



ETAP Governance Highlight Report

Report of the Chief Fire Officer

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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

Thematic inspection on the handling of misconduct

HMICFRS published its thematic report on 1st August 2024, '**Standards of Behaviour - The Handling of Misconduct in Fire and Rescue Services**', which highlighted that while many fire and rescue services have made strides to improve behaviour and address misconduct, issues persist.

The inspectorate found that in some Fire and Rescue Services:

- Abhorrent behaviour, including sexist, racist, and homophobic language, was most common within watches.
- There is a widespread lack of confidence in misconduct processes, particularly among women, preventing them from speaking out.
- Supervisors and managers lack sufficient training to manage performance, behaviour, and welfare issues, and those handling misconduct cases require better training.
- Fire services need to learn from past misconduct cases to prevent future occurrences.

The report also included **15 Recommendations** for improvement, which the senior leadership team have reviewed and continue to monitor their completion through the Service Delivery Board to ensure that any changes required across our Service are implemented successfully. To view the report in full please click [here](#).

Round 3 inspection – Effectiveness, Efficiency and People

HMICFRS completed its **Round 3** inspection of the Service in the early part of 2024, with its final report being published in September. In Round 3, HMICFRS assessed the Service's progress since our last inspection measured against the three following pillars:

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 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 the 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.

Out of the 11 areas inspected the Service received, 4 adequate gradings, 6 good gradings, and 1 outstanding grading. In addition, it has been stated within the report that the Service provides 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 the Service has been graded as “**good**” for promoting the right values and culture, which has been the focus of a great deal of national media attention across the fire sector over recent years.

Our HMICFRS 2024 Gradings

Outstanding	Good	Adequate
 Responding to major incidents	 Understanding fire and risk	 Preventing fire and risk
	 Responding to fires and emergencies	 Public safety through fire regulation
	 Best use of resources	 Promoting fairness and diversity
	 Future affordability	 Managing performance and developing leaders
	 Promoting values and culture	
	 Right people, right skills	

In the report, **5 Areas for Improvement** were identified which the senior leadership team have reviewed and continue to monitor formally through the Service Delivery Board to ensure any

changes required across our Service are implemented successfully. To view the report in full please click [here](#).



Summary of Service progress against HMICFRS Recommendations and Areas for Improvement (AFIs)

HMICFRS Staffordshire Fire and Rescue Service 2023-25 Effectiveness, Efficiency and People (5 Areas for Improvement)

Ref	Area for Improvement	Status	Delivery Date	Progress Notes
01	The service should make sure all staff understand how to identify vulnerability and safeguard vulnerable people.	On Track	17/09/2025	A review and evaluation of current safeguarding training for personnel has been carried out and findings presented to the Safeguarding Board. Board decision to implement Level 2 Safeguarding training for all operational personnel with ongoing periodic refreshers. Work now required to devise suitable options for delivery.
02	The service should make sure it has an effective quality assurance process, so staff carry out audits to a consistent standard.	On Track	17/09/2025	Plan devised to address this AFI: <ol style="list-style-type: none">1. Review existing Quality Assurance Policy (QA) and Procedures to ensure they are fit for purpose2. Ensure suitable systems are in place to monitor policy compliance and collate evidence of QA3. Scrutinise performance against QA policy to ensure compliance and take corrective action as required (Monthly scrutiny at Protection Managers Meeting with Updates to P&P Board and Senior Managers Performance Meeting)4. Present performance/evidence to P&P Board for further scrutiny/assurance5. Complete further actions as defined by P&P Board
03	The service should make sure all staff understand the benefits of equality, diversity, inclusion and positive action and their role in promoting them.	On Track	17/09/2025	ED&I awareness presentation is being developed, this will look to go live in April 2025 and last for 12-18 moths as we look to deliver this face to face across the Service. This will also include positive action awareness session to our work force either via team or in person.
04	The service should make sure it has robust processes in place to carry out equality impact assessments and review any actions agreed as a result.	On Track	17/09/2025	The NFCC training on Equality Impact Assessments (EqIA) has started, with nominated SPOC's within the Service. The final EqIA guidance and a 'How to' guide has been drafted and awaiting sign-off from the PO's to then go live across the Service.



