

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

12TH FEBRUARY 2007

1. CORPORATE RISK REGISTER AND ACTION PLANS

Report of the Chief Fire Officer.

RECOMMENDED

THAT the Corporate Risk Register Action Plans, attached to this report, as Appendices 1 and 2 are approved.

2. PURPOSE OF REPORT

This report is submitted to seek the Authority's approval of the Corporate Risk Register and associated Action Plans. These plans are intended to reduce or eliminate strategic risks to the Authority's business as far as is practicable.

3. BACKGROUND

- 3.1 'Corporate risk' generally means those risks that would seriously affect the Authority's ability to carry out its functions. Best practice, as recommended by the Audit Commission and the Office of Government Commerce (OGC), shows that all corporate bodies should assess such business risks and have in place a number of contingency measures to reduce or eliminate risk.
- 3.2 The Authority approved a report on Corporate Risk Management at its meeting on 19th April 2004, the paper setting out the need to address corporate risk in a structured manner. Subsequently the support of Sandwell MBC Risk Management Section was sought to explore a way forward and to update Members regarding progress.
- 3.3 Since that time Members may recall that they have received a number of updates and reports at Executive Committee meetings against the identified risks and Action Plans designed to deal with them.
- 3.4 Members may also recall that, to help embed the Corporate Risk

process into the organisation, they agreed, at the Annual General Meeting on 26th June 2006, that the Chair of the Authority would have Lead Member responsibility for Corporate Risk Management and that the overall responsibility would sit with the Authority's Executive Committee.

3.5 At its September 2006 meeting, the Authority agreed a report setting out revised Corporate Board responsibilities, including the transfer of responsibility to the Corporate Planning and Support Directorate. That Directorate has now assumed responsibility for the topic and has included in its 2007/08 Action Plan a specific action to further embed the risk management process within the organisation. Work on this has been significantly helped by a planned Internal Audit report on the topic.

3.6 In the current financial year a Strategic Risk Group of Key Managers were asked to identify their initial view of corporate risks prior to submitting them to Corporate Board for their input to the process.

Arising from that, the Corporate Risk items identified were presented to the Policy Planning Forum held on Monday 18th December 2006. This gave Members a first overview of the risks and allowed the Authority to consider the perceived Corporate Risks and to determine if there were any additional items they would wish to include or whether they felt the risk assessment ascribed by officers to each of the risks was appropriate.

3.7 Directors have developed a series of Action Plans to respond to the strategic risks. These are attached at Appendix 2. When taken together, Appendices 1 and 2 will form part of the Strategic Risk Register for the Authority. Where applicable, cross reference is made to other plans. For example, the Action Plan to reduce risk from failure of the Fire Control project refers to the Regional Plan for that project.

3.8 Subject to approval by the Authority, the Corporate Risk Register and Action Plans will be published on the Brigade Intranet. This will increase awareness of staff and will help Managers recognise the key issues when they are formulating their plans. The key aspects arising from the work associated with the Corporate Risk Register were considered alongside work undertaken on the Authority's Corporate Strategy and the Medium Term Financial plan.

- 3.9 The Register and Plans will be reviewed formally on an annual basis, and outputs dovetailed into the normal corporate planning cycle. Corporate Risk Management will appear at regular intervals on the agenda of Corporate Board and subsequently the Executive Committee in order that the Register can be updated when existing risks change or new risks arise. Any appropriate action can be identified at the time, rather than waiting for annual review.

4. **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment has been carried out. The initial Equality Impact Assessment did not raise issues which required a full Equality Impact Assessment to be completed.

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**

The 2007/2008 budget for the Authority has taken account of any identified budget issues arising from the Corporate Risk Register as far as is practically possible.

