

## **Report of the Assistant Chief Fire Officer: Director of Protection**

### **Risk Management and Strategic Risk Register – Annual Update**

#### **Purpose of report**

1. To provide the Audit, Scrutiny and Standards Committee with an annual update on the Risk Management Framework and Strategic Risk Register.
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#### **Recommendation**

***It is recommended that the Committee note that the Strategic Risk Register and Departmental Risk Registers provide a method for continual monitoring and review of the Service's risks by the Strategic Leadership Board (SLB) and middle managers, thereby informing the Service's objectives and business goals.***

#### **Introduction and Background**

2. The Organisational Risk Management Service Policy Instruction (SPI) supports the identification and treatment of corporate risks within the Fire Authority. These are usually identified through an escalation process within the departmental risk registers.
3. The Organisational Risk Management Policy meets the ISO standards 31000/2018 and IEC 31010/2019 for corporate risk management.
4. The overall objective of the Risk Management Framework is to ensure that the Fire Authority identifies strategic risks and applies the most appropriate and cost-effective control mechanisms to manage those risks wherever possible. It also provides a robust audit trail for how the Service has considered and mitigated those risks, should an issue be subject to scrutiny.
5. Department Heads are responsible for the completion of a quarterly risk register review, with support from the Emergency Preparedness and Resilience Manager (EPRM).
6. The Strategic Risk Register (SRR) is reviewed at a Strategic Leadership Board (SLB) meeting at the end of each quarter and is collectively owned by SLB and supported by the EPRM.

## **West Mercia Local Resilience Forum (WMLRF)**

7. WMLRF is a multi-agency group comprising of bodies within West Mercia including Local Authorities, national and local health agencies, the three emergency services and the Environment Agency, among others. The purpose of the Local Resilience Forum (LRF) is to ensure effective delivery of the duties of the Civil Contingencies Act (CCA) 2004, which includes risk assessment. This requires partner agencies to assess local risks, undertake planning and co-ordinate resources so they can respond effectively when incidents do occur. The LRF acts not only as a reliable conduit for information on risks providing a multi-agency planning forum, but also assists in testing and responding to the type of events that are likely to affect our communities and pose business continuity issues for the Fire and Rescue Service.
8. The National Security and Risk Assessment (NSRA) 2023 is a national document intended to capture the range of emergencies that may have an impact on all, or significant parts, of the UK as well as local and internal risks. The NSRA informs the Community Risk Register held by the WMLRF Risk Assessment Working Group and this information is used to inform decision making on risk management. The latest iteration of the NSRA came out in August 2023 and the WMLRF Risk Assessment Working Group (RAWG) undertakes reviews of each risk if applicable.
9. SLB consider emerging local risks from the Local and Community Risk Registers within the LRF which may become Strategic Risk Register issues in the future. The SRR also acknowledges departmental, project and partnership risks where relevant.

## **Strategic Risk Register (SRR)**

10. The SRR is the overarching document that looks at the highest impact risks to the Service. The highest and/or most prevalent risks from departmental risk registers can be elevated to the SRR as appropriate, through the discussion held at SLB as a standard quarterly agenda item.
11. Identified risks should normally either be eliminated or reduced to an acceptable level, with systems in place to monitor and report against this. All risks at each level are evaluated by the responsible manager for that area, normally a Department Head. The residual risk after control measures have been implemented, where possible, is then recorded in the risk register.
12. All department risk registers implemented generic risks in order to standardise departmental risk management across the organisation. The risk descriptions are developed by identifying common themes in the previous risk registers and with input from all risk register owners.
13. The finalised generic risks are:
  - i) Short term loss of staff;
  - ii) Long term loss of staff;