05	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	On Track	17/09/2025	An overview of the L&D plan: Research: Oct 24 to Jan 2025. Options: Feb 2025. Recommendations and Decision: March 2025. Research has started with other FRS discussions and NFCC guides. Update due Jan/Feb 2025 as options are developed following initial research.
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HMICFRS Standards of Behaviour: The handling of misconduct in fire and rescue services (15 National Recommendations)

Ref	Area for Improvement / Recommendation	Status	Delivery Date	Progress Notes
01	By February 2025, chief fire officers should, as a priority, make sure their staff are aware of, and follow the Core Code of Ethics. FRSs should build the code into all relevant policies and practices.	Completed and signed off	01/02/2025	<p>The Core Code of Ethics (CCoE) is now integrated into every HR policy, ensuring each policy references the CCoE and its relevance. Principal Officers have been assigned specific CCoE elements to champion.</p> <p>A HIVE Survey has been conducted to gauge employee sentiments and measure understanding, with plans for ongoing use.</p> <p>A Grievance/Disciplinary Tracker has been established to monitor trends and ensure behaviours align with CCoE expectations.</p> <p>Additionally, the CCoE is frequently referenced in daily conversations, reflecting a clear understanding of the values employees are expected to demonstrate.</p>
02	By 1 February 2025, chief fire officers should make sure a policy for probationary staff is in place. This policy should make clear that FRSs 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.	On Track	01/02/2025	Associated policies to be reviewed and standalone Probation Policy developed. This needs to be done in conjunction with the updated Government Legislation which now likely to be delayed until 2026, so in the interim period probationary aspects will be reviewed to ensure processes are more robust.



03	<p>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.</p> <p>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.</p>	On Track	01/05/2025	<p>HR has confirmed that staff can be moved. Agenda item added to next Workforce Planning Board (WPB) 130125 - where recommended actions will be reviewed to determine way forward. HR host regular 'Moving Day' to look at and review upcoming moves etc.</p> <p>Recommended Actions:</p> <ul style="list-style-type: none">a. HR to check contractual terms re movement of staff.b. Agenda item on WPBc. Clarity within Promotion Guidanced. Temporary promotions - introduce control measure via GM/SM to monitor and peer assesse. GM/SM to manage skills/rotations - issues to be raised with WPB.
04	<p>By 1 February 2025, chief fire officers should make sure their FRS 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.</p>	On Track	01/02/2025	<p>HR manager to meet with police to explore their approach to professional standards. Follow up meeting planned with the POs in the New Year to consider the offer and our options.</p>
05	<p>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:</p> <ul style="list-style-type: none">•make sure staff know how FRSs will handle responses and maintain confidentiality and anonymity; and•explain how staff can access FRSs' whistle-blowing capability and the difference between whistle-blowing and other processes for raising concerns.	Completed and signed off	01/11/2024	<ul style="list-style-type: none">•Details of Whistleblowing/Grievances/Say So/Hive have been included on the Staff Room intranet, all policies are available on the intranet.•An article has been completed for Burning Issues explaining in depth the differences between the different terms.•Further communication has been provided to re enforce that HIVE/Say So cannot be accessed directly by any SFRS employee, irrespective of Seniority or Department.•An overview of the terminology is now included within the Middle Manager Training Modules, reinforcing the differences.



06	<p>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:</p> <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. <p>Chief fire officers should make sure all managers and supervisors attend the training programme.</p>	<p>Completed Awaiting Sign Off</p>	01/02/2025	<p>HR regularly attend Ops Forum by way of support and advice. Training package developed and being delivered via Supervisory Managers sessions with focus on soft skills.</p> <p>Developing a non-operational fire staff group to ensure this cohort is also captured.</p>
07	<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 NFCC, should make misconduct processes consistent for all staff irrespective of the terms and conditions of their employment.</p>	<p>Completed Awaiting Sign Off</p>	01/05/2025	<p>Linked to progress against AFI 19 Round 2 inspection (completed and signed-off) re. consistency in application of HR policies. Paper to next SDB for sign-off.</p>