BACKGROUND PAPERS

Corporate Risk Files
Authority Meeting 14th February 2005
Minute 5/05 refers
Policy Planning Forum 18th December 2006-12-25
Minute 28/06 refers

F. J. E. SHEEHAN
CHIEF FIRE OFFICER

APPENDIX 1

CORPORATE RISK REGISTER

SCENARIO	RISK	LIKELIHOOD	IMPACT	RISK OWNERSHIP AT
A	Representative Bodies and Industrial Relations	2	4	Corporate
B	ICT Reliance (Integration) and Business Suite	2	4	Corporate
C	Fire Control National Project	3	4	Corporate
D	Funding Shortfall	3	3	Corporate
E	Terrorism	3	4	Corporate

Policy Planning Forum
18th December 2006

RISK SCENARIO A - RELATIONSHIP WITH REPRESENTATIVE BODIES AND INDUSTRIAL DISPUTE

CORPORATE STRATEGY PRIORITY 3: PEOPLE

SERVICE TO THE COMMUNITY, IMPROVEMENT, DIVERSITY, PEOPLE

No.	Priority (H,M,L)	Corp. Strategy Action List No.	Activities (What and how?)	Milestones (by when?)	What resources are required? (time & £)	What will be achieved? (what target have you set yourself?)	Performance Measures (What impact will you have on BVPIs/LI's?)	What savings (if any) will this activity result in?	Responsible Officer
P1	H	45	Consult with the Fire Brigades' Union (FBU) and Fire Officers' Association (FOA). Implement the Continuous Professional Development (CPD) process.	Applications processed June 2007. First CPD payments July 2007.	Establish process 20 days. Process applications 2,100 hours. Ongoing administration ½ day per week.	Implementation of a process for assessing and allocating CPD payments that accords with the agreement made in the NJC.	90% of CPD applications processed for July pay deadline. 100% of CPD applications processed for August pay deadline. Reapplication process created ready for end of December 2007.	No net savings.	Head of HR
P2	H	45	Completion of ranks to roles.	May-07	200 days Director Operations Support and HR staff	Ranks to roles change implemented for HQ based staff.	Ranks to roles change implemented for HQ based staff.	None	Director (OS)
P3	H	45	Implementation of outcomes of review of Professional Standards.	Jun-07	50 days Director Operations Support and HR staff	Full implementation of the agreed outcomes of the review of Professional Standards.	Completion of the review.	None	Director (OS)

No.	Priority (H,M,L)	Corp. Strategy Action List No.	Activities (What and how?)	Milestones (by when?)	What resources are required? (time & £)	What will be achieved? (what target have you set yourself?)	Performance Measures (What impact will you have on BVPIs/LI's?)	What savings (if any) will this activity result in?	Responsible Officer
P4	H	45	Review of flexi duty system.	Consult June 2007. Implement Dec 2007.	Consult 25 days Director Operations Support, implementation to be determined.	Flexi duty system that allows delivery of statutory duties, IRM and Service plan objectives effectively and efficiently.	Conventional, Chemical, Biological, Radiological and Nuclear (CCBRN) silver command will be available within 30 minutes. Conforms to employment law and core values.	Overtime bill for flexi duty officers to be reduced by 75% from the baseline set in 2006/07.	Director (OS)
P5	H	45	To review the shift pattern arrangements based on the learning experiences of the shift pattern introduced from November 2006	Review complete end May 2007, implementation dependent on outcomes.	10 person days at Head of HR level. 40 days at Borough Commander level. 20 days Personnel Policy Manager. 20 days at Watch Commander. 10 days OSG.	An agreed set of recommendations providing shift patterns for station based staff.	Shift systems conforms to employment law and core values. Provides suitable flexible working options.	None	Head of HR

RISK SCENARIO B - ICT RELIANCE (INTEGRATION)									
CORPORATE STRATEGY PRIORITY 3: PEOPLE									
SERVICE TO THE COMMUNITY, IMPROVEMENT, DIVERSITY, PEOPLE									
No.	Priority (H,M,L)	Corp. Strategy Action List No.	Activities (What and how?)	Milestones (by when?)	What resources are required? (time & £)	What will be achieved? (what target have you set yourself?)	Performance Measures (What impact will you have on BVPIs/LI's?)	What savings (if any) will this activity result in?	Responsible Officer
P1	H	45	To use the PRINCE2 Methodology to manage in the ICT integration project, with early identification of risks, issues and interdependencies	June-08	40 Person days ICT Manager and full time Project Manager	A smooth transition from existing systems to the new integrated system for handling data and business processes	Better integration of ICT systems and avoidance of existing duplication to improve business processes.	None	Director (TS)

