

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

AUDIT COMMITTEE

10 JUNE 2013

1. **CORPORATE RISK UPDATE**

Report of the Chief Fire Officer.

RECOMMENDED

THAT the Committee approves the Corporate Risk Assurance Map Summary (Appendix 1) and notes the Position Statement (Appendix 2) for each risk.

2. **PURPOSE OF REPORT**

This update is provided to ensure Members remain informed about all aspects relating to the management of the Authority's corporate risks.

3. **BACKGROUND**

- 3.1 In accordance with the Service's risk management strategy, the Corporate Risk Assurance Map Summary is submitted for approval by the Audit Committee on a quarterly basis, following its submission and discussion at the Corporate Performance Review meeting.
- 3.2 Corporate risks are those risks which if they occurred would seriously affect the Authority's ability to carry out its core functions or deliver its strategic objectives as set out in The Plan. Currently, the Service maintains 11 corporate risks.
- 3.3 Each Corporate Risk has assigned to it a Risk Owner. The Risk Owner is the person with overall responsibility for monitoring and reviewing the progress being made in managing the risk. In relation to Corporate Risk the Risk Owner is a member of Corporate Board.

- 3.4 In support of effective risk management the Risk Owner will periodically undertake an assessment of each corporate risk. The frequency of this review will be based upon the estimated risk rating undertaken on the basis of Likelihood x Impact. The likelihood is a measure of probability of a given risk occurring using a scale of 1(low) to 4 (high). The impact is a measure of the severity or loss should the risk occur again, using a scale of 1 (low) to 4 (high). This review will be undertaken in accordance with the following schedule.

LIKELIHOOD	4				
	3				
	2				
	1				
		1	2	3	4
		IMPACT			

	HIGH RISK - periodic review every 6 weeks
	MEDIUM RISK - periodic review every 3 months
	LOW RISK - periodic review every 6 months
	VERY LOW RISK - periodic review every 12 months

- 3.5 Currently all but one of the risks are reviewed on at least a quarterly basis with the exception being Corporate Risk 10 which is a low risk and is reviewed on at least a six monthly basis. In order to ensure that Members are kept informed of corporate risk matters a position statement (Appendix 2) and the overall Corporate Risk Assurance Map Summary are attached.

- 3.6 In undertaking a review of Corporate Risks, the Risk Owner has reviewed the Corporate Risk Assurance Map. The Assurance Map provides details of:

- The strategic objectives and performance indicators relevant to the risk.
- The current risk score.
- A description of events that could lead the Corporate Risk to be realised.
- The control measures in place designed to reduce the likelihood of risk realisation or its impact should the risk be realised.
- Additional control measures currently being implemented to further reduce the likelihood or impact of risk.

- Control owners who are responsible for the implementation, maintenance and review of individual control measures.
- 3.7 As part of the review the Risk Owner has considered the risk score and rating and updated the Assurance Map. The Risk Owner has provided assurance that the control measures identified are still effective in the management of risk and identified whether any new risk events or controls have been implemented or are required. Where ongoing additional controls are being implemented, Risk Owners have confirmed the progress in implementing such controls.
- 3.8 Corporate Risk 10, The Fire Authority would be unable to manage its responsibilities under the Regulatory Reform (Fire Safety) Order and associated legislation resulting in a decline in non-domestic fire safety standards or legal action being taken against the Authority, has been reduced from 6 to 4 (low risk rating). All other risk score remain unchanged. The Position Statement details the reasoning behind the current risk score judgements.

Risk Owners Confidence Opinion

- 3.9 Risk Owners provide a 'Confidence Opinion' on the Corporate Risk Assurance Map summary. The opinion is the Risk Owners judgement as to the effectiveness of the control environment in managing each particular risk. The opinion is awarded using a red, amber or green rating system. The Confidence Opinion provides a useful overview to Members as to the effectiveness of the Service's risk management arrangements.
- A green rating is given when the collective control environment is judged to be robust in managing risk and the majority of controls detailed on the assurance map are applied continuously or with minor lapses.
 - An amber rating is given when the collective control environment is judged to be sufficient in managing risk but improvements to strengthen the overall control environment have been identified.
 - A red rating will be given when the Risk Owner believes that the collective control environment does not enable for the management of risk.

