

SERVICE AND AUTHORITY CORPORATE RISK REGISTER 2023/24

Appendix A

RISK NO.	DATE RAISED	RISK DESCRIPTION [Threat or opportunity which could impact on the achievement of the business objective]	RISK CATEGORY	SENIOR RISK OWNER	CURRENT RISK MANAGER(S)	ORIGINAL RISK [No controls in place]			RISK CONTROL/ MITIGATION MEASURES	Date for Implementa- tion of Control Measures	Percentage Complete %	Risk Mitigation - Progress and Effectiveness [date & commentary]	Next Review Date	RESIDUAL RISK [Once all Control measures implemented]			Current risk rating	Source(s) of assurance
						I (1 - 5)	L (1 - 5)	Risk Rating						I (1-5)	L (1-5)	Risk Rating		
8	01/10/15	IT Infrastructure Resilience Failure to ensure the resilience of the IT infrastructure (i.e.: the infrastructure becoming out of date), would increase vulnerability to malicious attack, which could subsequently result in a loss of IT services, loss of data, and ultimately lead to an inability to mobilise our resources effectively.	Information	DCFO Carlin	IT and Digital Services Manager	5	4	20	1) Implement mitigating actions on the relating ICT risk register relating to Infrastructure resilience, including obtaining Cyber Essentials plus certification.	Complete	100	June 2020: Cyber Essentials Plus certification achieved. RISK CLOSED	N/A	4	2	8	4 x 2 Risk Level 8	Evidence of:  Valid cyber essentials plus certificate  Successful pilot for encrypted memory sticks  FRA papers for DT1, DT2, DT3 & DT4  An updated order of turnout in-house for control to manually mobilise
									2) Implement vulnerability management solutions	Complete	100	April 20 Continue to monitor vulnerabilities and keep updating all systems on a regular basis. Will be an-going element of ICT and basis as usual to maintain accreditation June 2020: No Change RISK CLOSED	N/A					
									3) Consider removing ability to use unencrypted memory sticks			July 18 - consideration should be made to remove the ability for staff to use unencrypted memory sticks in SYFR PCs and laptops, in order to reduce the risk of viruses being introduced through this media. December 19 - a software update has been completed which will enable the restricted use of memory sticks. This needs to be considered/ communicated appropriately before implementation. April 20 - ongoing. August 20 - still working towards. December 21 - no update April 22 - Following an amnesty on unencrypted memory sticks, and changes to procurement where no one can buy new memory sticks with ICT authorisation, this risk is reduced with this mitigation. Discussion are ongoing on a full blanket ban of all devices. August 22 - Meetings planned in August with DFCC and Rep Bodies to consult with and decide next steps. December 22 - Pilot ongoing - further meeting to report back issues in due course April 23 - Successful pilot need to communicate change before full rollout August 23 - as above. Oct 23 - Recommendation to close this risk mitigation.	03/2024					
									4) Implement the recommendations from the Digital Transformation review, DT1 elements completed, new DT2 phase agreed			December 19 - Further progress on individual projects including payroll, telematics, virtualisation, trial of e-portfolios and equipment tracking. April 20 - COVID 19 has changed the priorities but has enabled Video Conferencing, electronic signatures and expanded home working to digitally transform the organisation. Remote meetings to stations and remote principal officer visits to supplement activities. A separate Digital Transformation 2 to be created. June 20: ICT Change Programme to go to CMB in July then FRA. August 20 - Digital Transformation phase 2 work programme approved by FRA (July 20) December 20 - Report provided to CMB and Fire Authority April 21 - Benefits Realisation evaluation review on DT1 completed and presented. Ongoing work towards implementing DT2 and starting to plan for a DT3 plan December 21 - report on CMB on relative progress of DT2 projects to be circulated at the next meeting early new year including proposals for new projects in DT3. Any new projects will need to be funded from the capital investment nominal allocation April 22 - DT3 report approved at CMB and FRA and updated every 6 months, next due September 2022. December 22 - DT 3 update to FRA approved in October. Working to complete all tasks by March 2023, some projects have delays e.g. ESMCP. Good progress on the majority of elements i.e. telematics, BT Network and new Hazard Alert system completed April 23 - DT 4 approved at CMB and FRA in April. Continue to move forward with new initiatives August 23 - progressing Digital Transformation 4 initiatives, reported into the Fire and Rescue Authority on a 6 monthly basis. Oct 23 - Recommendation to close this. Regular reports sent to CMB and FRA, now business as usual.	03/2024					
									5) Contingency/fullback arrangements in place for our mobilising system should it become un-available	Complete	100	July -18 - An updated Order of Turnout has been developed in-house for Control to use to manually mobilise in the event of the mobilising software being unavailable, where phone lines are not disrupted. Contingency/ fullback arrangements are in place already with West Yorkshire FRS to transfer all of our Control room operations during a significant disruption to our ability to mobilise.	N/A					

24	02/03/2020	<p><b>Immediate Detriment case (McCloud and Sargeant Pension's ruling)</b> The remedies from the Firefighter pensions ruling may negatively impact on workload and resourcing, due to the volume of work required to implement. The cost of remedy may not be covered by central government grants, category 1 and 2s started to pay and at risk for no refund. If the actions are not taken in a consistent, timely and accurate manner this could lead to further legal challenge and financial difficulties.</p>	Financial/Operational/People	DCFO	Director of People and Culture and Director of Finance and Procurement	4	4	16	<p>1) People Function/Finance working group required to prepare for the July 2020 remedy outcomes using guidance provided by the LGA.</p>	<p>April 20: the HR/Finance group met for the first time on 26/2/20 and drafted the first action plan based on LGA guidance. Preparation have continued to the extent we are able to do this pending further government guidance which could be delayed due to the current BC issue.  June 20 - No Change closely monitoring  August 20: No change, closely monitoring.  December 20: No change. Awaiting outcome of national consultation. Paper to FRA in January 2021 (as Pension Scheme Manager) to determine interim arrangements.  April 21 - The FRA determined in January 2021 to remain with the status quo until further clear guidance was issued around how to deal with any immediate detriment case. Further LGA briefings in April to the Local Pension Board have not resulted in further clarity so this risk remains HIGH. SYFR will not work on a further advice briefing for the FRA as scheme managers to consider at the FRA meeting in June 2021. This will consider the local impacts of dealing with immediate detriment cases whilst outlining the risks in doing this prior to any clear definitive legal position being reached. SYFR is part funding the costs of legal advice for all English FRSs to allow a consistent defensible position to be reached on how to deal with the cases of immediate detriment.  July 21: the FRA again made the decision to maintain 'status quo' until legislation and guidance is more comprehensive. Payroll/Pension staff have been appointed to manage the data required for dealing with all pension legal cases.  November 21 - FRA made a decision on 22/11/21 to adopt the framework agreed between LGA and Fire Brigades Union (FBU). General communications to ops staff regarding this and individual letters to staff affected (current and retired). HR / Finance working group now meeting fortnightly to clarify process and monitor progress.  Jan 22: the FRA made the decision to commence processing ID cases, with category 1 taking priority over category 2  April 22 - This risk is in relation to the working group. The arrangements to process category 1s and preparations for category 2s are now in place and actioned.  RISK MITIGATION CLOSED</p>	N/A						