RISK SCENARIO C - FIRE CONTROL NATIONAL PROJECT

CORPORATE STRATEGY PRIORITY 2: RESPONSE

SERVICE TO THE COMMUNITY, IMPROVEMENT, DIVERSITY, PEOPLE

No.	Priority (H,M,L)	Corp. Strategy Action List No.	Activities (What and how?)	Milestones (by when?)	What resources are required? (time & £)	What will be achieved? (what target have you set yourself?)	Performance Measures (What impact will you have on BVPIs/LI's?)	What savings (if any) will this activity result in?	Responsible Officer
R1	H	40	To manage the change to the Regional Control Centre (RCC) within the Region, via the National Fire Control project.	Sept-08	40 Person days at Director level. Full time Change Manager	Structured, collaborative approach to change to the Regional Control Centre via Prince2 methodology	Maintenance of Service Delivery. Retention of staff, maintenance of existing staff morale. Formation of the Regional Local Authority Controlled Company (LACC). Implementation of the transition plan and convergence products on business processes.	None.	Director (TS)

R2	H	40	To use the Change Manager Post to identify issues, independencies, resources and work packages to help smooth the transitional phase of the project.	Sept-08	40 Person days at Director level. Full time Change Manager. 600 person days Data Management staff, plus 40 person days ICT staff.	Early identification of risks and issues with appropriate counter measures at Brigade Regional and National level.	A smooth transition of data to the RCC. Preparation of data for RCC in required formats. Identification of benefit management Performance Indicators for Control Room. Agreed regional cut over plan. Alignment of Firelink Radio Scheme protocols to RCC marking.	None.	Director (TS)
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RISK SCENARIO D - FUNDING SHORTFALL

CORPORATE STRATEGY PRIORITY 4: VALUE FOR MONEY

SERVICE TO THE COMMUNITY, IMPROVEMENT, DIVERSITY, PEOPLE

No.	Priority (H,M,L)	Corp. Strategy Action List No.	Activities (What and how?)	Milestones (by when?)	What resources are required? (time & £)	What will be achieved? (what target have you set yourself?)	Performance Measures (What impact will you have on BVPIs/LI's?)	What savings (if any) will this activity result in?	Responsible Officer
V1	H	50	To maximise cashable efficiencies without detrimental effect on Service Delivery and to fully utilise available spend using virement as appropriate	Feb-08	Head of Finance and Procurement 50 person days. 20 person days x5 accountancy staff.	Setting as low a precept in budget as possible whilst maintaining service delivery including service developments.	Cashable efficiency savings reported without detrimental effect on service delivery	Savings in line with a forward looking efficiency statement to be reported to Members	Head of Finance and Procurement
V2	H	50	To explore opportunities to attract external funding to support the activities of the Brigade.	Mar-08	External Partnerships Officer 30 person days. Brigade Managers 30 person days.	Alternative funding to help support the activities of the Brigade.	Increased external funding.	None.	External Partnerships Officer

RISK SCENARIO E - TERRORISM									
CORPORATE STRATEGY PRIORITY 4: RESPONSE									
SERVICE TO THE COMMUNITY, IMPROVEMENT, DIVERSITY, PEOPLE									
No.	Priority (H,M,L)	Corp. Strategy Action List No.	Activities (What and how?)	Milestones (by when?)	What resources are required? (time & £)	What will be achieved? (what target have you set yourself?)	Performance Measures (What impact will you have on BVPIs/LI's?)	What savings (if any) will this activity result in?	Responsible Officer
R1	H	41	Implement policies and procedures to meet emerging threats including terrorism. Build capacity links with partner agencies such as CAT1 and CAT2 responders and the military	Review progress Sep-07. Ongoing quarterly reviews.	250 days per annum.	To have in place policies, procedures and plans that can be tested to meet a variety of terrorism scenarios.	To undertake exercises to test policies, procedures and planning assumptions in respect of terrorism scenarios.	None	Director (Operations Support)
R2	H	41	Develop and consolidate the urban search and rescue facilities and resources centre at the Bickenhill Station, with the associated training facility. Continue development of Technical Rescue capability.	Mar-08	250 days per annum.	The completion of the facility and consolidated storage of facilities and resources.	That the facility is built and that appropriate testing and training is undertaken using the facilities and resources provided.	None	Director (Operations Support)