3.10 Risk Owners have provided the following Confidence Opinions:

- Corporate Risks 1, 7, 8, 10, 11 and 13 have been awarded a green Confidence Opinion.
- Corporate Risks 2, 4, 5, 6 and 9 have been awarded an amber Confidence Opinion.
- No red Confidence Opinions were awarded.

3.11 In respect of all corporate risks awarded an amber confidence opinion, additional controls designed to strengthen the management of each of these risks has been identified and is ongoing. Following the implementation of and embedding of these additional controls the Risk Owner will reconsider the confidence opinion. The Position Statement (Appendix 2) details the additional work ongoing.

3.12 The outcome of the latest review was reported to officers at the Corporate Performance Review meeting on 3 June 2013.

4. **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment has not been carried out. The matters contained in this report do not relate to a policy change.

5. **LEGAL IMPLICATIONS**

The course of action recommended in this report does not raise issues which should be drawn to the attention of the Authority's Monitoring Officer.

6. **FINANCIAL IMPLICATIONS**

There are no direct implications arising from this report.

BACKGROUND PAPERS

Corporate Performance Review meeting papers 3 June 2013.

The contact name for this report is Phil Hales, Director Technical and Operational Support, 0121 380 6907.

VIJ RANDENIYA
CHIEF FIRE OFFICER

APPENDIX 1

Corporate Risk Assurance Map Summary

Please see separate attachment

APPENDIX 2

Corporate Risk Amendments April/May 2013

Position Statement

Risk 1- The Fire Authority would be unable to maintain the positive engagement of its employees, resulting in an inability to deliver its key priorities and objectives.

Emerging Issues	<p>Director Human Resources as the designated Risk Owner for this risk has reviewed the risk score. Following review it has been determined that the risk score should remain at 3 (likelihood) x 3 (impact) generating an overall risk score of 9. This risk is rated as a medium risk.</p> <p>The Risk Owner has provided a substantial (green) Confidence Opinion as to the effectiveness of the control environment (see assurance update below). Consideration has been given to reducing the likelihood score associated with this risk, however this is not possible due to the trade dispute between the Fire Brigades' Union (FBU) and Ministers on the matter of reform of fire service pension schemes. To date, the FBU has confirmed its commitment to resolution through negotiation with Ministers and has submitted a seven point plan to Ministers.</p> <p>Whilst there is no immediate risk of industrial action, the circular issued by the National Employers does reflect that authorities will wish to be prepared should resolution not be possible and the FBU then decides to ballot for industrial action . The Service has in place a range of communication (internal, external and media) strategies to manage periods of industrial action to ensure effective engagement as far as practically possible with staff, representative bodies, key stakeholders and media outlets for pre, during and post industrial action.</p> <p>The Service continues to monitor this matter closely.</p>
Changes to control measures	<p>A new additional control has been added to reflect that the Employee Opinion Survey will be conducted in September 2013.</p>
Assurance updates	<p>Level 1 assurance has been provided by Control Owners across the majority of controls in place to support the management of risk. The majority of controls assured have been awarded a green (substantial) rating. Independent (level 2) assurance has been provided for a number of the controls maintained on the assurance map. Where satisfactory assurances ratings have been given, corrective action has been identified to enable substantial assurance to be awarded in the future. To date no red ratings (limited assurances) have been awarded and as such no matters have arisen that require immediate intervention action</p> <p>Therefore, the Risk Owner is assured that the collective control environment is strong and effective. This is reflected in the 'substantial (green) 'confidence opinion' which is shown on the Corporate Risk</p>

	<p>Assurance Map Summary.</p> <p>Investors in People (IIP) interim review will take place in October 2013. This review may provide for an independent (level 2) assurance as to the effectiveness of a number of control measures across the risk environment.</p>
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Risk 2 – The Fire Authority would be unable to maintain an effective ICT provision (excluding mobilising and communications), resulting in significant disruption to the organisation's ICT functionality