									<p>2) SLT have been advised that additional resourcing may be required. Recruitment business case will be completed if this is felt necessary.</p>	<p>April 20: still pending until we have further guidance from government on what the remedy will look like  June 20 - No change  August 20: raised at WP event and agreement in principle pending details of process.  December 20: Pensions group have agreed to put together the JD/PS for the additional post that will be required and to present a recruitment business case to SLT early in the new year.  April 21: JD/PS for interim role to support remedy arrangements drafted and due to be recruited shortly.  RISK MITIGATION CLOSED</p>	N/A						
									<p>3) Appropriate communications with affected employees.</p>	<p>April 20: we have done a number of joint communications with rep bodies and these will continue as further guidance is released  August 20: joint statement being planned for early September 2020 as we may miss staff during August due to leave.  December 20: comms issued in September to staff with links to further information. Comms to support staff in LGPS being prepared and will be issued in new year.  April 21: Comms issued in Feb 21 when national update was provided on EAT outcome. Further comms planned in April 21. There is also a specific risk register that the SY Local Pension Board considers.  July 21: FAQs prepared by the LGA have been shared with all staff. Individual requests for information are always responded to immediately.  November 21 - following decision of FRA on 22/11/21 to adopt LGA/FBU framework, general comms have been sent to all ops staff. Personal letters will be sent in early December to all staff (current and former) affected by ID.  December 21 - Following approval of FRA on 22 Nov 21 to adopt in full the LGA / FBU Memorandum of Understanding (MoU) framework for resolving in scope ID cases, the Home Office (HO) had subsequently written to services highlighting increased uncertainty and risk from resolving ID cases prior to primary legislation being enacted. The HO have also confirmed that they are withdrawing their guidance on how services should deal with immediate detriment cases prior to legislation, based on HM Treasury's (HMT) current best assessment on the advisability of processing immediate detriment cases. HMT suggest that Section 61 cannot be relied upon to fully rectify a member's benefits and may have unintended and adverse tax consequences and that members may face multiple corrections to their benefits once legislation is in place. There is also new uncertainty for FRSs regarding the recoupment of costs arising from the Sargeant legal judgement.  Jan 21: comms to staff when FRA confirm decision to make ID payments. Phone contact with immediate cat 1 staff.  April 22 - All current category 1 cases have been processed. We received some information in April which questions the position of FRS processing this. Legal services to do a report back to June FRA to share the latest information and advice and determine if FRA would like to change their view, and to determine what they would like to do for category 2s.  August 22 - Decision made at last FRA to process to payment category 2s. All category 1s have been dealt with and communications have been sent out with regards to potentially category 1s. Category 2s have been sent a letter informing them of the recent decision (FRA 25/7/22) and in the next few weeks the application process will be sent out for claimants to apply.  October 22: application packs were sent to Category 2s and many of these have been returned and the processing has commenced. The volume of applicants means that there may be some delays to the 90 day timescale, which has been discussed with the RBs.  December 22: - Current risk rating moved down to likelihood 3, impact 2.  April 23 - The CFO presented a pensions remedy phase 2 consultation briefing update at the 4 April CAG. This included raising awareness of the government plans, taking views from the FRA members on responses to the consultation questions to inform the service response and noting / meeting the May 2023 deadline.  June 23 (AS) - pensions remedy response submitted. FRA paper being presented to 19 June 2023 meeting to present the final consultation responses.  Aug 23 (SK) - podcast being prepared to jointly present with FBU to update on remedy and also provide general pension info.  November 23 - The timetable for remedy set nationally means those with biggest impacts should be addressed first, but pension members who aren't getting remedy for a longer time may be dissatisfied. We can mitigate this with communication to manage expectations.</p>	03/2024						
									<p>4) There has been a one off grant from Government to support the additional admin burden in relation to this. Continue to work with other FRSs to get all costs of remediation funded by central government</p>	<p>NEW April 21: Nationally, the FRSs have been making the case to HO that the burden of Pension administration due to both the McCloud and Matthews cases is having an impact on FRSs, and on that basis they have allocated £3m to the English FRSs to assist with any costs that were incurred last year - The HO wrote to all FRS finance leads on 9 April the Fire Minister, Lord Greenhalgh has agreed to provide a £3m grant to Fire and Rescue services in respect of their pension admin costs incurred in 20/21 - SYFR will receive £50k in May 2021.  July 21: a post has now been created internally to support the administration of the pension arrangements with the additional demands likely to be faced when the remedy starts to be applied to individual cases - this will work with the West Yorkshire pension fund to resolve cases where deferred choice underpin will need to be offered  November 21 - no further update  April 22 - no further update  August 22 - Admin grant is earmarked for future use when West Yorkshire Pensions systems are up and running and the cost will be passed on to services.  December 22: - Current risk rating moved down to likelihood 3, impact 2.  September 23 - quarter 1 report states what's been paid out so far, what is at risk and the value of this. Presented at FRA 11 September 23.  November 23 - The immediate detriment payment period has finished and we are moving into remedy. Anything we have paid out so far may be at risk of not being able to reclaim it (tbc) but what we pay out from now on can be claimed from the pension fund. Therefore, the direct financial risk from this is reduced.</p>	03/2024						
<p>5) Receiving and interpreting national and legal advice and guidance appropriately for SYFR</p>	<p>NEW March 22 - See progress captured in risk 24.1 for more context. All current category 1 cases have been processed. We received some information 05 April 22 which questions the position of Fire and Rescue Services processing this. Legal services will present a report back to June FRA to share the latest information and advice. Implementation at national level is required by October 2023 so the implementation date has been set accordingly.  August 22 - Legal services presented a report to July FRA to share latest information and advice. FRA agreed to continue with Category 2 cases.  December 22: - Current risk rating moved down to likelihood 3, impact 2. The risk is proposed to remain open as there is still risk associated to the work. The application forms have been sent but the application packs have not been sent. We have 18 months to process in advance of the remedy hitting in October 2023, which is where the risk predominantly sits.  April 23 - Government consultation Public Service Pensions: Firefighters' Pensions (Amendment) Regulations 2023, to enact the second phase of the remedy in the McCloud/Sargeant cases closes 23 May 2023.  June 23 (AS) - pensions remedy response submitted. FRA paper being presented to 19 June 2023 meeting to present the final consultation responses.  June 23 (AS) - paper submitted and accepted at FRA 19 June 23.  Aug 23 (SK) - govt have issued remedy legislation and service is implementing in conjunction with WYPF.  November 23 - request closure of this risk mitigation.</p>	03/2024															