- iii) Loss of site;
  - iv) Damage, loss, unauthorised access or inappropriate management of physical or electronic data; and
  - v) Total or partial loss of ICT services, including third party applications.
14. The quarterly reviews meet the requirements of the Audit, Scrutiny and Standards Committee to monitor and review the Fire Authority's organisational risk management arrangements.
  15. Each strategic risk has either a Business Continuity Plan (BCP) or policy linked to the risk; these plans or policies provide control measures and steps to mitigate against those risks, e.g. dealing with the death of a member of staff, severe weather, pandemic, fuel shortages, etc. Plans and policies are reviewed approximately every three-five years, or earlier, following live events or exercises identifying learning.
  16. The Business Continuity SPI, outlines the requirements of BCPs. The policy requires Strategic level BCPs to be reviewed every three years, or after a related business continuity event. The SPI aligns closely to ISO standard and the Fire Standards Board standard for Emergency Preparedness and Resilience.
  17. The overall responsibility for ensuring that risks are managed effectively lies with the Fire Authority as professionally advised by Senior Officers. The live SRR outlines to Members the risk scoring for both impact and likelihood of each identified risk based on a matrix agreed by SLB and held in the Organisational Risk Management SPI.

### **Changes from 2024/2025**

18. SRR 002A – Loss of Grants - now that the grant cuts are known and work is taking place to plan for any budget deficiencies, it is agreed to amend this risk score to 2 (likelihood) x 5 (impact).
19. SRR 002B – Overspending due to increase of costs (goods and services). Agreed to archive as markets have now stabilised.
20. SRR003B – Loss of utilities, specifically power outage. Agreed to increase Impact by 1, as SLB will need to consider any investment needed as a result of the above power outages/generator review that is being carried out.
21. SRR010 – Impact of Climate Change. Agreed to increase Impact to 3 and Likelihood to 4 due to climate change; longer periods of drier weather, wetter winters and increased costs due to recycling/waste sites, solar panels etc.

## Conclusion/Summary

22. The Strategic Risk Register and Departmental Risk Registers are a method for continual monitoring and reviewing the Service's risks by SLB and middle managers, informing the Service's objectives and business goals.
23. The Fire Authority's Strategic Risk Register is formally reported to Members annually, with significant changes being reported to the Audit, Scrutiny and Standards Committee in a risk update.

## Corporate Considerations

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| <b>Resource Implications</b><br>(identify any financial, legal, property or human resources issues)   | N/A  |
| <b>Strategic Policy Links &amp; Core Code of Ethics</b> (identify how proposals link with current priorities & policy framework and align to the Core Code of Ethics) | Proposals support the Business Continuity SPI, Organisational Risk Management Policy, which broadly support the three core strategies. |
| <b>Productivity &amp; Efficiency</b><br>(Identify how proposal improves productivity or efficiency)   | Effective management of risk and business continuity practises, support productivity and efficiency.                                   |
| <b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).  | Risks documented and reviewed in the Strategic and Departmental Risk Registers   |
| <b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)  | N/A  |
| <b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)  | Equality Impact Assessment completed for the Organisational Risk Management Policy   |
| <b>Data Protection Impact Assessment</b> (where personal data is processed a DPIA must be completed to ensure compliant handling)                                     | Strategic Risk Register access permissions restricted.   |

## Supporting Information

Appendix 1 - Summary of the Strategic Risk Register – Active Risks

## APPENDIX 1 - Summary of Strategic Risk Register – Active Risks (July 2025)

The full details are available via Emergency Preparedness and Resilience Manager.