08	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 FRSs: <ul style="list-style-type: none"> •monitor and manage investigations; •maintain accurate records; and •adhere to required timescales. 	Completed and signed off	01/11/2024	<p>This will continue to be monitored and reviewed as part of business as usual. A review of the misconduct process is underway to incorporate findings from a thematic report. Key changes include adding an appeals panel, using external investigators when appropriate, and taking meeting notes. Consultation with union representatives has occurred, and wider consultation is being prepared.</p> <ul style="list-style-type: none"> • Monitoring and Managing Investigations: Line managers, with HR guidance, determine if misconduct warrants an investigation. A new supervisory training course, including sessions with an employment lawyer, strengthens the process. For complex cases, external advice is sought. • Maintaining Accurate Records: All case details are recorded in an HR tracker and stored in employees' personal files, ensuring clear oversight and identifying potential issues. • Adhering to Timescales: While efforts are made to adhere to policy timelines, delays may occur due to the nature of the cases. HR tracks progress weekly, adjusting timescales when necessary and addressing any recurring delays.
09	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.	On Track	01/08/2025	HR looking to explore and scope software options in the New Year.
10	By 1 May 2025, chief fire officers should make sure their FRSs 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.	Completed Awaiting Sign Off	10/05/2025	Linked to Rec. 4 in Values and Culture paper – signed off as Complete. Paper to next SDB for sign-off.
11	By 1 May 2025, chief fire officers should review the training their FRSs provide for supervisors and managers who investigate misconduct issues at all levels. Chief fire officers should make sure: <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 	On Track	01/05/2025	HR devising programme of update training days to capture the HR themes/trends for managers involved in investigations. In addition, Consultant delivering training to new cohort of managers and by way of refresher to others.



	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	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.	Completed and signed off	01/11/2024	Welfare provision/support is now offered to everyone involved in Investigations, including witnesses, interviewers, and those at the centre of the allegation, which has always been the case. • HR Team have been briefed within their weekly team meeting. • The offer of Welfare Support is now included in all investigation, grievance & disciplinary documentation. • Training has been scoped with Occupational Health to be delivered early in 2025 to all Support Officers, this will commence in December 2024 for the HR Team, who will assist in scoping the training package. • The Disciplinary Policy has been updated to include this provision.
13	Recommendation 13: 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. By 1 February 2025, fire and rescue authorities and chief fire officers should make sure all FRS managers and members of fire and rescue authorities who hear appeals receive appropriate training. Chief fire officers should make sure FRSs have a consistent approach to hearing appeals.	Completed and signed off	01/11/2024	The Disciplinary Policy has been amended to include the option to use independent personnel from Commissioner's Office on the Appeals Panel, if required. • External Legal Training has been completed around SFRS Appeals Process with the two independent panel members to ensure understanding of our processes, consistency and effective delivery. • The HR Team have also been briefed on this change of process.
14	By 1 November 2025, chief fire officers should implement a process that makes sure they can oversee and scrutinise their FRS's performance relating to misconduct issues. This process should provide:	Completed and signed off	01/11/2025	Evidenced via public performance meetings, SGB and SDB performance reports and the HR tracker. HR Manager also reports on this through the senior team performance meetings.



	<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 FRS 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, NFCC 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>	On Track	01/02/2025	<p>Links to Rec. 11 - HR devising programme of update training days to capture the HR themes/trends for managers involved in investigations. In addition, Consultant delivering training to new cohort of managers and by way of refresher to others.</p> <p>Learning builds into Standardisation days with themed communications where appropriate.</p>



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

Summary of other reports

Report Title
Manchester Arena Inquiry
<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> <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.</p> <p>Record keeping</p>

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

We have expanded our actions to 40 in total with 37 now completed. The last remaining actions are as follows:

- Incident Action cards for crews. We currently do have action cards, however to make them more accessible and easier to update, we have developed an App for crews. Expected time of completion is March 2025.
- Sharing of emergency response plans, we have introduced a process for sharing all Major Incident plans, a final review to whether our approach is working will be completed by Feb 2025.
- Ops discretion awareness. This is covered within policy; however, we are developing a video to share with ops crews. Expected completion time Feb 2025.