Evidence of:  
JD/PS for interim role to support remedy arrangements (risk mitigation 2)

2x3  
Risk Level  
6

33	04/08/2021	Staff pay and retention A disparity between our pay structure and that of other similar public sector organisations may create significant difficulty in recruiting and retaining staff. In particular where the roles are specialist.	People	DCFO	Director of People and Culture	3	3	9	1) Undertake a review of the current pay structure (taking into account 2021 & 2022 pay uplifts) to benchmark with other local and similar public sector organisations to understand any pay disparities.	01 April 2023	70	<p><b>August 21</b> – Head of HR will present a report to SLT in the autumn with information from the review and options on how to address any disparities.</p> <p><b>November 21</b> - report delayed due to other work priorities and overall workload. Aim to present January 2022. New recruitment &amp; retention policy has been drafted and will form part of report.</p> <p><b>March 22</b> - Current SYFR pay structure still above national living wage and generally benchmarked well with other public sector organisations. Under the current HR &amp; OD restructure there will be a new manager post who will have a focus on pay and reward. New implementation timeframe set for next year.</p> <p><b>August 22</b> - report prepared for FRA in Sept 2022 to highlight potential impact of uplift in NLW and RLW and to confirm a working group has been set up to prepare for potential changes to the corporate pay scale</p> <p><b>October 22</b> - working group meets monthly to prepare for changes. Some pressure removed due to 2022 pay offer that has uplifted pay above NLW and RLW, but work continues for 2023 and beyond.</p> <p><b>December 22</b> - Green Book pay agreement was reached early November 22. The national employers' offer of an increase of £1,925 on all pay points 1 and above from April 2022 was accepted by GMB and Unison members, but rejected by Unite. However, only two out of the three trade unions needed to accept the offer- so it will now be implemented. The employers' offer also included an extra day's annual leave from April 2023.</p> <p><b>June 23 (AS)</b> - Still awaiting Unison Industrial Action Ballot result – expected after 4th July. GMB have said they will be balloting in September. It is likely to be the autumn before we have an outcome unless Unison and Unite return a vote to accept the offer.</p> <p><b>July 23 (DN)</b> - Unison and Unite ballots are disaggregated so the threshold required may not have been met. Unite have declared results of 16 councils where members have voted for strike action</p> <p><b>August 23 (SK)</b> - corporate pay award still pending due to ballots, unlikely to know outcome until end of year. Continue to benchmark salaries to remain aware of any pay disparities.</p> <p><b>Nov 23 (SK)</b> - corporate staff pay award accepted on 31/10/23. Increase will assist with gap between real living wage but will keep under regular review and will continue to benchmark and identify areas of concern for recruitment &amp; retention.</p> <p><b>December 23</b> - Request closure of this risk mitigation as work was completed relating to 2021 &amp; 2022 pay awards. Evidence that public sector pay is comparable to private sector pay. Will keep under regular review.</p>	03/2024	2	2	4	3 x 3 Risk Level 9	Evidence of: Report prepared for FRA in Sept 2022 to highlight potential impact of uplift in NLW and RLW and to confirm a working group has been set up to prepare for potential changes to the corporate pay scale (mitigating action 1) October 22 - new campaigns approved by People Board (mitigating action 2) Refreshed market supplement policy in 2021
									2) Review the communication of information regarding broader benefits of working for SYFR to potential employees and existing employees to balance out any potential pay disparity	01/12/2022	95	<p><b>August 21</b> - some work has commenced on identifying the wider benefits of working for SYFR and the value of these to new and existing employees</p> <p><b>November 21</b> - recruitment material now includes broader benefits of working for SYFR</p> <p><b>April 22</b> - Work is in progress between HR &amp; OD and the communications team to highlight the benefits provided by SYFR in external recruitment campaigns</p> <p><b>August 22</b> - new campaigns are in production and hope to roll out in early autumn. Ongoing comms regarding pay offers and benefits of working for SYFR.</p> <p><b>October 22</b> - new campaigns approved by People Board and with some final adjustments will be ready for use. Focus on the 'pride' of working for SYFR, as well as the employee benefits.</p> <p><b>February 23 (AS)</b> - Green book pay was accepted for 22/23. New negotiations for Green Book pay award 23/24 currently underway. Further detail provided via Local Government Association in January 2023.</p> <p><b>April 23</b> - Green Book pay offer with TU's for vote/decision - updates provided to staff and pay award pending added to advertised vacancies. The pay award is applicable to all public sector employers who operate under NJC Green Book T&amp;Cs.</p> <p><b>Aug 23 (SK)</b> - comms continue to highlight benefits of working for SYFR when recruiting and to existing employees.</p> <p><b>Nov 23 (SK)</b> - recruitment campaigns highlight the non-financial benefits of working for the service and pride of working for SYFR</p>	03/2024					
									3) Develop a new recruitment and retention policy that will incorporate the current market supplement policy and develop a new policy in relation to retention of existing staff.	31 March 2023	80	<p><b>August 21</b> - market supplement policy approved in 2018 and refreshed in February 21. The new recruitment and retention policy is currently being drafted for consideration by SLT.</p> <p><b>November 21</b> - the new recruitment &amp; retention policy has been drafted and will be part of the pay and reward report to be presented to SLT in January 2022</p> <p><b>April 22</b> - to be presented at SLT in April 22.</p> <p><b>August 22</b> - delayed due to work pending national pay offer and SYFR pay structure due to impact of NLW and RLW. Reset date for completion as March 2023 to align.</p> <p><b>October 22</b> - outcome of national pay offer for 2022 should be known on 1 November. Impact of this removes risk of NLW and RLW overtaking grades in 2023, but work continues for future years. New recruitment and retention policy can now be revisited.</p> <p><b>Feb 23</b> - We've held off on finalising a new recruitment and retention policy with the work we have been doing around national living wage and the green book pay offer (2022) and pay claim 2023. As the 2022 pay offer has given us some headroom above the national living wage until 2024, we will resume finalising the policy.</p> <p><b>April 23</b> - work to progress on the R&amp;R policy as the 2023 pay offer provides further headroom.</p> <p><b>June 23 (SK)</b> - draft policy in place, estimated for Autumn 2023.</p> <p><b>Aug 23 (SK)</b> - work on new recruitment &amp; retention policy continues, with autumn deadline as indicated earlier.</p> <p><b>Nov 23 (SK)</b> - new draft policy to be shared with SLT &amp; then CMB early 2024</p>	03/2024					