| Strategic risk code   | Consequences   | Description of actions already taken or controls in place to mitigate the risk.  | Residual Impact x Likelihood score |
|---|--|--|------------------------------------|
| <b>SRR001</b><br>A widespread event or situation that leads to a significant loss of workforce ability to undertake normal business | See sub risks  | See Sub risks  | 2 x 3 = 6                          |
| <b>SRR001a</b><br>Loss or lack of staff due to Industrial Action (IA)   | <ul style="list-style-type: none"> <li>a. inability to meet statutory duties</li> <li>b. loss of public confidence</li> <li>c. increased response times</li> <li>d. reduced response capability</li> <li>e. reduced capacity to complete non-essential activities - increased demand post event</li> <li>f. potential long term impact on staff relationships and wellbeing</li> <li>g. increased cost for risk mitigation measures</li> </ul>   | <ul style="list-style-type: none"> <li>a. Service and departments (including Fire Control) have business continuity/contingency plans for IA that are tested</li> <li>b. Scalable degradation and spate planning with strategic locations based on risk</li> <li>c. Resilience contracts / crews (Officers, on-call, recently retired and leavers)</li> <li>d. On-call station maintaining cover</li> <li>e. Communications outlines and principles associated with IA</li> <li>f. Local engagement with rep bodies / - Joint Consultative Committee</li> <li>g. National engagement with rep bodies, National Joint Council and Government</li> <li>h. Minimum service levels legislation – once in place</li> <li>i. Reasonable adjustments to KPI's and pre-determined attendance (PDA's) for response times</li> <li>j. Strategic oversight from senior staff</li> </ul> | 2 x 1 = 2                          |
| <b>SRR001b</b><br>Loss or Lack of staff due to severe weather   | <ul style="list-style-type: none"> <li>a. inability to meet statutory duties</li> <li>b. loss of public confidence</li> <li>c. increased response times</li> <li>d. reduced response capability</li> <li>e. reduced capacity to complete non-essential activities - increased demand post event</li> <li>f. inability to provide sufficient ICT support/capacity for homeworking</li> <li>g. loss of utilities, or damage or loss of FRS premises.</li> <li>h. Staff caring for dependents</li> <li>i. increased demand</li> </ul> | <ul style="list-style-type: none"> <li>a. Service and departments (including fire control) have business continuity/ contingency plans including adverse weather plans etc</li> <li>b. Scalable degradation and spate planning with strategic locations based on risk</li> <li>c. SLA's/ mutual aid for call handling (Willowbeck)</li> <li>d. Communications plans for staff and public</li> <li>e. Homeworking/hybrid working arrangements</li> <li>f. Collection arrangements for critical staff</li> <li>g. Mutual assistance from neighbouring Services National Coordination and Advisory Framework (NCAF)</li> <li>h. Monitoring Met Office and Environment Agency predictions for weather alerts</li> <li>i. Exercising plans</li> <li>j. Resilient locations, generators, gritting plans</li> </ul>   | 2 x 3 = 6                          |
| <b>SSR001c</b><br>Loss or lack of staff due to inability to recruit or retain key staff   | <ul style="list-style-type: none"> <li>a. inability to meet statutory duties</li> <li>b. loss of public confidence</li> <li>c. increased response times</li> <li>d. reduced response capability</li> </ul>   | <ul style="list-style-type: none"> <li>a. Ongoing recruitment for On-Call staff through community engagement activity.</li> <li>b. Ongoing staff engagement within inclusive organisational culture, as promoted in the People Strategy.</li> </ul>  | 2 x 3 = 6                          |