Emerging Issues	<p>The overall risk score is unchanged at 9. The risk level remains at medium.</p> <p>The Risk Owner has considered the possibility of reducing the risk likelihood score associated with risk realisation from 3 to 2 (A likelihood rating of 2 is defined as 'medium' 10%-24%, likely to occur within 2-5 years). The Risk Owner believes that whilst there is the potential to consider a risk reduction score on the basis of a likelihood reduction, this would be inappropriate at the current time given that a number of additional controls are being implemented and are not yet embedded.</p>
Changes to control measures	<p>An additional control has been added to reflect that consideration is being given to the future organisation data centre requirements. This control is a key component in enabling for effective business continuity planning and implementation should risk be realised as a consequence of a loss of data centre. The requirements of the business in relation to this are being sought and are due to be clarified by the end of August. In conjunction with the above, an additional control has been added to reflect that work is ongoing to validate the quality and effectiveness of the data rebuild and restore processes in place to mitigate against the impact of the loss of data centre. Again this is due for completion in August 2013.</p> <p>A prioritised ICT programme of Application Development work has been confirmed by the Corporate Team. An additional control has been added to the assurance map to reflect that an ICT recruitment process is underway. This will enable the ICT function to maintain the appropriate capacity and capability to deliver the prioritised ICT programme. It is anticipated that the recruitment process will conclude in June 2013.</p>
Assurance updates	<p>A number of level 1 assurances have been provided by Control Owners throughout the risk environment. No red (limited assurance) ratings have been awarded and as such no matters have arisen that require immediate intervention action. As stated above work is ongoing across the control environment to enable a substantial (green) assurance to be provided throughout the control environment. Given this ongoing work the Risk Owner has provided satisfactory (amber) confidence opinion as to the collective strength of the risk management arrangements in place. This is shown on the Corporate Risk Assurance Map Summary. The completion of ongoing work will enable for the consideration of a substantial confidence</p>

	opinion by the Risk Owner during the next review period.
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Risk 4 – The Fire Authority would be unable to ensure that proper controls are established whilst working in partnership with other agencies/groups, resulting in a significant impact upon the organisation's financial standing, reputation and ability to deliver key objectives.

Emerging Issues	<p>The overall risk score remains at 3 (likelihood) x 2 (impact) = 6. The risk level remains at medium.</p> <p>The Risk Owner has considered the possibility of reducing the risk likelihood score associated with risk realisation from 3 to 2 as a consequence of recent additional controls designed to strengthen the governance and control of partnerships. These are set out below. The Risk Owner believes that whilst there is the potential to reduce the risk likelihood score in the near future, this should not be considered until the additional controls as set out below have been completed and fully implemented.</p>
Changes to control measures	<p>An additional ongoing controls have been recorded to reflect that a task and finish group, encompassing a range of stakeholders throughout Operations has been commissioned to review and revise the Service's partnerships Standing Order and toolkit. It is intended that the revised arrangements will be communicated service wide by end of May 2013. Areas covered for example will include the requirement to have in place a terms of reference/SLA which defines the level of approval required, objectives of a partnership, key activities, resource requirements, enables for the identification and management of risks, ongoing evaluation arrangements, performance reporting, monitoring and exit arrangements. Adherence to the revised guidance will ensure that any gaps in our governance arrangements previously identified by the internal auditor are closed. The communication and implementation of the revised arrangements will strengthen the control environment against a number of risk triggers reducing the potential for risk realisation.</p> <p>An additional control has been added to reflect that a review and restructure of prevention based resources is ongoing and subject to the implementation of the preferred option will enable for the more effective control and governance of partnership activity throughout the Service, strengthening the control environment.</p>
Assurance updates	<p>Level 1 assurance has been provided for the majority of controls within the risk environment. A number of controls in place provide for satisfactory assurance. As set out above, the additional ongoing controls once implemented will provide for a substantial (green) assurance rating to be awarded across the majority of the control environment. Therefore at the current time Risk Owner has provided a satisfactory (amber) confidence opinion as to the effectiveness of the control environment. The implementation of the additional controls detailed above will enable for a substantial confidence opinion to be awarded and a reduction in the</p>

	overall risk score to be considered.
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Risk 5 – The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively as a result of extensive disruption to normal working methods.