36	27/07/2022	Industrial Relations - leading to strike or significant withdrawal of labour The initiation of industrial action by representative bodies as a consequence of pay negotiation deals, including Green Book members of staff, including minimum service levels	People Strategic Operational Financial	CFO	DCFO ACFO	4	4	16	1) Deliver a range of Industrial Action planning, including: • Maintain availability of officer in charge & Emergency Response contingency appliances. • Deliver the Business Continuity Plan for Industrial Action. • Link into Regional and NFCC BCP meetings. • Keep relevant local partners updated through comms strategy	01/12/2022	80	<p><b>August 22</b> - We are looking to determine the date for the renewal of the Securitas contract, and then progress and plan accordingly.</p> <p><b>October 22</b> - the current contract is in place until December 2023. The DCFO has been liaising with Securitas over the upcoming potential period of IA.</p> <p><b>November 22</b> - Risk of Industrial Action by Corporate Staff now reduced due to agreement on pay award made in October 2022. 2 out of 3 rep bodies for corporate staff accepted the pay offer made by the employers. Outcome of Grey Book pay offer FBU Consultative Ballot was announced on 14 November and the offer is rejected thus elevating the risk of Industrial Action by FBU Members relating to Grey Book pay offer. New timeline announced by FBU to ballot their Members on strike action relating to pay. 21 Nov. FBU wrote to employers requesting improved offer. On the 28 Nov. FBU intend to write to employers informing them of intention to ballot for strike. On the 5 December, the ballot will commence. On the 23 Jan 2023 the ballot result will be announced. Potential first strike dates subject to a mandate being received would be 6/7 Feb 2023. Guidance is being provided by other organisations and the service is working through this.</p> <p><b>December 22</b> - the ballot result date has been amended to 30 January 2023 to account for postal days lost to the postal strike. This would move potential strike to an estimated mid February 2023.</p> <p><b>February 23</b> - Business continuity planning arrangement continue within service, new and updated offer received 9th Feb which is currently under ballot and is due to close Monday 6th March. Early indications suggest that this offer will be accepted as FBU are recommending it. This is a 2 year offer and if accepted review of current contingency arrangements to take place. Current legislation for minimum service level currently out for consultation, due to close in May 23.</p> <p><b>April 23</b> - pay offer accepted on 06/03/23 - this was communicated internally and to LRF partners in line with the IA comms strategy. Learning/recovery period from IA planning period has begun. Linking into national learning through the NFCC BC Group. Current Securitas contract expires in Dec 23. Work ongoing around future options in line with procurement procedures (e.g. going out for tender). SLT are working on a submission to the Minimum Service Levels consultation. Debrief and learning now taking place. FRA members briefed on minimum service levels consultation at April 23 CAG. The legislation for minimum service level currently out for consultation is due to close in May 23.</p> <p>RISK CLOSED</p>	N/A
									2) Manage and review the numbers of contingency staff, including appropriate information, instruction and training.	01 June 2024	75	<p><b>August 22</b> - Progress to maintain contact with staff, offering appropriate training sessions to maintain 'Maintenance of Skills'. This includes driving training and specialist appliance training, eg TTL. Training dates are planned for Sep &amp; Nov 22</p> <p><b>October 22</b> - the current contingency staff arrangements have been tested over the last month while planning for the potential upcoming period of IA. Contingency crew operatives have been activated and asked to attend 10 days consolidation training. Approximately half are booked in to attend consolidation training in October/November. The remaining half have not provided sufficient availability as per their workers agreement and RPaC have passed this information to HR. As the number of operatives likely to complete consolidation training is insufficient we are recruiting for contingency crew operatives with a 3 week initial acquisition course planned in for 21st November. Contingency crew drivers are also undertaking driver refresher training and we are recruiting for contingency crew drivers to replenish numbers.</p> <p><b>November 22</b> - Working towards 19 completing full 10 days with some overlap happening on new acquisition course that started for 3 weeks from 21.11.22 with 14 operatives on.</p> <p><b>December 22</b> - As part of our contract with Securitas we have 16 OICs which meets the planning assumptions in our BCP. The acquisition course took place from the 21st November and ran for 3 weeks (finishing 9th December), 8 people completed this course.</p> <p><b>Feb 23</b> - this will form part of a review should the new offer be accepted. It is expected that we will need some contingency arrangements - deployment and skills training to be reviewed.</p> <p><b>April 23</b> - as part of the learning/recovery period a meeting is planned in to review the current contingency crew numbers, identify gaps, and plan in recruitment as necessary. Maintenance of skills training content has been updated following learning from consolidation training and provides more interaction for operatives and drivers.</p> <p><b>June 23</b> - provision of current OIC Securitas contract to be reviewed in December 2023. To be reviewed on the backdrop of minimum service level agreement conversations.</p> <p><b>July 23 (AS)</b> - provision of OIC securitas completed, contracts to be reviewed as previously documented. MSL has now received royal ascent, further consultation ongoing in relation to agreed minimum service levels. SYFR involved in further consultation with Home Office.</p> <p><b>August 23 (SK)</b> - recruitment to maintain agreed level of contingency workers will take place in autumn.</p> <p><b>August 23 (DN)</b> - On 20 July 2023, the Strikes (Minimum Service Levels) Bill received Royal Assent. Minimum service levels will not come into force in any particular sector until secondary legislation has been passed by Parliament. The government has confirmed it will respond "in due course" to the consultation held over the spring which will be used to shape the secondary legislation. Contingency arrangements must be reviewed to ensure the Service meet its Civil Contingency Act statutory obligations. This should be by October and including further review where there is a change of circumstances impacting those contingencies i.e. government response to consultation, secondary legislation enacted, change in government, ballot actions.</p> <p><b>December 23</b> - to remain open until the minimum service levels come in. We are reviewing and planning for contingency crewing next year, planning and maintaining business continuity plan.</p>	03/2024
									3) Communicate and respond to recent and updated offers with regards to corporate staff.	01 August 2022	100	<p><b>August 22</b> - To develop communication and response to updated and recent offers with regards to corporate staff.</p> <p><b>October 22</b> - Communication is being pushed out regarding the current pay award offers for both grey book and green book staff. The CFO has been running a series of videos regarding current pay negotiations. Risk of action from Green Book is minimised due to acceptance of 2022 pay offer by Unison &amp; GMB.</p> <p><b>November 22</b> - Propose that this is accepted &amp; close mitigating action.</p> <p>RISK CLOSED</p>	N/A
									4) NEW Minimum Service Levels Bill & resulting action. Regular contact with Home Office to finalise the minimum service level. Risk of SYFR needing to set MSL, trade union uncertainty and ; if HO set it, then we may not fulfil CRMP.	Mar-24	5	<p>October 23 - consultation provided, met with HO for discussion. Awaiting minimum service levels to be confirmed.</p> <p>December 23 - still awaiting update on detailed MSL service requirements.</p>	03/2024

Evidence of:  
Minimum service level agreement consultation agreement  
Industrial Action communications strategy  
Acquisition course took place from the 21st November 2022 - proof of training and trainees (should be 8)  
Proof of communications to staff - videos, emails, bulletin

