers should make sure their services have enough capacity to carry out their misconduct investigations. They should consider using external investigators or a similar independent resource to support the process if required</p>
11	<p>By 1 May 2025, chief fire officers should review the training their services provide for supervisors and managers who investigate misconduct issues at all levels. Chief fire officers should make sure:</p> <ul style="list-style-type: none"> • all staff who carry out investigations receive adequate training to carry out the task; • a programme of refresher training and ongoing support is available so that staff can maintain a level of competence; and • it is clear how services' HR provision, staff associations and any trade union representative or fellow employee will support the investigation process
12	<p>With immediate effect, chief fire officers should make sure all staff are aware of the welfare support, including occupational health support, that is available to staff involved in misconduct processes. Chief fire officers should encourage all staff involved in misconduct processes to access this support, whether they are an alleged perpetrator, complainant, witness, investigator or decision-maker. Welfare personnel should be independent of the investigation and have been appropriately trained for this role</p>

13	<p>By 1 November 2024, fire and rescue authorities and chief fire officers should consider varying the approach to hearing appeals so that appeals for complex or serious cases are heard by a panel rather than one person.</p> <p>By 1 February 2025, fire and rescue authorities and chief fire officers should make sure all service managers and members of fire and rescue authorities who hear appeals receive appropriate training.</p> <p>Chief fire officers should make sure services have a consistent approach to hearing appeals.</p>
14	<p>By 1 November 2025, chief fire officers should implement a process that makes sure they can oversee and scrutinise their services' performance relating to misconduct issues. This process should provide:</p> <ul style="list-style-type: none"> • a strategic overview of performance and analysis of trends, including disproportionality; • regular reporting of issues, outcomes and trends to the fire and rescue authority; and • identification of learning outcomes and how they will be shared with fire and rescue service staff, to prevent repeat behaviours
15	<p>By 1 February 2025, chief fire officers should put in place a process for sharing learning from misconduct cases that have been resolved while preserving the confidentiality of all parties involved. Any learning should feed into the national system, when established.</p> <p>By 1 May 2025, the National Fire Chiefs Council should establish a system for sharing learning from more serious cases of misconduct with fire and rescue service staff. The information shared should preserve the anonymity and confidentiality of all parties involved. The College of Fire and Rescue, once it is established, should take responsibility for maintaining this system</p>

These findings reinforce the importance that we have a positive culture within the Service and we are constantly looking to improve the support we give our staff, increase diversity to be reflective of our local communities and ensure our organisation is a place where people enjoy coming to work.

Chief Fire Officer Rob Barber has taken the opportunity to emphasise and remind staff of the standards of behaviour we expect, and that there is no place for unacceptable or discriminatory behaviour within our Service. Staff are encouraged to raise their concerns if they experience, or witness, any such behaviour and reminded about the independent reporting line 'Say So' where concerns can be shared anonymously.

Round 3 inspection – Effectiveness, efficiency and People

In March 2023, **HMICFRS** started **Round 3** of **fire and rescue service inspections**. They have published reports of 18 services to date. Since 2018, every service has been inspected at least twice meaning there is now a benchmark against which progress can be monitored.



The Service's **Round 3 inspection** started Monday, 26th February 2024 through to week commencing 6th May. The inspection followed a format set by HMICFRS and the schedule ensures that evidence gathered is tested and information triangulated where necessary throughout the process.

The Inspectors also ran a series of focus groups so that they can speak to broad range of staff across the organisation and not just those involved in the interviews or exercises to get a more comprehensive understanding of the Service

In Round 3, HMICFRS has assessed the Service's progress since our last inspection, and it will comment on our progress in its report against:

Effectiveness – how well the Service is performing its principal functions of preventing fires from happening, making sure the public is kept safe through the regulation of fire safety and responding to emergency incidents.

Efficiency – the way the Service uses its resources to manage its current risks and how well it is securing an affordable way of managing its risks in the future.

People – how well the Service looks after its people.

HMICFRS now assesses each service against the '**characteristics of good**' and gives each service graded judgments against 11 diagnostic elements. The grading system in Round 3 has moved to a 5-tier grading system with an additional grade of '**adequate**'. This brings fire in line with the way police forces are graded and better serves the aims of promoting improvements in fire and rescue, highlighting where a service is doing well and where it needs to improve. Click [here](#) for further details of how HMICFRS inspect fire and rescue services.