Emerging Issues	<p>The Risk Owner has reviewed this overall risk rating and score. The risk score is 3 (likelihood) x 3 (impact) = 9 which is a medium rated risk.</p> <p>The Service continues monitor closely the trade dispute between the FBU and Ministers on the matter of reform of fire service pension schemes. Intelligence received through the National Employers circular confirms the current FBU position of resolution through negotiation with Ministers. In support of this the FBU has submitted a seven point plan to Ministers.</p> <p>Whilst there is no immediate risk of industrial action, the circular issued by the National Employers does reflect that authorities will wish to be prepared should resolution not be possible and the FBU then decides to ballot for industrial action . Should industrial action become a possibility, the Service will implement arrangements for ensuring, as far as practically possible, the delivery of core activity throughout any period of disruption caused by industrial action. This will include implementing the Service's Industrial Action Plan and establishing the Business Continuity Management Team (BCMT) arrangements. The BCMT comprises of strategic and senior managers. The remit of this group is to identify and enable the implementation of the necessary plans, processes and structures to enable the Service to effectively manage periods (pre, during and post) of industrial action.</p>
Changes to control measures	There have been no significant changes to control measures during the reporting period.
Assurance Updates	<p>Level 1 assurance has been provided for some of the controls within the risk environment. No red ratings (limited assurances) have been awarded and as such no matters have arisen that require immediate intervention action. Given the current level of uncertainty surrounding potential industrial action and in particular the continued uncertainty as to the level of external resources available to support the delivery of core activity should strike action occur, the Risk Owner has awarded a satisfactory (amber) confidence opinion as to the strength of the control arrangements currently in place to manage this risk.</p>

Risk 6 – The Fire Authority would be unable to ensure that operational incidents are dealt with safely and effectively, using appropriate levels of resource and personnel.

Emerging Issues	The overall risk Score remains at 2 (likelihood) x 4 (impact) = 8 and the risk remains at Medium.
Changes to control measures.	<p>Following on from a recent independent (level 2) review as to the adequacy and application of the Service's Site Risk Survey (SRS) arrangements a limited (red) opinion rating as to the effectiveness of SRS as a control in preventing risk realisation as a consequence of insufficient information on key risk premises available to operational staff at incident ground has been awarded. SRS is intended to ensure that risk assessed informed decisions can be made pre- incident and at the incident ground, through the provision of relevant, timely and accurate information, ensuring safe and effective firefighters and operations. It is intended to enable the Service to build a localised view of where site specific risk resides that will inform and drive a risk-based approach to how we respond including training and development. Through the provision of a single source entry all personnel can view the same information relating to any identified site risk within the West Midlands. This can be done via the mobile data terminals on vehicles.</p> <p>The review concluded that Fire And Rescue Services should ensure that that risk critical information provided for use at operational incidents is accurate, immediately available, in an easy to use format and applicable to the incident being dealt with. The review of the SRS process and provision and use of operational risk information concluded that there is reasonable assurance and in some areas only limited assurance across these key areas and that overall there are improvements required in all these areas.</p> <p>Corporate Board has noted the review findings and has seconded a dedicated team to ensure that appropriate corrective action is taken. An Improvement plan is currently being developed. This additional ongoing control has been reflected on the assurance map.</p>
Assurance Updates	Level 1 assurance has been provided across the risk environment. However, the Risk Owner has awarded an overall Satisfactory (amber) confidence opinion as to the collective strength of the controls in preventing or reducing risk realisation. This judgement has been informed by the independent limited (red) assurance awarded in respect of SRS. Whilst action to improve SRS arrangements is underway and ongoing a substantial (green) confidence rating will not be awarded until improvements have been implemented and embedded.

Risk 7 – The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively as a result of insufficient or ineffective key assets, such as buildings and vehicles.