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|   | <ul style="list-style-type: none"> <li>e. reduced capacity to complete non-essential activities</li> <li>f. loss of knowledge and experience</li> <li>g. loss of/or lack of key roles</li> <li>h. decreased resilience across response activities (e.g. on-call)</li> <li>i. workforce not reflective of communities (EDI)</li> </ul>   | <ul style="list-style-type: none"> <li>c. Professional and personal development opportunities identified during appraisals, mentoring schemes Recruitment and Engagement plan with evidence-based models.</li> <li>d. Workforce planning standard induction process in place for all staff with learning pathways in place for each level of the organisation which include core corporate skills required.</li> <li>e. Effective and up to date recruitment policy and procedure in place.</li> <li>f. Campaigns run for specific roles which are reviewed pre and post campaign process for lessons learnt with outcomes feeding into next campaign National Fire Chiefs Council (NFCC) guidance cross skilling in teams supporting attendance procedures health &amp; well-being support.</li> <li>g. Use of agency staff to cover vacancies</li> <li>h. Use of overtime or secondary contracts considerations to pay market allowance on some roles to allow them to remain competitive.</li> <li>i. Equality, Diversity and Inclusion (EDI) training network groups quantitative EDI targets being developed for crews e.g. engaging with their communities EDI training</li> </ul> |            |
| <p><b>SRR001d</b></p> <p><b>Loss or Lack of staff due to Pandemic/ill-health epidemic</b></p>   | <ul style="list-style-type: none"> <li>a. inability to meet statutory duties</li> <li>b. increased response times</li> <li>c. reduced response capability</li> <li>d. reduced capacity to complete non-essential activities</li> <li>e. decreased resilience within workforce, including for specialist roles</li> <li>f. long term impacts on physical health and wellbeing</li> </ul>   | <ul style="list-style-type: none"> <li>a. Pandemic/ loss of staff Business Continuity Plan (BCP)</li> <li>b. Degradation plans/Min staff levels</li> <li>c. Provision of PPE and hygiene supplies</li> <li>d. Individual risk assessments if required</li> <li>e. Home working arrangements where applicable.</li> <li>f. Mutual assistance from neighbouring Services (NCAF framework)</li> <li>g. vaccination vouchers</li> <li>h. cross skilling departments</li> <li>i. Occupational health measures and monitoring</li> </ul>   | 2 x 2 = 4  |
| <p><b>SRR002</b></p> <p><b>Insufficient funding due to below factors affecting service ability to maintain critical functions</b></p>   | See sub Risks   | See Sub Risks  | 3 x 3 = 9  |
| <p><b>SRR002a</b></p> <p><b>Loss of Grants Termination, stagnation without adjustment for inflation or reductions of grant monies affecting income, affecting critical functions of Service</b></p> | <ul style="list-style-type: none"> <li>a. inability to meet statutory duties</li> <li>b. loss of public confidence</li> <li>c. reduced response capability</li> <li>d. reduce capacity for non-essential activities</li> <li>e. Reduce resilience</li> <li>f. decline in staff morale - increase in sickness and leavers</li> <li>g. inability to invest in more advanced technology</li> <li>h. in ability to adapt in view of changing risks</li> </ul> | <p><i>2024/25 is the last year of the current Comprehensive Spending Review. Uncertainty of possible sector funding reductions. One-year settlements – vs longer terms settlements *(3 years) - Home office is supportive of the and is pushing through via finance coordination committee – NFCC. Falling behind on “non-essential” spends, leading to increased maintenance costs &amp; workloads, less efficient. Exit strategy for loss of USAR needs to be developed</i></p>  | 2 x 5 = 10 |
| <p><b>SRR003</b></p>  | See sub risks   | See subs risks   | 4 x 2 = 8  |

