WEST MIDLANDS FIRE AND CIVIL DEFENCE AUTHORITY

14<u>th</u> FEBRUARY 2005

1. **CORPORATE RISK REGISTER AND ACTION PLANS**

   Report of the Chief Fire Officer.

   RECOMMENDED

   THAT the Corporate Risk Register and the associated action plans as set out in the report 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" 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 put control measures in place to reduce or eliminate them.

3.2 The Authority approved a report on Corporate Risk Management at its meeting on 19th April 2004. This set out the need to address corporate risk in a structured manner. Subsequently the support of Sandwell MBC Risk Management Department was sought and this led to a partnership with Zurich Municipal Management Services (ZMMR) to explore a way forward.

3.3 A Strategic Risk Group of key managers and advisors was formed, chaired by the Director of Performance and Planning who assumed the role of "risk champion" for the Brigade in accordance with good practice.

3.4 The ZMMR report recommended a series of briefing and planning meetings that would identify and prioritise corporate risks, leading to action plans to reduce them. The methodology takes into account the best practice outlined by the Audit Commission and OGC.

3.5 The first briefings and workshops were facilitated by ZMMR during July and August 2004. Although many risks affect the Brigade some of those are already adequately addressed by existing plans and arrangements. These include, for example, the risk of terrorist attack and similar operational matters. Other concerns, such as financial and industrial relations risk were being addressed, but were not the subject of explicit action plans.

3.6 A total of 31 risks were identified and then scored against a matrix which identified their likelihood and severity. The workshops set a level of risk which it would find tolerable and 10 risks emerged as key strategic factors that needed to be addressed at corporate level. A schedule of these, along with risk owners, is attached at Appendix 1.

3.7 The risk owners are all Directors, with the exception of the Regional Fire Control Project, which is jointly owned by the Director (Technical Services) and the Chair of the Authority who is the Senior Responsible Owner for that project. Ownership at this level recognises the significance of these issues.

3.8 Those other risks that were found to be less significant will be factored into Departmental Action plans in the forthcoming Business Planning cycle.

3.9 Members of the Authority attended a workshop, facilitated by ZMMR and the Director of Performance and Planning, on 12th October 2004 to discuss the strategic risks. There was consensus about their nature and relevance. A number of related political risks were discussed, and it is intended to develop these further over the forthcoming months.

3.10   Directors have developed a series of action plans to reduce 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 FireControl project refers to the regional plan for that project.

3.11   Subject to approval by the Authority, the Corporate Risk Register will be published in hard copy and on the Brigade Intranet. This will increase awareness of staff and will help managers recognise the key issues when they are formulating their own plans. A series of training and familiarisation sessions for managers is planned for February and March 2005. The topic will also be the subject of a presentation and discussion with Members at the forthcoming Policy Planning Forum on 28th February 2005.

3.12   The register will be reviewed formally on an annual basis, dovetailing into the normal business planning cycle. Corporate Risk Management will appear at regular intervals on the agenda of Corporate Board in order that the register can be updated when new risks arise. Any appropriate action can be identified at the time, rather than waiting for annual review.

4.   **TRADE UNION CONSULTATION**

The trade unions have been consulted in the preparation of this report.

5.   **EQUALITY AND DIVERSITY IMPLICATIONS**

Equality and diversity matters were considered in the assessment of corporate risk.

Ref. AU/81301052/AI/JEM

6. **CORPORATE AIMS SUPPORTED**

The principal corporate aims supported by the information in this report are as follows.

1. To meet the Fire Authority's statutory duties standards and expectations.

11. To continuously modernise and improve the quality of service.

12. To improve channels of communication.

7. **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.

8. **FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report. However, the risk of funding shortfall is identified as a strategic risk and the resulting action should reduce the likelihood and severity of a shortfall.

BACKGROUND PAPERS

ZMMR Report on Strategic Risk in the West Midlands Fire Service.
Report to the Authority – 19th April 2004 – Agenda Item No. 6