A '**hot debrief**', summarising headline findings for the Principal Officers and the Commissioner and Chief Executive took place on the 13th May 2024. This helped us to ensure that early action could be taken in respect of any key recommendations.

The full inspection report was published on Wednesday the 18th September it is a very positive report for the Service to receive. Out of the 11 areas inspected we have received, 4 adequate gradings, 6 good gradings, and 1 outstanding grading. In addition, it has been stated within the report that we provide good value for money which again is a very positive position to be in. This report demonstrates the hard work that everyone within the service has delivered over the last three years. Also the report shows that we have been graded as good for promoting the right values and culture, which as you are aware has been the focus of a great



deal of national media attention. As Chief Officer I am immensely proud of everyone that has contributed to the outcomes highlighted within this report. We will continue to strive for excellence in everything that we do, and I know that making Staffordshire the safest place to be will continue to drive us forward.



Summary of live HMICFRS Service Inspection report AFI action plan

Fire & Rescue Service Round 3 Inspection Effectiveness, efficiency and people An inspection of Staffordshire Fire and Rescue Service				
Overall judgment	Question judgment	Areas for Improvement	Status	Comments & progress
Good	Understanding fires and other risks			
Adequate	Preventing fires and other risks	1. The service should make sure all staff understands how to identify vulnerability and safeguard vulnerable people.		
Adequate	Protecting the public through fire regulation	2. The service should make sure it has an effective quality assurance process so that staff carry out audits to a consistent standard.		
Good	Responding to fires and other emergencies			
Outstanding	Responding to major and			



	multi-agency incidents			
Good	Making best use of resources			
Good	Making the fire and rescue service affordable now and in the future			
Good	Promoting the right values and culture			
Good	Getting the right people with the right skills			
Adequate	Ensuring fairness and promoting diversity	<p>3. The service should make sure that all staff understand the benefits of equality, diversity, inclusion and positive action and their role in promoting it.</p> <p>4. The service should make sure it has robust processes in place to undertake</p>		



Staffordshire
Fire and Rescue Service
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		equality impact assessments and review any actions agreed as a result.			
Adequate	Managing performance and developing leaders	5. The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.			

<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

Grenfell phase 2 report

On the 4th September 2024 the phase two report from the Grenfell Tower inquiry was published. The Inquiry was established to examine the circumstances leading up to and surrounding the fire at Grenfell Tower on the night of 14 June 2017. Phase 1 focused on the factual narrative of the events on the night of 14 June 2017. The Grenfell Tower Inquiry's final hearings took place in November 2022. Phase 2 examines the causes of the fire, including how Grenfell Tower came to be in a condition which allowed the fire to spread in the way identified by Phase 1.

We have already seen many changes in fire and rescue services (FRSs) from the first report – issued in 2019 – and its 46 recommendations. As is made clear in the final report, we must maintain our focus on the Phase 1 recommendations as we turn to those in this final report. This includes those recommendations yet to be completed, but also to assure ourselves that those that have been completed are looked at again, with a fresh pair of eyes, and in the context of this final report. Our mission is to keep communities and firefighters safe. We are committed to delivering reform on behalf of the communities of Grenfell.

The report lists 58 Grenfell Tower Inquiry Phase 2 recommendations. SFRS are currently working through all of the recommendations within the report and will be tracking those aimed at Fire and Rescue Services our progress against them via an online tracker as per all



other reports of this nature. These will be reported via our internal governance arrangements and we will update EATP on a regular basis via our governance reports.

HMICFRS Values and Culture in Fire and Rescue Services Progress

Overview (COMPLETED)

(Only actions relevant to Staffordshire Fire and Rescue Service Displayed)