Fire Control have 17 actions, 5 complete with 12 in progress. 9 of these 12 are 75% completed. We will continue to monitor this through our shared service performance mtgs with West Midlands FRS.

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.

4 Strategic Risk Register

Board Report Extract: Strategic Risk 6-Monthly Position

The Strategic Risk Register Board last met on the 6th February 2025 with the next scheduled meeting on 8th May 2025. The following information provides an overview of the strategic risk landscape over the past six months, focusing on the ten identified risks. It highlights key developments, risk mitigation efforts, and future outlook to ensure that ETAP is informed of the current risk environment and the effectiveness of our risk management strategies.

Key Developments:

Risk Identification and Assessment:

A thorough risk assessment identified nine significant risks, prioritised based on their potential impact and likelihood using a 5x5 matrix.

High	0	0	2	3
Medium	0	1	1	2
Low	0	0	0	1
Very Low	0	0	0	0
Unassigned 0	Insignificant	Minor	Moderate	Major

Our highest risks are presented in the extract below:



Risk Register	Risk Title	Net Risk Level	Risk Owner
Strategic Risks	Failure to maintain public confidence in the Staffordshire Fire and Rescue Safety Plan due to funding pressures	18	Financial
Strategic Risks	Failure to implement the services environmental strategy and reduce our carbon footprint	18	Strategic
Strategic Risks	Shared Service Performance Insufficient contractual performance from service partners and providers	18	Operational
Strategic Risks	Loss of Key Staff A significant loss of staff across which has the potential to cause	12	Operational
Strategic Risks	Wellbeing, inclusion and culture Failure to continue to embed and build upon the positive culture we have	12	Operational
Strategic Risks	Comprehensive Security Breach Risk	12	Strategic
Strategic Risks	Service data issues Impact on service as a result of poor implementation of the Command and	12	Strategic

New risks added in the last six months are shown below

Risk Register	Risk Title	Net Risk Level	Risk Owner	Created Date
Strategic Risks	Comprehensive Security Breach Risk The risk of breaches in cyber and information security, site security, physical security, and personal security poses a significant threat to the operational integrity and public trust of the UK fire service. Such breaches could result in unauthorised access to sensitive data, disruption of critical emergency response services, and potential harm to personnel and the public. This risk encompasses: Cyber and Information Security: Threats from cyber-attacks, data breaches, and unauthorised access to digital systems and sensitive information. Site Security: Vulnerabilities in the physical security of service facilities, including unauthorised entry and sabotage. Physical Security: Risks to the safety of personnel and equipment, including theft, vandalism, and physical attacks. Personal Security: Threats to the personal safety of fire service staff, both on and off duty, including harassment, assault, and identity theft.	12	Strategic	18/11/2024
Strategic Risks	Service data issues Impact on service as a result of poor implementation of the <u>Command and Control</u> system upgrade as West Midlands FRS	12	Strategic	06/02/2025

In quarter three's Strategic Risk Board, it was agreed that the strategic risk for Cyber threats was rewritten with a focus on overall ICT and information security threat. Whilst the Board highlighted the increasing complexity and frequency of cyberattacks, we agreed that this risk is captured in the ICT and Protective Security Risk Register and therefore a more comprehensive risk around security as a whole has been drafted.

The risk of Service data was added at quarter four's meeting due to necessary changes and updates to the shared IT systems at Staffordshire and West Midlands Fire Control.

There have been three risks increased this quarter highlighted below.