37	22/11/2022	<b>Planning environmental sustainability</b> The failure to prepare and embed the sustainability changes required at SYFR	Strategic Regulatory	DCFO Carlin	Paul Fieldhouse	4	4	16	1) Set up a sustainability governance structure to ensure effective management and monitoring of sustainability actions	01 March 2023	90	<b>Feb 23</b> - the governance of the Sustainability Committee meetings is now set up. The meetings are at their early stage and are focused around the Green plan and required actions. Key stakeholders and department managers are members of this committee. This meeting needs time to embed to fully realise the actions required. <b>April 23</b> - as above. We will monitor the progress and effectiveness of the meeting. Sustainability committee took place 18 April 23. <b>June 23</b> - governance structure and meetings now established. Monitoring and delegation of sustainability actions now being managed and updated across departments <b>November 23</b> - actions from the committee meetings are being completed by committee members.	03/2024	3	2	6	4 x 4 Risk Level 16	Evidence of: Sustainability in the governance structure Sustainability measurables and proof of monitoring Heat decarbonisation plan Proof of delegation of sustainability actions
									2) Identify sustainability measurable and implement performance management and monitoring systems	01/12/2024	65	<b>Feb 23</b> - The committee has target carbon zero goals and will monitor against these. Measurables are currently being set up to do this effectively. The intention is to create a performance dashboard, considering electric use, recycling use and water use. <b>April 23</b> - Heat decarbonisation plan submitted to the sustainability funding body as part of the SYFR sustainability funding since the last update. <b>June 23</b> - as above, performance management systems now in place to support the management and monitoring of this information, notably for stations. Targeted locations in place where energy and performance needs to be prioritised.	03/2024					
									3) Identify external funding opportunities and utilise funding to progress sustainable solutions	01/12/2024	90	<b>Feb 23</b> - There is an ongoing Estates Team project to gather this. Three phase funding achieved for lighting, heating (AS sending wording to use). Percentage completion to be determined at the next Sustainability Committee on 19 April. <b>April 23</b> - Heat decarbonisation plan submitted to the sustainability funding body as part of the SYFR sustainability funding since the last update. <b>June 23</b> - ongoing. <b>November 23</b> - Salix application submitted for 7 sites for mechanical upgrades and insulation works.	03/2024					
									4) Implement and manage a staff 'Green Team'	01/12/2024	100	<b>Feb 23</b> - The Green Team (staff network) is up and running, with 3 meetings at time of writing. This is early on in the inception of the Green Team and is currently establishing clear objectives. <b>April 23</b> - Green Team continues with new staff initiatives. Sustainability committee monitor their progress. <b>June 23</b> - requesting to close this mitigating action. <b>November 23</b> - With the current vacancy for a new Sustainability Officer on-going a new chair for the meeting will need to be assigned to continue delivering against any objectives.	03/2024					
									5) Create and launch a Green Plan	01 March 2023	100	<b>Feb 23</b> - The FRA approved the Green Plan on 09 Jan 2023. This is subject to review of timescales following member enquiry at 09 Jan 23 FRA. <b>April 23</b> - launched, request to close. Will be monitored via communications <b>June 23</b> - requesting to close this mitigating action. <b>November 23</b> - Request to close risk mitigating action.	N/A					
									6) NEW Long term decarbonisation plan - taking account of short, medium and long term plan & milestones.	01 March 2024	25	<b>October 23</b> - RIBA stages 1, 2 & 3 to ascertain the requirements to fully decarbonise the estate completed June 2023. Short term opportunity to have arisen through government funding to fully decarbonise 7 potential sites. A medium to long term strategy to be developed once the CRMP is updated.	03/2024					
38	30/11/2022	<b>Financial uncertainty for the service with regards to responses to pay negotiations, industrial action outcomes, and wider uncertain funding, including inflation</b> The risk that the service cannot afford the pay rise settled upon within our current budgetary envelope, and that the wider funding is not sufficient, resulting in reductions to non staff and staff costs.  Requesting closure of this full risk and to set up a new, more current financial risk, drafted below as risk 39	Financial	CFO Kirby	Director of Finance and Procurement	5	5	25	1) Lobbying via NFCC at a national level	01 March 2025	80	<b>Feb 23</b> - The CFO is in regular communication with NFCC for pay negotiations. In addition to this regular contact is maintained with the fire minister regarding industrial action and fire service funding. <b>April 23</b> - ongoing with NFCC. All FRSs were required to publish a productivity and efficiency plan which was submitted end of March 23; this included a 3 year projected MTFP. <b>June 23</b> - Productivity and efficiency plan presented and accepted at FRA on 19 June 23. <b>December 23</b> - financial planning and financial risk is low for 2023/24 given the confirmation from the pension fund that costs of resolution can be taken from the fund. Only the interim payment refunds may be uncertain, which is a known and quantified.	03/2024	4	5	20	2 x 1 Risk Level 2	Evidence of: Productivity and Efficiency plan MTFP CRMP 2025 plans; including scenario planning CRMP 2025 project brief
									2) Creating and managing a MTFP with different plans for different funding options	01 March 2025	75	<b>Feb 23</b> - MTFP presented to FRA in November 22. On 3rd February 23 CFO briefed the FRA members on financial planning and likely impacts on differing pay awards options that we believe will be the most probable outcome. Efficiency plan being established for non-staff cost savings, which is due March 23. <b>27 Feb 23</b> - FRA approved uplift in precept at 20 February FRA meeting. This is being considered as part of the funding arrangements. <b>April 23</b> - 23/24 pay offer for NUC Green Book staff rejected by unions. Two consultative ballots to close in April/May. One union to ballot members for industrial action in May. Employee offer is significant. <b>July 23</b> - Meeting held with new Director of Finance and Procurement about planning assumptions. Financial uncertainty planning to be incorporated into new CRMP. <b>November 23</b> - Requesting closure of this full risk and to set up a new, more current financial risk, drafted below as risk 39. December 23 update includes December changes to precept proposals, we will not have a £5 increase and will need to work within a 3% precept increase.	N/A					
									3) Developing scenario planning for different settlement arrangements	01 March 2025	20	<b>Feb 23</b> - Scenario planning will commence in 2023 for the 2025 CRMP. This will include different funding options and the impact on the service delivery. Preliminary discussions held with CRMP board stakeholders w/c 30 January 23. <b>April 23</b> - CRMP meeting 25 April 23 discussed scenario planning against efficiencies. As a supplement to the CRMP 2025 a fully costed and risk reviewed efficiencies plan will be published. <b>June 23</b> - new project set up for new CRMP production, project brief and initiation document due at the 19 July CRMP board. Work has begun on the risk modelling internally via the Business Intelligence team. <b>July 23</b> - Meeting held with new Director of Finance and Procurement about planning assumptions. Financial uncertainty planning to be incorporated into new CRMP. <b>November 23</b> - Requesting closure of this full risk and to set up a new, more current financial risk, drafted below as risk 39. December 23 update includes December changes to precept proposals, we will not have a £5 increase and will need to work within a 3% precept increase.	03/2024					