Emerging Issues	The overall risk score remains unchanged at 2(likelihood) x 3 (impact) = 6. The risk level remains at Medium. The Risk Owner has determined that this score is appropriate.
Changes to control measures	<p>In order to ensure the effective and efficient use of land and buildings, the Authority has in place a Property Asset Management Plan. The plan sets out the property asset position and property priorities over the next five years and is designed to support and enable West Midlands Fire Authority to deliver its legislative requirements, objectives, strategies and plans. The 2013/14 plan was approved by Authority at its February meeting. This plan is key to enabling for the management of this risk and its approval and subsequent implementation strengthens the control environment around the risk realisation triggers of building stock not being fit for purpose or located in the areas that do not allow for the effective delivery of service delivery objectives</p> <p>At its February meeting the Authority approved the vehicle replacement programme 2013-15. The proposed investment will ensure that the vehicle fleet remains efficient, effective and fit for purpose, strengthening the control environment and reducing the potential for risk realisation as a consequence of insufficient or ineffective vehicles.</p>
Assurance Updates	Level 1 assurance has been provided across the range of control measures. The level 1 control environment provides for substantial assurance (green rating) across the majority of controls. No controls were identified as providing limited assurance (red rating) and therefore no immediate interventions were identified as being required. This has enabled for the Risk Owner to provide a Substantial (green) confidence opinion and this is reflected on the Corporate Risk Assurance Map summary.

Risk 8 – The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively due to a lack of funding or the misuse of funds e.g. fraudulent activity.

Emerging Issues	<p>The risk score remains at 3 (Likelihood) x 3 (Impact) = 9. The overall risk level is Medium.</p> <p>The Risk Owner has given consideration to reducing the likelihood risk score from 3 to 2. A likelihood risk score of 2 is defined as 'Medium 10%-24%, likely to occur within 2-5 years'. However, it is highly likely that the reduction in central funding will continue beyond the current comprehensive spending review period. Given the continued uncertainty as to the level of future funding and that the level of central funding given is fundamental in enabling the effective delivery of Service's core objectives the Risk Owner has determined that the likelihood risk score of 3 defined as 'High 25%-50% or</p>
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	likely to occur within two years' is still appropriate.
Changes to control measures	There have been no significant changes to controls measures during this quarter.
Assurance updates	<p>Level 1 assurance has been provided across the majority of the control environment with most controls measures being awarded at substantial (green) rating in terms of their effectiveness in managing risk triggers. No controls were identified as providing limited assurance (red rating) and therefore no immediate interventions were identified as being required.</p> <p>A number of Level 3 assurances have been provided as part of the external auditors 2011/12 audit year work. Green (substantial) assurances have been provided against a number of key controls. These are set out in the Auditor's.</p> <p>The Risk Owner therefore has provided for a substantial (Green) confidence opinion as to the collective strength of the control environment in managing this particular risk</p>

Risk 9 – The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively as a result of insufficient or ineffective employees.

Emerging Issues	<p>The overall risk score is unchanged at 3 (likelihood) x 3 (impact) = 9 and the risk level remains at Medium.</p> <p>The Risk Owner has considered the possibility of reducing the risk likelihood score associated with risk realisation from 3 to 2 as a consequence of recent agreements to implement recruitment and selection processes for selected Senior Management posts operational riders (staffing strategy). The Director HR has confirmed that there is the potential for a risk score reduction in future but as these processes are only just starting to be implemented it would be unwise to reduce the likelihood score before these processes are embedded and the Service can be assured that they will deliver their intended outcomes. In respect of operational riders, pinch points (set out in the staffing strategy) of June/August 2013 are approaching. Successfully negotiating these pinch points through the application of the controls measures identified within the strategy and moving forward with recruitment aspects of the strategy will provide more assurance as to whether intended outcome will be delivered -enabling for a reduced score to be considered.</p> <p>However, given the importance of these recruitment and selection processes in terms of preventing risk realisation through enabling for sufficient and effective numbers of employees and when considering these processes are only just being implemented it is appropriate that the likelihood score remains unaltered this quarter.</p>
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Changes to control measures	The re-introduction of recruitment and selection processes to enable for the establishment to be maintained has been reflected on the assurance map. The approval of the staffing strategy for operational riders and the consequential implementation of the recruitment and selection process has also been reflected as a new control on the assurance map.
Assurance updates	A number of Level 1 assurances have been provided across the control environment. To date no limited assurances (red ratings) have been identified and as such no immediate interventions are required. The Risk Owner has provided a satisfactory (amber) confidence opinion as to the effectiveness of the control environment in managing this risk as the Service is in the process of implementing some fundamental controls (recruitment and selection processes). However as the current ongoing recruitment and selection processes become embedded it is anticipated that this will provide the level of assurance to enable the Risk Owner to provide a substantial (green) confidence opinion during the next reporting quarter.