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| <p><b>An event or situation, malicious or non-malicious, that causes a partial or total loss of a utilities service</b></p> |   |  |                  |
| <p><b>SRR003a</b><br/><b>Loss of Utilities specifically Telecommunications</b></p>  | <ul style="list-style-type: none"> <li>a. inability to meet statutory duties</li> <li>b. loss of public confidence</li> <li>c. reduced response capability</li> <li>d. reduce capacity for non-essential activities</li> <li>e. reduce resilience</li> <li>f. increase costs</li> <li>g. reduce number of suppliers</li> </ul>  | <ul style="list-style-type: none"> <li>a. LRF resilient telecoms plan</li> <li>b. Severe Weather Plan</li> <li>c. Mirrored systems /backups Cyber Response Plan</li> <li>d. Multiple communication channels (Mobiles, Teams, Airwaves) Airwave radios (resilience) and incident ground radios</li> <li>e. UPS (Back up Control Rooms Op Willowbeck)</li> <li>f. Government Resilience measures (outside of LRF Control) Op Willowbeck – Call Handling</li> <li>g. Alternative arrangements to contact critical partners available. MTPAS</li> </ul>                    | <p>4 x 2 = 8</p> |
| <p><b>SSR003b</b><br/><b>Loss of utilities specifically a Power Outage</b></p>  | <ul style="list-style-type: none"> <li>a. inability to meet statutory duties</li> <li>b. loss of public confidence</li> <li>c. reduced response capability</li> <li>d. reduce capacity for non-essential activities</li> <li>e. reduce resilience</li> <li>f. increase costs</li> <li>g. reduce number of suppliers</li> <li>h. secondary impacts (e.g. access to water supply, fuel tanks)</li> <li>i. Mutual aid / partner agency co-ordination.</li> </ul>   | <ul style="list-style-type: none"> <li>a. LRF plan (To Be Confirmed) For Local outages.</li> <li>b. Loss of Utilities Plans.</li> <li>c. Procurement Plans: Contract Management of generator provision.</li> <li>d. Generators at key sites (strategic and key)</li> <li>e. Portable generators on some appliances for charging key equipment</li> </ul>   | <p>4 x 2 = 8</p> |
| <p><b>SRR003c</b><br/><b>Loss of utilities specifically Water</b></p>   | <ul style="list-style-type: none"> <li>a. inability to meet statutory duties</li> <li>b. Staff and community welfare and hygiene impacts</li> <li>c. reduced response capability</li> <li>d. reduce capacity for non-essential activities</li> <li>e. reduced resilience</li> <li>f. increase costs</li> <li>g. secondary impacts (e.g. damage to protected watercourses due to priority lifesaving activities)</li> <li>h. Mutual aid / partner agency co-ordination. welfare, hygiene firefighting water</li> </ul> | <ul style="list-style-type: none"> <li>a. Water Company Drought plans.</li> <li>b. LRF Water Disruption plan</li> <li>c. Heatwave and Drought Plans and Operational Guidance.</li> <li>d. Stocks of bottles water for welfare</li> <li>e. Contracts in place for mobile toilets, wash facilities</li> <li>f. Open water (seasonal)</li> <li>g. Use of water company assets (Tankers)</li> <li>h. Resilient supply of drinking water maintained on all fire stations</li> <li>i. Increased PDA for fire incidents.</li> <li>j. Use of High Volume Pump (HVP)</li> </ul> | <p>3 x 2 = 6</p> |
| <p><b>SRR003d</b><br/><b>Loss of utilities specifically Fuel</b></p>  | <ul style="list-style-type: none"> <li>a. inability to meet statutory duties</li> <li>b. Staff and community</li> <li>c. reduced response capability</li> <li>d. reduce capacity for non-essential activities</li> <li>e. reduced resilience</li> </ul>   | <ul style="list-style-type: none"> <li>a. Bunkered fuel preferential schemes</li> <li>b. Partner Sharing agreements</li> <li>c. LRF Loss of Fuel plans.</li> </ul>   | <p>2 x 3 = 6</p> |