Ref	Area for Improvement / Recommendation	Status	Delivery Date	Notes
01	By 1 October 2023, chief fire officers should make sure their services provide a confidential way for staff to raise concerns and that staff are aware of whistleblowing processes.	Completed and Signed Off	01/10/2023	Approved SDB 13/06/2023
03	By 1 June 2023, chief fire officers should review the support available for those who have raised concerns and take any action needed to make sure these provisions are suitable.	Completed and Signed Off	01/06/2023	Approved SDB 13/06/2023
04	By 1 June 2023, chief fire officers should assure themselves that updates on how concerns are being handled are shared with those who have raised them. The updates should be given in an accessible way that encourages trust and confidence in the service response. Consideration should be given to creating a 'professional standards' function to handle conduct concerns in service (or from an external service) to have oversight of cases, to make sure they are conducted in a fair and transparent way and to act as a point of contact for all staff involved.	Completed and Signed Off	01/06/2023	Approved SDB 10/06/24
05	By 1 June 2023, chief fire officers should make sure they provide accessible information for all staff and members of the public on how they can raise concerns and access confidential support (including through external agencies). Chief fire officers should also make sure accessible information is provided on how concerns and allegations will be investigated in a way that ensures confidentiality and is independent of the alleged perpetrator.	Completed and Signed Off	01/06/2023	Approved SDB 13/06/23
09	By 1 January 2024, chief fire officers should: - immediately review their current background checks arrangements, and make sure that suitable and sufficient background checks are in place to safeguard their staff and communities they serve; and - make sure that appropriate DBS check requests have been submitted for all existing, new staff, and volunteers, according to their roles as identified by the Fire Standards Board.	Completed and Signed Off	01/01/2024	Approved SDB 10/06/24
12	By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on staff disclosure, complaint and grievance handling.	Completed and Signed Off	10/06/2024	Approved SDB 10/06/24



14	By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on misconduct allegations and outcomes handling.	Completed and Signed Off	10/06/2024	Approved SDB 10/06/24
17	With immediate effect, chief fire officers should notify HMICFRS of any allegations that have the potential to constitute staff gross misconduct that:- involve allegations of a criminal nature that have the potential to affect public confidence in FRSS;- are of a serious nature; or- relate to assistant chief fire officers or those at equivalent or higher grades.	Completed and Signed Off	01/01/2023	Approved SDB 13/06/2023
18	By 1 August 2023, chief fire officers should provide assurances to HMICFRS that all parties are supported in relation to ongoing investigations.	Completed and Signed Off	01/08/2023	Approved SDB 10/06/24
20	By 1 June 2023, chief fire officers should have plans in place to ensure they meet the "Fire Standard" leading the service standard"[https://www.firestandards.org/standards/approved/leading-the-service-fsc-led01b/] and its "leading and developing people standard" [https://www.firestandards.org/standards/approved/leading-developing-people-fsc-led01a/].	Completed and Signed Off	10/06/2024	Approved SDB 10/06/24
21	By 1 June 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all senior leaders and managers (assistant chief fire officer equivalent and above) in service.	Completed and Signed Off	10/06/2024	Approved SDB 10/06/24
22	By 1 September 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all other leaders and managers in service. The process should include gathering feedback from a wide range of sources including colleagues and direct reports.	Completed and Signed Off	10/06/2024	Approved SDB 10/06/24
23	By 1 June 2023, chief fire officers should seek regular feedback from staff about values, culture, fairness and diversity, with due regard to the leading and developing people standard [https://www.firestandards.org/standards/approved/leading-developing-people-fsc-led01a/]. They should show how they act on this feedback.	Completed and Signed Off	01/06/2023	Approved SDB 10/06/24
24	By 1 October 2023, chief fire officers should put plans in place to monitor, including through the gathering and analysis of staff feedback, watch and team cultures and provide prompt remedial action for any issues they identify.	Completed and Signed Off	01/10/2023	Approved SDB 10/06/24
27	By 1 June 2023, chief fire officers should make sure their equality impact assessments are fit for purpose and, as a minimum, meet the requirements of the National Fire Chiefs Council equality impact assessment toolkit.	Completed and Signed Off	01/06/2023	Approved SDB 10/06/24
28	By 1 June 2023, chief fire officers should review how they gather and use equality and diversity data to improve their understanding of their staff demographics, including applying and meeting the requirements of the National Fire Chiefs Council equality, diversity and inclusion data toolkit [https://www.ukfrs.com/equality-diversity-and-inclusion-data-toolkit/].	Completed and Signed Off	01/06/2023	Approved SDB 10/06/24



32	By 1 June 2023, chief fire officers should, as a priority, specify in succession plans how they intend to improve diversity across all levels of the service. This should include offering increased direct-entry opportunities.	Completed and Signed Off	01/06/2023	Approved SDB 10/06/24
33	By 1 August 2023, chief fire officers should develop plans to promote progression paths for existing staff in non-operational roles and put plans in place to reduce any inequalities of opportunity.	Completed and Signed Off	01/08/2023	Approved SDB 10/06/24
34	With immediate effect, chief fire officers should review their implementation of the Core Code of Ethics [https://www.firestandards.org/standards/approved/code-of-ethics-fsc-eth01/] and make sure it is being applied across their services.	Completed and Signed Off	01/01/2023	Approved SDB 10/06/24