39	03/11/2023	<b>*NEW*</b> <b>Financial planning in the short term - Failure to deliver the 2023/24 agreed financial plan</b> There are several risks which could emerge and mean that SYFRA are unable to meet the financial plan. These are captured in the Quarterly financial reporting to FRA. The most significant of these are risk of strike action, increased overtime and inflation.	Financial	CFO Kirby	Director of Finance and Procurement	3	3	9	1) Risks will be assessed and reported at least quarterly as part of financial reporting. If the financial position deteriorates savings will be made where safe to do so.	01 April 2024	50	<b>November 23</b> - new DF&P joined and has revised the risk and will improve reporting and control to mitigate that risk in the period to March 2023. Q2 reporting shows SYFR is expected to exceed the deficit budget set. <b>December 23</b> - changes to precept proposals, we will not have a £5 increase and will need to work within a 3% precept increase.	03/2024	1	1	1	2 x 2 Risk Level 4	1. New post in Exec 2. Improvement to budget holder process 3. Improvement to quarterly finance report
									2) Budget Holder control will be enhanced through improved reporting, training and scrutiny and challenge for any spend above budgets.	01 April 2024	25	<b>December 23</b> - This is part of the financial planning, engagement with budget holder is planned to increase next financial year.	03/2024					
									3) Efficiency reporting will be added to the Quarterly reports so we can evidence delivery of planned savings.	01 February 2024	0	<b>December 23</b> - quarterly finance papers will include updates and refresh of the risks, the quarter 3 paper will go to February 2024 FRA. This should include efficiency reporting, quarter 3 reporting should present the monitoring against this.	03/2024					



FRA 05	23/09/2013	FRA Risk - Fire Control System - A failure to deliver the objectives of the Fire Control System Collaboration project to agreed levels of quality, to budget and timescales may result in a negative impact on the Authority's reputation and finances.	Finance/ Reputational	Clerk/ CFO	DCFO	3	3	9	1) Regular progress reporting for FRA to ensure members are sighted on main issues	01/12/2023	100	December 20 - Regular updates are provided on progress to the FRA. April 21 - All technical issues outstanding are logged on Sysnet so Systel and internal Control managers and ICT staff can work through them. New ESN compliant system is now installed and operating within SYFR April 21 - All technical issues outstanding are logged on Sysnet so Systel and internal Control managers and ICT staff can work through them. New ESN compliant system is now installed and operating within SYFR. The service is using new equipment so failure on our equipment is significantly reduced from equipment that was installed in 2013. Similarly, the new equipment has been installed since the issues in December 2020. There is an increased resilience risk whilst WYFRS are still operating on the legacy system. WYFR are expecting to go live with their upgrade in June / July 2021. August 21 - updates will be provided via the Digital Transformation updates. November 21 - no further updates. April 22 - control system paper due in June 22 August 22 - above FRA paper received. April 23 - Replacement recorder now installed, Dispatch Server Communication (DCS) UAT complete, IRIS V2 training for all staff in progress with a view to 'go live' September 23'. All watches and staff completed fallback exercises (march) in WYFR working in SYFR fallback room (testing resiliency). Bi weekly meetings ongoing with Systel and weekly attendance from Systel UK engineers to ensure any technical issues are being dealt with in accordance with our Service Level Agreement. June 23 New Maintenance Contract agreed, replacement recorder getting good feedback from Operators. All meetings continue to provide assurance of progress. October 23 - Systel have come out of Financial Restrictions (RJ), Airwave DCS live, maintaining bi weekly meetings as part of contract management. Request to close, now BAU.	03/2024	2	2	4	2 x 2 Risk Level 4	Evidence of: New maintenance contract Evidence of fallback exercise in March 23 Evidence of bi-weekly meetings with Systel Communications to FRA
									2) Continue engagement with the supplier regarding the resolution to outstanding issues i.e.: completion of the supplier correction plan and agreed financial remedy.	01/12/2023	100	December 20 - Regular updates are provided on progress to the FRA. April 21 - All technical issues outstanding are logged on Sysnet so Systel and internal Control managers and ICT staff can work through them. New ESN compliant system is now installed and operating within SYFR April 21 - All technical issues outstanding are logged on Sysnet so Systel and internal Control managers and ICT staff can work through them. New ESN compliant system is now installed and operating within SYFR. The service is using new equipment so failure on our equipment is significantly reduced from equipment that was installed in 2013. Similarly, the new equipment has been installed since the issues in December 2020. There is an increased resilience risk whilst WYFRS are still operating on the legacy system. WYFR are expecting to go live with their upgrade in June / July 2021. August 21 - updates will be provided via the Digital Transformation updates. November 21 - no further updates. April 22 - control system paper due in June 22 August 22 - above FRA paper received. April 23 - Replacement recorder now installed, Dispatch Server Communication (DCS) UAT complete, IRIS V2 training for all staff in progress with a view to 'go live' September 23'. All watches and staff completed fallback exercises (march) in WYFR working from SYFR fallback room (testing resiliency). Bi weekly meetings ongoing with Systel and weekly attendance from Systel UK engineers to ensure any technical issues are being dealt with in accordance with our Service Level Agreement. June 23 New Maintenance Contract agreed, replacement recorder getting good feedback from Operators. All meetings continue to provide assurance of continued progress. Correction plan and financial remedy resolved. August 23 - Requesting to close this mitigating action. CLOSED	N/A					
FRA 016	17/09/2018	FRA Risk - MTFP development A failure to develop a robust MTFP may lead to an unsustainable financial position, which may result in a requirement for unplanned budget savings/ efficiencies, a negative impact on reserves, and ultimately result in adverse inspection / audit opinion.  Requesting closure of this full risk and to set up a new, more current financial risk, drafted below as risk FRA 20	Financial / Reputational/ Legislative	Treasurer	Treasurer and Director of Finance and Procurement	5	2	10	1) MTFP 2022-24 to be updated to reflect current financial planning assumptions i.e.: CSR, pensions position, reserves, workforce planning, Covid19 impact etc. and approved.	01 February 2021	85	December 20 - Approved MTFP shows affordable / sustainable plan. Planning assumptions to be reviewed / updated if needed as part of Budget report to Members in Feb 2021. Need to keep MTFP under review given significant financial risks and uncertainties prevailing. April 21 - The 21/22 budget was approved in February which updated the position for the Government's final finance settlement and an agreed CT level of 1.99%. The MTFP will continue to be reviewed given the uncertain funding outlook as a result of COVID 19 and the Government's proposed finance reforms. August 21 - The process for reviewing the MTFP will begin over the next 2 months to prepare a report into FRA in November. December 2021 - MTFP review taken place and approved by Members. August 22 - The process of reviewing the MTFP has begun, particularly considering the ongoing risks of rising inflation and interest rates. The recent 2021/22 Year End Financial Performance report for the FRA agreed a recommendation to set aside resources to help address future risks. December 22 - The MTFP has recently been updated which shows that whilst there is pressure on the budget over the next 3 years that a balanced budget can be delivered for 2023/24 via the use of reserves previously earmarked for such purpose. However at present there remains a gap beyond 2023/24 that will require addressing via an efficiency programme. Work will commence on this following the Fire Authority finance settlement in September when the real position will be determined. April 23 - MTFP 23-26 delivered to FRA in November 2022. Regular quarterly updates provided to FRA, see MBMC website. November 23 - Requesting closure of this full risk and to set up a new, more current financial risk, drafted below as risk FRA 20	N/A	5	1	5	5 x 1 Risk Level 5	Evidence of: MTFP 23-26 Regular quarterly MTFP updates