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|  | <p>f. increased costs</p> <p>g. secondary impacts (e.g. inability of staff to access work, supply chain issues)</p> <p>h. Mutual aid / partner agency co-ordination.</p>  |   |                   |
| <p><b>SRR004</b></p> <p><b>Loss of ICT</b></p>   | <p>a. loss of electronic data</p> <p>b. inability to access risk information or BAU applications</p> <p>c. loss of equipment and servers BAU activities</p> <p>d. inability to meet statutory duties</p> <p>e. loss of public confidence</p> <p>f. reduced response capability</p> <p>g. reduce capacity for non-essential activities</p> <p>h. reduce resilience</p> <p>i. increase costs</p> <p>j. reduce number of suppliers</p> | <p>a. Business Continuity and Disaster Recovery Plans – hard copies of key documents, forms and templates</p> <p>b. Applications in the cloud allowing home working</p> <p>c. Cyber security training</p> <p>d. Firewalls and anti-virus/malware products in place</p> <p>e. Infrastructure is refreshed regularly and supported with support and maintenance contracts (including regular security patching)</p> <p>f. ICT strategy information security policies and procedures network PEN test and social engineering test</p> <p>g. Cyber Essentials and Cyber Essential Plus Accreditation for relevant contracts</p> <p>h. Resilience Direct used as a file store to back up critical documents/form</p> <p>i. Digital protection monitoring system</p>  | <p>4 x 3 = 12</p> |
| <p><b>SRR005</b></p> <p><b>An incident that causes the death or serious injury of a person either in or interacting with the Service</b></p> | <p>See sub risk</p>   | <p>See sub risk</p>   | <p>3 x 4 = 12</p> |
| <p><b>SRR005a</b></p> <p><b>Death or Serious injury of a member of staff or contractor during work activities</b></p>                        | <p>a. loss of public and staff confidence</p> <p>b. legal implications for service</p> <p>c. damage to staff morale and wellbeing</p>   | <p>a. Death at Work Policy/procedure</p> <p>b. H&amp;S Management System</p> <p>c. H&amp;S Training in line with roles</p> <p>d. Risk assessments accident investigation team/process</p> <p>e. Legislation/Compliance</p> <p>f. Safety critical annual training</p> <p>g. Communication channels (internal)</p> <p>h. Wellbeing team</p> <p>i. Communication channels (external)</p> <p>j. Contractor assessment</p> <p>k. Staff competence framework &amp; expectation for contractors</p> <p>l. Estates strategy (inspection &amp; maintenance)</p> <p>m. H&amp;S Culture</p> <p>n. Active monitoring during ops incidents. Trends identified &amp; reported to H&amp;S</p> <p>o. Insurance</p> <p>p. NFCC Death at Work protocol</p> <p>q. Internal incident room protocols</p> <p>r. Legal services document review/management cycle</p> | <p>3 x 4 = 12</p> |

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|  |   | <p>s. Major Event Response Protocol (MERP) Op Candlelight Community Risk</p> <p>t. Profile &amp; assessment NFCC &amp; FRS network</p>   |                  |
| <p><b>SRR005b</b></p> <p><b>Death or Serious injury of a member of staff during operational activities</b></p> | <p>a. loss of public and staff confidence</p> <p>b. legal implications for service</p> <p>c. damage to staff morale and wellbeing</p>   | <p>a. Death at Work Policy/procedures.</p> <p>b. H&amp;S Management System</p> <p>c. H&amp;S Training in line with roles (e.g. IOSH, NEBOSH)</p> <p>d. Risk Assessments accident investigation team/process</p> <p>e. Legislation/Compliance</p> <p>f. Safety critical annual training</p> <p>g. Communication channels (internal)</p> <p>h. Wellbeing team</p> <p>i. Communication channels (external)</p> <p>j. Contractor assessment</p> <p>k. Staff competence framework &amp; expectation for contractors</p> <p>l. Estates strategy (inspection &amp; maintenance)</p> <p>m. H&amp;S Culture</p> <p>n. Active monitoring during ops incidents Trends identified &amp; reported to H&amp;S</p> <p>o. Insurance</p> <p>p. NFCC Death at Work protocol internal incident room protocols</p> <p>q. Legal services document review/management cycle</p> <p>r. MERP Op Candlelight OIN community risk</p> <p>s. Profile &amp; assessment NFCC &amp; FRS network</p> <p>t. Serious injury and fire deaths panel</p> | <p>4 x 2 = 8</p> |
| <p><b>SRR005c</b></p> <p><b>Death or serious injury of a member of public due to Service activities</b></p>    | <p>a. loss of public and staff confidence</p> <p>b. legal implications for service</p> <p>c. damage to staff morale and wellbeing</p> <p>d. investigation time, cost and public enquiries</p> | <p>a. Death at Work Policy/Procedures.</p> <p>b. H&amp;S Management System</p> <p>c. H&amp;S Training in line with roles (e.g. IOSH, NEBOSH)</p> <p>d. Risk assessments accident investigation team/process</p> <p>e. Legislation/Compliance</p> <p>f. Safety critical annual training</p> <p>g. Communication channels (internal)</p> <p>h. Wellbeing team</p> <p>i. Communication channels (external)</p> <p>j. Contractor assessment</p> <p>k. Staff competence framework &amp; expectation for contractors</p> <p>l. Estates strategy (inspection &amp; maintenance)</p> <p>m. H&amp;S Culture</p> <p>n. Active monitoring during ops incidents, trends identified &amp; reported to H&amp;S</p> <p>o. Insurance</p> <p>p. NFCC Death at Work protocol internal incident room protocols</p> <p>q. Legal services document review/management cycle</p> <p>r. Op Candlelight OIN community risk</p> <p>s. Profile &amp; assessment NFCC &amp; FRS network</p> <p>t. Serious injury and fire deaths panel</p>     | <p>4 x 2 = 8</p> |