Summary of other reports

Report Title
<p>Manchester Arena Inquiry</p> <p>Manchester Arena public inquiry into the attack on Manchester Arena 22nd May 2017</p> <p>The Manchester Arena Inquiry Volume 2 Emergency Response, was published November 2022. There are 149 recommendations covering all the Emergency Services involved and the Local Resilience Forums. It is important to note that Staffordshire Fire & Rescue Service (SFRS) has taken the opportunity to include other recommendations from other services and multi-agency related recommendations to expand on the opportunity to learn and improve our procedures.</p> <p>SFRS has developed an action plan including 35 actions, with an additional 17 actions from our shared Fire Control, which West Midlands Fire Service will be taking the lead with our involvement and scrutiny. Of the 35 actions, 17 are complete with 18 in progress. Out of the 17 Fire Control actions, 2 have been completed with 15 ongoing (of which 9 are 75% complete).</p> <p>The main themes include the following areas:</p> <p>Sharing of major incident plans</p>

A multi-agency group has been set up to move this work forward, SFRS has rewritten our major incident plan and will be shared through resilience direct, so all related partners can view. Training with each multi-agency plans will be scheduled at the Fire Operational forum during April 2024.

Record keeping

The scope of this work includes providing the training and tools to enable officers to keep relevant records of decisions. New larger books have been introduced to support the use of note taking, bespoke training to all officers including the use of trigger notes to support contemporaneous note taking.

Sharing of plans

Each organisation has a set of site-specific tactical plans. A wider discussion has started following the Staffordshire Resilience Forum workshop, reference multi-agency tactical plans. SFRS will work with partners and the Civil Contingency Unit (CCU) to understand how this can be achieved. We currently have multi-agency plans for sites covered by the control of major accident hazards (COMAH) and sites such as waste sites, however we intend to expand these plans.

Joint Emergency Service Interoperability Programme (JESIP)

This area covers joint training and awareness of partners working together, to ensure shared situational awareness and shared communications. Currently the three blue light partners have relaunched joint training for all incident commanders and dates will continue to be programmed throughout 2024 and onwards. A good example of exercising was a recent multi-agency training event, incorporating all levels, operational, tactical and strategic. Testing our response to a major incident, learning was collated and shared and a further exercise will be planned for 2024 to assure all partners of the learning gathered.

Manchester Arena part 2 report

Since the last update we have carried out a review of our plans and have now increased our actions to 37 in total. Good progress has been made and we have now completed 34 of these actions. We plan to have all 37 actions completed by the end of 2024.

Fire Control now have 17 actions, 4 complete with 8 actions 75% complete. We will continue to monitor this through our shared service performance mtgs with West Midlands FRS. There are 25 actions for SFRS in total. 15 have been completed with 10 actions outstanding. The main

4 Strategic Risk Register

The Strategic Risk Register is a high level document that record the key risks facing the Service: those risks that could prevent the authority from achieving its overall strategies and objectives.



Maintaining the Strategic Risk Register is a vital part of the governance arrangements for the Service and, as such is overseen by the Senior Leadership Team and other key stakeholders who review it on a quarterly basis.

The risk register shows the risk, a description of the risk, the risk score if no action is taken (gross risk score), the internal controls put in place to mitigate the risk and the risk score after these controls are in place (net risk).

The risk register is brought to the Strategic Risk Register board, risks and controls are reviewed, potential and emerging risks are reviewed and any identified risks from the Directorate risk registers that could impact on strategic objectives.

The last review took place on 15th May 2024.

As at 15th May there were nine strategic risks. Following review of the risk register;

High	0	0	2	0
Medium	0	1	1	4
Low	0	0	0	1
Very Low	0	0	0	0
Unassigned 0	Insignificant	Minor	Moderate	Major

- No risks were removed or archived
- One risk increased in rating and one risk decreased
- Controls were discussed for all risks and the action plans have been updated.

The Risk Environment – Significant or Potentially significant risks

CORP007 - Loss of Key Staff

This is currently one of the Service’s highest risks. It had remained as a red risk throughout the whole of the last financial year. The Board discussed the current scoring level of this risk based on the action to review the risk completely given the complexity and the causes for Loss of People within the Service.