									2) Reserves Strategy reviewed and agreed	01 February 2021	85	December 20 - Reserves strategy in place and agreed as part of MTFP 20-24. August 21 - Process for reviewing reserves will be part of broader MTFP presented to Members in November. December 2021 - Reserves Strategy and reserves position reviewed and updated for latest MTFP 2022-25. August 22 - Linked to the review of the MTFP the FRA's reserve strategy is also in the process of review. The Current reserves position has been updated as at the end of 2021/22 following approval of the 2021/22 Year End Financial Performance report by the FRA which included the risks. December 22 - The Fire authority reserves strategy has been updated alongside the MTFP. As highlighted some reserves previously earmarked will require drawing down to balance the 23/24 budget allowing time for an efficiency plan to be devised April 23 - as above. November 23 - Requesting closure of this full risk and to set up a new, more current financial risk, drafted below as risk FRA 20	N/A					
FRA 017	17/09/2018	FRA Risk - MTFP delivery A failure to deliver the Authority's Medium Term Financial Plan which is underpinned by a number of financial constraints and assumptions, may impact on the delivery of strategic and operational objectives and the ability to preserve planned service provision levels.  Requesting closure of this full risk and to set up a new, more current financial risk, drafted below as risk FRA 20	Financial / Legislative/ Operational	Clerk / CFO	Director of Finance & Procurement	4	4	16	1) MTFP 2021-24 to be updated to reflect current financial planning assumptions i.e.: CSR, pensions position, reserves, workforce planning, Covid19 impact etc. and be regularly reviewed	01 February 2021	85	December 20 - MTFP aligned to IRMP 20-24 and operational service annual plan and service improvement plan. Risk of delivery will be changes in planning assumptions due to factors outside of SYFR control. These risk and uncertainty factors will continue to be kept under constant review with updates provided to Members at the earliest opportunity. August 21 - Our planning assumptions continue to evolve as we learn about the details of the comprehensive spending review, and we continue to align to the IRMP. December 2021 - Agreed planning assumptions used in updated MTFP aligned to CRMP, operational priorities plans and proposed workforce investments / efficiencies August 22 - The current MTFP remains under constant review, ensuring ongoing consideration is being given to the significant risk highlighted as part of the 2022-2025 MTFP and 2022/23 budget setting process November 22 - New version of MTFP presented to FRA on 21 Nov 2022. A Number of funding scenarios are included that require confirmation when funding allocations and precept limits are confirmed later in the calendar year. The CFO and Chair of the SYFRA have jointly written to Ministers in the Home Office, DLUHC and Chief Secretary to the Treasury, copying all SY MPs raising the profile of funding issues across the service and wider sector and requesting support from central gov grants to be in line with inflation and precept flexibility. February 23 - as per above February update. April 23 - The MTFP covering the period 2023 - 2026 was updated and approved by the Fire Authority in February 23. A number of financial risks were highlighted within the plan and these are being monitored regularly with an updated to be provided to the Authority in late Summer 23 November 23 - Requesting closure of this full risk and to set up a new, more current financial risk, drafted below as risk FRA 20	N/A	4	2	8	4 x 2 Risk Level 8	Evidence of: MTFP 23-26 Regular quarterly MTFP updates
									2) The 2021/22 budget monitoring and reporting procedures in place and will operate throughout the year and will identify planned, sustainable savings wherever possible.	01 February 2021	85	December 20 - Ongoing timetable for monitoring and reporting in year financial performance aligned to new MTFP 21-24. April 21 the reserves position was further updated as a result of finalising the 21/22 budget. August 21 - The wording of Risk 17, mitigating action 2, has been updated in line with this year's financial year timeframe. Budget monitoring and reporting procedures continue as planned. December 2021 - Q2 financial performance report agreed with FRA in Nov 21. Operating underspend in line with previous Q1 and has been factored into refreshed MTFP August 22 - The 2022/23 budget monitoring process is currently embedded. The Q1 financial performance report is due to be presented to the FRA in early September which highlights the current position against the approved 2022-23 budget. December 22 - MTFP and financial report presented at FRA. February 23 - as per above February update. April 23 - The First report on financial performance for 23/24 will be presented to the Authority in July /August 23. This will highlight the position in terms of managing the inherent financial risks highlighted in the MTFP November 23 - Requesting closure of this full risk and to set up a new, more current financial risk, drafted below as risk FRA 20	N/A					

FRA 018	Apr-23	Culture at SYFR - misalignment between the FRA and Service's values and leader actions, employee behaviours, and / or organisational systems	Strategic / Operational / People	Clerk/ CFO / Monitoring Officer	Monitoring Officer Director of People & Culture	4	4	16	1) Culture plan paper presented to FRA by Director of People & Culture.	Jun-23	▶ 100	April 23 - Cultural review presented to FRA and feedback received. S Kelsey provided Members with a verbal update to give assurance that the immediate actions identified in the January 2023 report were being progressed, with analysis of the actions taking place with the management cohort that same month. The six immediate actions had been acted upon, including bringing forward the Culture staff survey, to be launched in the coming months. A review of the disciplinary grievance process was also underway, with work progressing to procure an independent third-party organisation for staff to raise concerns, in the coming weeks. The handling of anonymous complaints was being progressed and further actions were planned. Further written update to FRA planned for June 2023 with updates/actions against the 23 LFB recommendations and 35 HMICFRS recommendations. June 23 - paper presented at 19 June 23 FRA and approved. August 23 (DN) - HMI thematic survey is an additional element impacting culture Nov 23 (SK) - regular updates will be provided to FRA on the culture programme (verbal and written)	03/2023	3	3	9	4x3 Risk Level 12	Evidence of: SYFR updates against the HMICFRS culture recommendations Culture survey plans / progress Women's group engagement Exec / SLT communications Inclusion on service improvement board Culture workshops
									2) Employee Culture Survey to be carried out with subsequent communication of results and action plans	Jun-23	▶ 70	April 23 - The six immediate actions had been acted upon, including bringing forward the Culture staff survey, to be launched in the coming months. June 23 - Culture survey expected Summer 2023, update presented at FRA on 19 June 23. August 23 - September date for Culture survey to be distributed to staff and responses reviewed Nov 23 (SK) - culture survey open Sept/early Oct 23. Results dashboard being prepared by contractor. Presentation to SLT on 13 Nov 23 and shared with all managers & TU's on 15 Nov 23. Results communicated to all staff via virtual meeting delivered by People Insight on 16 Nov 23. Service & local action plans being developed.	03/2023					