Risk 10- The Fire Authority would be unable to manage its responsibilities under the Regulatory Reform (Fire Safety) Order and associated legislation, resulting in a decline in non domestic fire safety standards or legal action being taken against the Authority.

Emerging issues	<p>Director Technical Operational Support (TOpS) as the designated Risk Owner for this risk has determined that the likelihood score (potential for risk realisation) should be reduced from 3 to 2. A likelihood rating of 2 is defined as 'Medium 10%-24%, likely to occur within 2-5 years'.</p> <p>Therefore, the revised risk score using the likelihood x impact matrix the new score is 2 (likelihood) x 2 (Impact) generating an overall risk score of 4. This risk has been reduced in rating from 'medium' to 'low'</p> <p>In making this decision the Risk Owner has considered that the reasons for the raising of the risk score in January 2011. Essentially, the reasons for the rise in score were centered around the uncertainty associated with the reduction and maintenance of the Fire Safety Officer establishment at 66 allied to the additional workload in supporting the 2012 Olympics.</p> <p>Since January 2011, controls have been put in place to ensure that the Fire Safety Officers establishment is maintained at 66. Appropriate training and succession planning is in place. Staffing levels are currently as per establishment and continue to be monitored on an ongoing 6 weekly basis. Additional resilience has been provided through training a number operational officers and flexi duty command group officers to undertake and support audit and enforcement action. Further training is to be provided to enable command group officers to reach a basic standard in prohibiting premises. A succession plan has been enacted to ensure that specific Fire Engineering skills are retained within the Organisation. The intended move (1st July 2013) to a location independent working model, will also enable for a more flexible use of resources in appropriately managing fire safety risks. The risk presented by the Olympics 2012 has been removed.</p>
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	<p>As well as considering the controls put in place as described above, the Risk Owner has assessed the whole control environment designed to prevent/reduce the likelihood of risk realisation or reduce the impact of risk should it be realised. Taking into account the individual assessments of Control Owners as to the effectiveness of each control the Risk Owner has determined that the current control environment is substantial. The Risk Owner has also taken a forward view in considering any potential future risk.</p>
Changes to control measures	<p>The implementation of a location independent working (LIW) model has been confirmed as July 2013. In support of this model the requirement to upgrade the RBiP and provide officers with the necessary equipment to enable for its efficient and effective operation has been identified as part of the TOpS ICT prioritisation process. This has been reflected as an additional (ongoing) control on the risk log.</p> <p>A training needs analysis of Command Group Officers is currently ongoing to determine the training requirement to ensure Command Officers are trained to a Fire Safety Adviser level. Training to Command Groups started in 2013 and will be delivered across Command Groups by April 2014. This has been reflected as an additional control.</p>
Assurance updates	<p>Level 1 assurance has been provided across the risk environment. The level 1 control environment provides for substantial assurance (green rating) across the majority of controls. Where a satisfactory (amber) rating is in place, additions to the control environment have been identified and are being implemented. No controls were identified as providing limited assurance (red rating) and therefore no immediate interventions were identified as being required.</p> <p>Based upon the judgements of Control Owners, the Risk Owner is assured that the collective control environment is strong and this is reflected in the 'substantial (green) confidence opinion' provided which is shown on the Corporate Risk Assurance Map Summary.</p>

Risk 11 – The Fire Authority would be unable to maintain its command and control function, resulting in an inability to receive process and respond to emergency calls effectively.