- Industrial Action - we have a good track record of industrial action management and have a robust plan in place. Industrial action response planning also forms part of the HMICFRS inspection process.
- The Workforce planning board is now well established and has a plan for grey book gaps in establishment understand skills, promotion and retirement profiles. They will now start to look at Green Book roles in terms of resilience, development and succession planning.
- Pension ruling cause can be removed as this has not proven to be a cause of the risk.
- Controls were reviewed and agreed as being sufficient and effective enough to reduce the risk.

The causes, consequences and the controls were reviewed and the Board agreed that the Cause and Likelihood should be updated and that the net score could be reduced to a 12.

CORP008 - Failure to maintain public confidence in the Staffordshire Fire and Rescue Safety Plan due to funding pressures

Overall financial risk position has improved but we cannot stop the transformation work to achieve cost savings and efficiencies. The pay risk has subsided with the pay increase supported by the FBU and financial pension risk has been alleviated by the grant from the government.

There is always a threat that political changes will impact this risk should we get a new government in the general election which could affect settlement costs etc. The board agreed that the risk needs to be updated with the current picture but the fragility of the situation should be clear.

Risk was reviewed and the cause and consequences updated. The controls were reviewed and the group agreed that the risk should remain the same for now.

CORP0011 – Wellbeing, Inclusion and Culture

There has been a lot of work carried out in terms of wellbeing and our culture. There have been some changes in EDI team and this work has now been incorporated into the Police Team. We have had mandatory training across the Service on Positive Action and Active Bystander.

HMICFRS have concluded our periodic inspection and although we are yet to receive the official findings overall it is indicated that our staff are well supported and demonstrating



the core code of ethics. The Service has invested in ways for staff to communicate with us through Say-so, staff surveys and opportunities to contribute to working groups.

The board agreed that although some really positive work continues throughout the organisation we should review this risk again in September when we have had the results of the thematic inspection and the results of the full inspection.

The controls were reviewed and the board agreed that the net score to remain the same.

CORP0009 - Failure to prevent or recover from a Cyber-attack including targeted ransomware, malware, and Distributed Denial of Service (DDoS) attacks. Cyber-attack restricting system availability

The risk owner Richard Evanson updated the group on the current threat level. The new anti-virus has been installed and back up policies are in place, and policies on how we respond to an incident have been updated. Unfortunately, the risk does not alter given the threat from nation states such as China and Russia, these attacks are getting more frequent and mature. The risk controls can be updated and reviewed as a lot of progress has been made and improvements also planned for this financial year. Audit has been recently carried out and will also be audited by RSM this year.

Controls were reviewed and updates provided by Richard Evanson. Agreed that the risk rating should remain the same at this time.

CORP0014 - Shared Service Performance

The Board reviewed the risk and discussed the controls in place and whether we considered them sufficient and effective enough to reduce the risk from its current net rating. The Board agreed that the consequences and the likelihood should be rewritten

The Board discussed the issues with vetting and the length of time this takes to get staff on board who require a higher level of vetting. The delays are significant and we have been offered an outsourcing provision by using Warwickshire Police however this comes at additional costs. Rob Barber requested that David raises this through SSOMG. As it stands this control is effect in terms of providing shared service collaboration between us and the Police.

Michelle Hickmott and James Bywater now sit on the Shared Control governance board and we are now starting to see some improvements in service delivery however we would not say that it is effective therefore control remains at partially effective.

The risk remains the same at this time and further review of controls to mitigate the risk will be undertaken for next quarter.

CORP0015 - Damage to Public Trust Confidence Impacting on the Service's Reputation

The risk was discussed by the Board. The audit programme has gone well and we should receive the result in August/September, we also await the overall results of the FARS Culture Thematic in June.

Given the nature of some issues that other services have been facing it is important that we still consider this risk as a threat and manage it appropriately therefore the board agreed that this score should remain as a moderate 9 for the time being until we have received full inspection reports.

CORP0012 Failure to implement the Services Environmental Strategy and Reduce our Carbon Footprint

Review Summary: This risk has been fully reviewed and controls and mitigations put against each impact. The risk NET score has increased but this is generally because we now have a better understanding of the risk. The Board were comfortable with the increase. The Environmental plan is in place and P & A are doing work on pulling data together to get an overall picture of our efforts so far. We need to be aware that PFI teams have their own environmental strategies and whatever options they present on our buildings we would have to consider and factor in costs for this. We do not see that PFI providers will be a barrier to our progress.