									3) Executive Management team engagement with staff groups	Apr-23	▶ 100	April 23 - engagement continues with staff groups, including the Women's Group in March 23. June 23 - replies provided to the women's group questions, presented back to the group w/c 12 June 23. T/DCFO communicating with the chair. Nov 23 (SK) - open invitation to all staff groups for Exec team to attend. Most make best use of SLT strategic influencers. Majority of Exec Team attend quarterly Staff Engagement Forum and annual Joint Staff Group.	03/2023					
									4) Executive Team staff bulletin communications restating expected values and behaviours	ongoing	▶ 70	April 23 - Various CFO & Exec Bulletins to restate the Services values, beliefs and behaviours ensuring all staff are aware of their obligations and responsibilities which are required to be adhered to. Regular staff bulletin communications pieces published internally, written by the SLT including the CFO and the new Director of People and Culture. Nov 23 (SK) - regular updates at key committees/groups/events and in staff bulletin. New corporate induction event - emphasis on culture, behaviours & values	03/2023					
									5) Whistleblowing Policy review and relaunch	Jul-23	▶ 60	February 23 - Legal amendments and comments for Director of People and Culture consideration. Amendments will mitigate risks by raising awareness of the confidential reporting available through the Whistleblowing Policy and affording protection to those who make protected disclosures. Various CFO / Exec Bulletins to restate the Services values, beliefs and behaviours ensuring all staff are aware of their obligations and responsibilities which are required to be adhered to. June 23 - FRA policy, SYFR staff supporting with the refresh of this policy. July 23 - Updated policy has been submitted to Legal for comment. Advice to be provided in August and once policy is approved by the FRA the Policy to be communicated to all staff in the Staff Bulletin raising awareness of the policy November 23 - met with BMBC legal to discuss draft policy	03/2023					
									6) Gap analysis of LFB & HMICFRS culture recommendations through Service Improvement Board &	Apr-23	▶ 100	April 23 - these recommendations have been added to the Service Improvement board and are now being monitored there. June 23 - gap analysis undertaken, work undertaken via People and Culture Board. November 23 - regular updates on progress uploaded to SHOAL and reviewed at SIB & P&C Board. Full update to CMB & FRA in Dec 23/Jan 24.	03/2023					
									7) Culture workshops with key stakeholders (managers, Trade Unions, staff groups)	Jul-23	▶ 100	April 23 - events with middle managers held in April & May 2023. Further events planned for June & July with rep bodies and staff groups. June 23 - workshops continuing and expanded out to included middle managers. Guest speaker presenting at July MMED in relation to culture. Nov 23 (SK) - 'choose to challenge' workshop cascaded to all teams/watches. Regular discussions with rep bodies & staff groups about culture plans and actions.	03/2023					
FRA 019	Apr-23	Industrial Relations - leading to strike or significant withdrawal of labour Gold Book Officers pay award negotiations remain unresolved which could lead to industrial action, including strike and withdrawing labour	Strategic / Operational / People	Clerk/ CFO / Monitoring Officer	Monitoring Officer	5	3	15	1) Liaise with employers side to be cognisant of position and provide instructions	ongoing		February 23 - Chair attending Employers briefing and provided instructions March 23 - Offer rejected by Employee's side. Awaiting national employers council offer. Fire Authority to be informed as and when appropriate. May 23 (AS) - updated and revised offer now being considered by SYFR Gold Book officers. Response has been submitted prior to the agreed date of the 22 May 23. June 23 (AS) - letter from NJC that pay awards have been agreed for 4% increase on basic pay from 1 Jan 22, 3.5% on basic pay 1 Jan 23. Risk mitigation closed.	11/2023	4	3	12	4x3 Risk Level 12	Letter from NJC
									2) Maintain awareness of negotiations and Circulars	ongoing		March 23 - circulars shared with Chair May 23 (AS) - chair and vice chair to be updated at 26 May 23 meeting. June 23 (AS) - letter from NJC that pay awards have been agreed for 4% increase on basic pay from 1 Jan 22, 3.5% on basic pay 1 Jan 23. Propose closing the risk. July 23 (DN) - present report to Appointments Committee for pay settlement or twin tracking option. Matter should be closed once Appointment Committee has made its decision. Risk mitigation closed.	11/2023					
FRA20	Nov-23	"NEW" Financial Planning in the longer term - Failure to ensure SYFRA services are financial sustainable for the long term. There are several risks to SYFRA sustainability in the long term These are identified in the Quarterly Financial reporting to FRA and include Industrial Action, Pay Inflation, Pension contribution increases, Non-pay inflation, Interest rates, funding uncertainty, the economy, employment and pensions law, capital investment requirements (including net zero)	Financial / Reputational/ Legislative	Treasurer	Director of Finance & Procurement	4	4	16	1) MTFP 2024-27 has been drafted reflecting CRMP, workforce planning and revised capital plan. Key assumptions to be drawn out and agreed with Executive team and approved by FRA	Mar-27	▶ 75	November 23 - MTFP drafted for FRA approval. format changed to ensure greater transparency of efficiencies, investments and assumptions made. We have worked with peers to request E5 precept in 2024 and it is assumed this will be achieved. There are many risks which we cannot control in the long term we will continue to monitor these quarterly, but residual risk remains high. Reserves are kept to mitigate some of this risk but if several large risks materialise in the long term and reserves are insufficient we'd need to generate additional emergency efficiencies or potentially resort to Section 114 if this were not possible. December 23 - MTFP approved in November 23 FRA, since then the local government funding settlement has been confirmed with worse assumptions than our most likely MTFP scenario. SYFR are now working on the budget for 24/25.	03/2023	4	3	12	4 x 4 Risk Level 16	MTFP Budget setting report Quarterly finance reports Efficiency and Productivity Plan
									2) Prudent assumptions made on Reserves to mitigate against risk	Mar-27	▶ 0	December 23 - prudent assumptions will be maintained within the budget setting	03/2023					
									3) Efficiencies built in to MTFP year 1 based on known savings, year 2 & 3 savings projects to be identified	Mar-27	▶ 0	December 23 - a SLT financial meeting will re-examine efficiencies in January 2024.	03/2023					
									4) Control process to be introduced to ensure all investments (all budget increases above inflation) are explicitly approved by executive team.	Mar-27	▶ 0	December 23 - a SLT financial meeting will re-examine investments in January 2024.	03/2023					
									5) Quarterly Financial reporting will include assessment of the longer term financial risks	Mar-27	▶ 90	December 23 - the longer term financial risk will be included in the quarterly papers and the FRA budget paper.	03/2023					
									6) Working with peer FRAs to ensure consistent and robust assumptions in MTFP	Mar-27	▶ 75	December 23 - MTFP written and approved. Setting of the plan closed. SYFR are expecting a benchmarking review which will feed into future planning.	03/2023					
									7) Work with other National Chief Firefighters to appeal for increased funding and precept.	Mar-27	▶ 75	December 23 - letter to Treasury and ministers to lobby for higher precept, but not successful, we will continue to work on other funding opportunities.	03/2023					