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| <p><b>SRR005d</b></p> <p><b>Death or serious injury of a current member of staff for any other reason (e.g. ill health, mental health, accidental or under criminal circumstances)</b></p> | <p>a. damage to staff morale and wellbeing</p> <p>b. loss of family or friends' confidence due to decisions made if deemed inappropriate.</p> <p>c. investigation time, cost and public enquiries</p> | <p>a. Death in Service Policies</p> <p>b. Wellbeing teams</p> <p>c. Health Monitoring</p>   | <p>1 x 5 = 5</p> |
| <p><b>SRR005e</b></p> <p><b>Death or Serious Injury - failure to identify and implement learning from past events.</b></p>   | <p>a. loss of public and staff confidence</p> <p>b. legal implications for service</p> <p>c. damage to staff morale and wellbeing</p>   | <p>a. Joint Organisational Learning (JOL)&amp; National Operational Learning (NOL) Debrief process</p> <p>b. Established framework</p> <p>c. H&amp;S Management System Accident investigation team</p> <p>d. Risk Assessments</p> <p>e. Comms channel/plan (external)</p> <p>f. Comms channel/plan (internal) post-incident/accident action plan</p> <p>g. H&amp;S Training in line with roles</p> <p>h. Death in service policy/procedure</p> <p>i. Insurance Staff training</p> <p>j. Serious injury and fire deaths panel</p> <p>k. Public inquiry</p> <p>l. Wellbeing team</p> <p>m. Legal services Document management</p>   | <p>3 x 2 = 6</p> |
| <p><b>SRR006</b></p> <p><b>Change in national legislation requiring additional workloads above BAU, to assess implement and embed.</b></p>   | <p>a. Change in training requirements</p> <p>b. Change in Policy</p> <p>c. large projects or operations</p>   | <p>a. Robust political engagement</p> <p>b. Flexible deployment of staff using contracts and or secondments for projects</p> <p>c. Scoping of activity is agreed and approved prior to commencement with milestones identified</p> <p>d. Project / programme oversight in place to provide scrutiny Monitoring and oversight of all programmes, workstreams and initiatives</p> <p>e. All additional activities are subject to approval by appropriate individuals</p> <p>d. Engagement with Government, NFCC National Operational Guidance, operational assurance, learning &amp; development programme management board</p> <p>e. Non-essential/critical activities reduced or stopped to create capacity</p>   | <p>3 x 3 = 9</p> |
| <p><b>SRR007</b></p> <p><b>Loss, withdrawal or inability to access critical systems or service suppliers</b></p>   | <p>a. Control and mobilising systems</p> <p>b. PPE and equipment suppliers</p> <p>c. Loss of vehicles</p>   | <p>a. Robust due diligence on all contracts – including provision of vehicles and ongoing relationship management.</p> <p>b. Loss of key supplier plan Partnership arrangement with neighbouring FRS's for provision of assets e.g. PPE or capacity e.g. fleet maintenance support via National Framework.</p> <p>c. Key Supplier Plans in place</p> <p>d. Where relevant 3rd party suppliers provide assurance that they have appropriate cyber security accreditation and up to date information security policies. And robust business continuity plans</p> <p>e. Plans in relation to Fuel, estates and fleet maintenance contracts and ICT or system suppliers. Hold spares for some assets or equipment or using equipment outside of normal lifespan</p> | <p>2 x 2 = 4</p> |