Emerging Issues	<p>The overall risk score remains at 2(likelihood) x 4(Impact) = 8.</p> <p>As part of the arrangements to ensure that Secondary Fire Control remains fit for purpose an annual testing regime of Secondary Fire Control Uninterrupted Power Supply (UPS) and generators is to be established by Facilities Management. Testing will take place in May 2013.</p> <p>Incident Room procedural arrangements and functionality have been confirmed as providing amber (satisfactory) assurance across a number of triggers, pending the outcome of the ongoing review of Incident Room Managers which may impact upon the these arrangements and</p>
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	<p>functionality.</p> <p>Given the relative strength of the control environment, consideration has been given to reducing the impact score associated with the likelihood of risk occurrence from 2 to 1 (low, less than 10% or unlikely to occur within the next 5 years). However, assurance as to the effectiveness of the UPS arrangements at secondary control has not yet been provided and the collaborative shared control project is ongoing, therefore, it has been determined that the current risk score is appropriate.</p>
Changes to control measures	<p>The ongoing collaborative project has been reflected as a control on the risk log. The adoption of a project methodology framework will enable for a smooth transition to shared arrangements through utilising a disciplined approach to change management. In support of the transition to collaborative arrangements the planned interim solution 'go live' date has been moved from 21 May to a new planned date of 18 June 2013. The interim system 'go live' involves the extension of the West Midlands command and control system into Staffordshire which will allow two fire control rooms to operate on one system from their current locations.</p> <p>The revised date will allow the project team to complete full configuration, system assurance, and pre go live assessments prior to switch to interim arrangements and will take full account of the complexity of the systems involved and the critical value of the fire control function. This control has been given a satisfactory (amber) effectiveness opinion rating. This is appropriate given the complexity the work involved and the critical importance of the systems involved in enabling mobilisation allied to the potential for as yet unforeseen and unknown issues to occur as a result of moving from 'test' to 'live' arrangements. A substantial opinion will be considered post interim go live when the appropriate systems, structures and processes have been evaluated and embedded.</p> <p>In order to provide for substantial assurance of fallback arrangements, a review of arrangements and a programme of refresher training will be undertaken.</p> <p>The fallback resilience arrangements for communicating with Fire Stations are currently under review. This will determine the most efficient arrangements for contacting stations in the event of landline failure.</p> <p>Arrangements are in place via the Airwave facility to enable Fire Controls' nationally to maintain interoperability. The Fire Control management team are in regular contact with the CFA Fire Control Projects national resilience lead to ensure that our arrangements in this area remain effective.</p> <p>A recent test of HQ/Fire Control UPS arrangements has enabled for substantial assurance as to the strength of this control to be provided.</p>
Assurance updates	<p>Level 1 assurance has been provided across the majority of the control environment with a substantial (green rating) being provided for much of the controls. Where amber assurances have been provided corrective action</p>

	<p>has been identified. To date no limited assurances (red ratings) have been identified and as such no immediate interventions are required. As previously detailed a satisfactory opinion in respect of the collaborative project has been provided. However, The Service has a range of control measures in place (detailed on the assurance map) to ensure the continued delivery of a command and control function should any unforeseen difficulties occur as a result of the switch over to the shared Interim arrangements. Therefore, the Risk Owner has provided a Substantial (green) confidence opinion as to the overall collective strength of the control environment and this is reflected on the Corporate Risk Assurance Map summary.</p>
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Risk 13 – The Fire Authority suffered a significant health, safety or environmental failure, resulting in a legal challenge and/or litigation

Emerging Issues	<p>None. The overall risk score is 2 (impact) x 3 (likelihood) = 6 and the risk level remains at Medium.</p>
Changes to control measures	<p>A number of additional (ongoing controls) have been introduced to strengthen the control environment in particular around the trigger of Reporting of Injuries, Diseases and Dangerous Occurrences Regulations. Ongoing activity includes</p> <ul style="list-style-type: none"> • Comprehensive training to be provided to middle managers • raising the profile of near hits • Crisis Management table top exercise • Audit of application of controls in relation to contractors working on fire service premises <p>A review is also on going on the Service's arrangements for managing asbestos</p> <p>A new control has been added to reflect that the Service has in place a Crisis Management Plan (Standing Order 19/11) to ensure the effective and efficient management of fatal or serious safety events and HSE visits.</p>
Assurances updates	<p>Level 1 assurance has been provided across the majority of the control environment To date no limited assurances (red ratings) have been identified and as such no immediate interventions are required. Where satisfactory assurances have been provided action to provide for substantial (green) assurance has been identified. Performance against health and Safety PIs 19&20 continues to be strong. This has enabled for the Risk Owner to provide a Substantial (green) confidence opinion as to the overall collective strength of the control environment and this is reflected on the Corporate Risk Assurance Map summary.</p>