Strategic Risks	<p>Failure to implement the services environmental strategy and reduce our carbon footprint</p> <p>The UK government has set a target of net zero greenhouse gas emissions by 2050, compared to 1990 levels. Net zero refers to achieving an overall balance between the emissions produced and the emissions taken out of the atmosphere.</p> <p>If we don't reduce our emissions, we face future climate change risks, which will affect us as a service, such as:</p> <ul style="list-style-type: none"> • More frequent flooding, caused by wetter winters and stronger storms. • High drought risk, with water shortages caused by hotter summers. • More extreme wildfires, causing high carbon release and costs to wildlife and humans. • More air and water pollution due to longer hotter summers. 	18	4	↗
Strategic Risks	<p>Failure to maintain public confidence in the Staffordshire Fire and Rescue Safety Plan due to funding pressures</p> <p>Failure to secure financial sustainability that ensures and maintains effective service delivery against the Safety Plan</p> <p>Failure to provide the required investment into the Service</p>	18	4	↗
Strategic Risks	<p>Shared Service Performance</p> <p>Insufficient contractual performance from service partners and providers affecting service delivery and organisational growth</p>	18	4	↗

The board discussed the Environmental, Social, and Governance (ESG) Risks explaining the growing emphasis on ESG factors in risk management. Companies are increasingly integrating ESG considerations to align with societal expectations and enhance long-term sustainability however we need to balance this with growing financial pressures.

The strategic risk of failing to maintain public confidence in the Staffordshire Fire and Rescue safety plan has heightened due to recent government funding cuts. These financial pressures have exacerbated existing challenges. Therefore, the risk has significantly increased.

The strategic risk associated with shared service performance has escalated due to several compounding factors. Staffing and performance issues have created significant operational challenges, while potential changes to police support staff structures add further uncertainty. Additionally, ongoing issues with fire controls have exacerbated the situation, collectively increasing the overall risk to service performance.

Movement in Rating

The below table shows the movement in ratings over the last twelve months.



Risk Ref	Business Unit	Risk Title and Description	Current Rating			
			02/24	09/24	09/24	02/25
CORP0007	Strategic Risks	Loss of Key Staff A significant loss of staff across which has the potential to cause disruption to core service	18	12	12	12
CORP0008	Strategic Risks	Failure to maintain public confidence in the Staffordshire Fire and Rescue Safety Plan due to funding pressures	12	12	12	18
CORP0009	Strategic Risks	Cyber attack restricting system availability Failure to prevent or recover from a Cyber-attack including targeted ransomware, malware, and	12	12	12	w/d
CORP0010	Strategic Risks	Safeguarding Failure of the SF&RS to raise awareness and be prepared in all respects, to work closely with	8	8	8	8
CORP0011	Strategic Risks	Wellbeing, inclusion and culture Failure to continue to embed and build upon the positive culture we have created of wellbeing	12	12	12	12
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	9	12	12	18
CORP0013	Strategic Risks	Data Protection Awareness and Insider Threats Low maturity of some staff in data protection principles and understanding, potentially	6	6	6	6
CORP0014	Strategic Risks	Shared Service Performance Insufficient contractual performance from service partners and providers affecting service delivery	12	12	12	18
CORP0015	Strategic Risks	Damage to public trust and confidence impacting upon the service's reputation The trust and confidence from our communities	9	9	9	9
CORP0016	Strategic Risks	Comprehensive Security Breach Risk The risk of breaches in cyber and information	n/i	n/i	n/i	12
CORP0017	Strategic Risks	Service data issues Impact on service as a result of poor implementation of the Command and Control	n/i	n/i	n/i	12

Risk Mitigation Efforts:

Targeted risk mitigation strategies have been implemented for each identified risk. Over the last six months, we have implemented several risk control measures to manage our strategic risks effectively. These include enhancing cybersecurity protocols to protect against data breaches and conducting regular directorate reviews to identify potential risks. Additionally, we have strengthened our succession planning to address the risk of losing key personnel through the Workforce Planning Board. These measures have significantly bolstered our risk management capabilities and ensured operational stability.

Monitoring and Reporting:

Regular monitoring of risk indicators has been maintained, with quarterly updates provided to the Service Delivery Board. Implementation of a new risk management software has streamlined reporting and improved data accuracy.

Future Outlook:

The focus for the next six months will be on further enhancing our risk management framework, with particular attention to the nine identified risks.

Continued collaboration with external partners and stakeholders will be essential to address complex risks and ensure a proactive approach.

The strategic risk landscape remains dynamic, requiring ongoing vigilance and adaptability. The measures implemented over the past six months have strengthened our risk management capabilities, but continuous improvement and commitment of the board is necessary to stay ahead of emerging threats.

END.