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|---|--|---|-------------------|
| <p><b>SRR008</b><br/><b>Sustained Loss of Service Premises</b></p>  | <p>See sub risks</p>   | <p>See sub risks</p>  | <p>3 x 2 = 6</p>  |
| <p><b>SRR008b</b><br/><b>Sustained loss of Service premises - Control Room</b></p>  | <p>a. inability to meet statutory duties<br/>b. reduced response capability<br/>c. reduce capacity for non-essential activities<br/>d. reduced resilience<br/>e. increased costs for repairs, rebuild and temporary locations</p>  | <p>a. Secondary control, fall-back service, shared mobilising system<br/>b. Resilient power supplies<br/>c. BCP/ evacuation procedures and tests for control<br/>d. Strategic BCP's degradation, to cover loss of utilities, site and adverse weather plans etc<br/>e. Property and maintenance teams undertake regular reviews of service premises</p>   | <p>3 x 2 = 6</p>  |
| <p><b>SRR009</b><br/><b>Failure to appropriately manage an event, situation or incident that leads to a loss of public confidence in the Fire Service</b></p> | <p>a. loss of public confidence or reputation in sector<br/>b. legal fee &amp; penalties</p>   | <p>a. Communications strategy and policy<br/>b. Press/media team<br/>c. Complaints procedure<br/>d. Legal team/advice<br/>e. Policy, procedures and staff training to effectively resolve operational incidents<br/>f. NFCC Code of Ethics, FRS' Values and Behaviours<br/>g. Analysis of sector reports and enquiries recommendations<br/>EDI staff training<br/>h. Robust recruitment and selection processes</p> | <p>3 x 1 = 3</p>  |
| <p><b>SRR0010</b><br/><b>Primary and secondary impacts of climate change requiring adaptation and mitigations beyond Service's resources...</b></p>           | <p>a. loss of public confidence or reputation in sector or particular Service<br/>b. legal fees &amp; penalties<br/>c. increased cost of investing in 'green activities'<br/>d. impacts on Service resilience<br/>e. inability to meet statutory duties<br/>f. reduced response capability<br/>g. reduce capacity for non-essential activities</p> | <p>a. Environmental and sustainability strategy.<br/>b. Financial planning<br/>c. Operational adaptation for response capabilities<br/>d. Community Risk Management Plan</p>  | <p>2 x 4 = 8</p>  |
| <p><b>SRR0011</b><br/><b>Loss, inability to access, or damage to physical or electronic data</b></p>  | <p>a. Loss of public confidence in sector or particular Service<br/>b. legal fees &amp; penalties<br/>c. recovery or recollection of data can use BAU resources<br/>d. cost of recovery of data or systems<br/>e. Impact on Response, prevention and protections activities.</p>   | <p>a. ICT Business Continuity plan<br/>b. Loss of ICT strategic plan<br/>c. ICT Disaster Recovery plan<br/>d. ICT security protocols and testing Back up storage systems (Resilience Direct)<br/>e. Information governance training and policy</p>  | <p>4 x 4 = 16</p> |

**RISK MATRIX**

|               |                     |                |                       |                   |                        |                 |
|---------------|---------------------|----------------|-----------------------|-------------------|------------------------|-----------------|
| <b>Impact</b> | <b>Severe (5)</b>   |                |                       |                   |                        |                 |
|               | <b>Major (4)</b>    |                |                       |                   |                        |                 |
|               | <b>Moderate (3)</b> |                |                       |                   |                        |                 |
|               | <b>Minor (2)</b>    |                |                       |                   |                        |                 |
|               | <b>Minimal (1)</b>  |                |                       |                   |                        |                 |
|               |                     | <b>Low (1)</b> | <b>Low/Medium (2)</b> | <b>Medium (3)</b> | <b>Medium/High (4)</b> | <b>High (5)</b> |
|               | <b>Likelihood</b>   |                |                       |                   |                        |                 |