4.2 Strategic Risk Summary

The previous risk register version 81 was agreed. The minutes from the last Strategic Risk meeting were approved and the actions and risk action plans were reviewed.

4.3 New Risks



There were no new risks identified this quarter however, we did discuss the emerging risk of misinformation, sharing of corporate information. It was agreed that these issues are managed through other risks however will be monitored.

4.4 Highest Risks

The greatest individual Strategic risks are:

4. Net Red Risks			Total:	6
Risk Register	Risk Title	Net Risk Level	Risk Owner	
Strategic Risks	Loss of Key Staff A significant loss of staff across which has the potential to cause	12	Operational	
Strategic Risks	Failure to maintain public confidence in the Staffordshire Fire and Rescue Safety Plan due to funding pressures	12	Financial	
Strategic Risks	Cyber attack restricting system availability	12	Operational	
Strategic Risks	Failure to prevent or recover from a Cyber-attack including targeted Wellbeing, inclusion and culture	12	Operational	
Strategic Risks	Failure to continue to embed and build upon the positive culture we have	12	Strategic	
Strategic Risks	Failure to implement the services environmental strategy and reduce our carbon footprint	12	Strategic	
Strategic Risks	Shared Service Performance Insufficient contractual performance from service partners and providers	12	Operational	

Risks increased

CORP00012 Failure to implement the Services Environmental Strategy and Reduce our Carbon Footprint has increased this quarter to 12.

Risks reduced but remaining on the Strategic Risk Register

CORP007 Loss of People has decreased this quarter.

Related Risk and Assurance Information

The Strategic Risk word document elaborates in greater detail the risk, current controls and progress against any outstanding actions in place.

The Strategic Risk Dashboard gives an over view of the status of the Service’s strategic Risk profile.

Below is an extract on the movement of risk over the last three quarters and a summary of control effectiveness against those risks.



Movement in Rating

Risk Ref	Business Unit	Risk Title and Description	Current Rating				Controlled		Controls				
			11/23	02/24	05/24	08/24	Rating	Target Date	Not Started	In Progress	Implemented	Total	% Implemented
CORP0007	Strategic Risks	Loss of Key Staff A significant loss of staff across which has the potential to cause disruption to core service	n/i	18	18	12	6	30/09/2024	0	4	7	11	64%
CORP0008	Strategic Risks	Failure to maintain public confidence in the Staffordshire Fire and Rescue Safety Plan due to funding pressures	n/i	12	12	12	9	01/04/2025	1	3	2	6	33%
CORP0009	Strategic Risks	Cyber attack restricting system availability Failure to prevent or recover from a Cyber-attack including targeted ransomware, malware, and	n/i	12	12	12	9	30/09/2024	1	2	13	16	81%
CORP0010	Strategic Risks	Safeguarding Failure of the SF&RS to raise awareness and be prepared in all respects, to work closely with	n/i	8	8	8	6	15/05/2025	0	4	9	13	69%
CORP0011	Strategic Risks	Wellbeing, inclusion and culture Failure to continue to embed and build upon the positive culture we have created of wellbeing	n/i	12	12	12	4	07/02/2025	0	4	3	7	43%
CORP0012	Strategic Risks	Failure to implement the services environmental strategy and reduce our carbon footprint The UK government has set a target of net zero	n/i	9	9	12	9	01/02/2027	3	4	2	9	22%
CORP0013	Strategic Risks	Data Protection Awareness and Operating Level Low maturity of some staff in data protection principles and understanding potentially resulting	n/i	6	6	6	4		0	0	5	5	100%
CORP0014	Strategic Risks	Shared Service Performance Insufficient contractual performance from service partners and providers affecting service delivery	n/i	12	12	12	9	31/12/2024	0	3	1	4	25%
CORP0015	Strategic Risks	Damage to public trust and confidence impacting upon the service's reputation The trust and confidence from our communities	n/i	9	9	9	4	10/09/2024	0	2	2	4	50%
			9						5	26	44	75	59%

The Executive Team will update the Strategic Risk Manager with any significant changes To any of the strategic risks prior to the next quarterly meeting. They will also inform The Strategic Risk Manager if a new strategic risk is identified prior to the next meeting. This allows the Strategic Risk Register to be a “live” document.