F. J. E. SHEEHAN
CHIEF FIRE OFFICER

Ref. AU/81301052/AI/JEM

APPENDIX 1

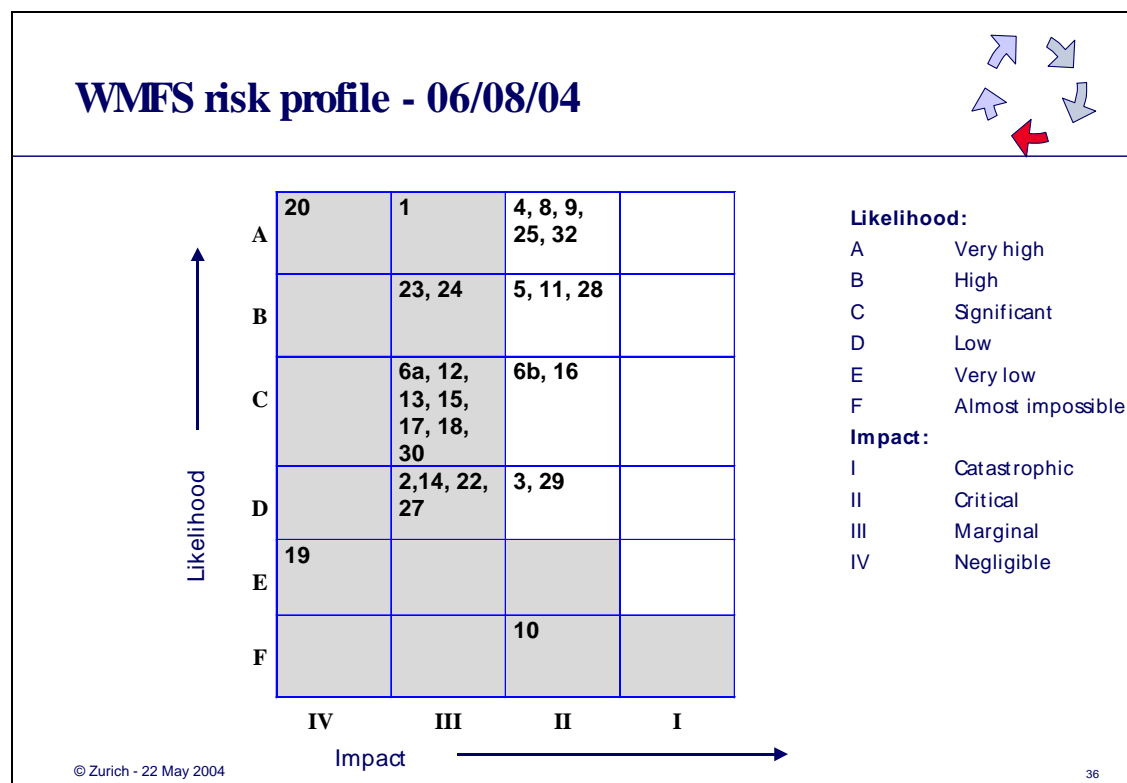| Strategic Risk	Risk Owner	Examples of possible links to existing action plans
Funding shortfall	Finance Officer	Budget plan
Regional control room project	Dir. T/S - Chair	Regional and Brigade Project Plans
Working with Representative Bodies to enable change	Dir. H/R	
New "Back Office" system does not deliver	Dir. T/S	T/S Dept. action plan and Project Plan
Relocation of HQ	Dir. T/S	T/S Dept. action plan and Project Plan
Line management for Station Managers	Dir. P&P	Restructure Project Plan
Public concern about change in focus from emergency response to prevention	DCFO	Prevention Strategy IRM Consultation Plan
Information not targeted to staff who need it	Dir. A	Communications Strategy
WMRMB fail to deliver collaborative agenda	Dir. P&P	P&P Dept action plan and BP 2004/5
Perception of low staff morale	CFO	Core Values work, Restructure Project Plan

Ref. AU/81301052/AI/JEM

APPENDIX 2

Key to risk tolerance matrix

The diagram below shows how we prioritised our corporate risks. The grey area has been set by the brigade as that deemed to be tolerable. The numbers refer to the risk that have been identified and are for illustration purposes only.

In other words although risk number 1 has a very high likelihood of being realised, it is considered to have marginal impact. We may wish to do something to reduce the risk, but is not a high level corporate priority.

On the other hand, risk number 5 has a high risk of being realised and has a potentially critical impact, therefore it appears in our high level risk action plans.

WMFS risk profile - 06/08/04

Likelihood	IV	III	II	I
A	20	1	4, 8, 9, 25, 32	
B		23, 24	5, 11, 28	
C		6a, 12, 13, 15, 17, 18, 30	6b, 16	
D		2,14, 22, 27	3, 29	
E	19			
F			10	

Likelihood:
A   Very high
B   High
C   Significant
D   Low
E   Very low
F   Almost impossible

Impact:
I   Catastrophic
II   Critical
III   Marginal
IV   Negligible

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Corporate Risk Management Action Plan

LIKELIHOOD	A			X	
	B				
	C				
	D				
	E				
	F				
		IV	III	II	I
			Impact		

Risk Number	Current Risk Score	Target Risk Score	Description
[no.]	[matrix position]	[improved position]	
4	**A2**	**B3**	FUNDING SHORTFALL

Action/controls already in place	Adequacy of action/control to address risk
[actions/controls already being done that relate to this risk/cluster] ANNUAL BUDGET SETTING PROCESS' & 'THREE YEAR MEDIUM TERM FINANCIAL PLAN	[how effective are the actions/controls already in place?] THE ACTIONS ENSURE THE AUTHORITY MEETS ITS STATUTORY REQUIREMENTS AND CAN PLAN AHEAD TO ADDRESS ANY LIKELY BUDGETARY SHORTFALLS

Objective	Corporate Policy addressed	Performance Target (Outcome)	Intended Action (Output)	Resources Required (Input)	Target Date	Review Date	Lead Officer (Must be risk owner)
To monitor and review the Authority's expenditure and funding projections within the Medium Term Financial Plan.	1 – To meet the Authority's statutory duties, standards and expectations. 2 – To create a financial plan which operates within the budget to ensure the most effective use of resources.	To ensure a balanced budget is maintained over the medium term within single figure Council Tax increases.	To identify savings arising from modernisation of the Fire Service To identify general efficiency savings To contribute to the Comprehensive Spending Review of the Fire Service	Fifteen person days	31st January 2006.	28th Feb 2006	Finance Officer

Ref. AU/81301052/AI/JEM

Corporate Risk Management Action Plan

LIKELIHOOD		IV	III	II	I
	A			X	
	B				
	C				
	D				
	E				
	F				
		IV	III	II	I
			Impact		

Risk Number	Current Risk Score	Target Risk Score	Description
[no.]	[matrix position]	[improved position]	
8	**A2**	**B3**	REGIONAL CONTROL ROOM PROJECT

Action/controls already in place	Adequacy of action/control to address risk
[actions/controls already being done that relate to this risk/cluster] Regional Project Team in place working with National Firelink Project Team (ODPM) with the work relating to the replacement of the Fire Service's communications infrastructure Risk critical work regarding Brigades current communications identified to Firelink Team Regional Project Team established for RCC with input into ODPM National RCC Project Team. Work being undertaken within WMFS to identify interim site for its own Fire Control due to impact of FSHQ relocation project on existing facility 2006/07	[how effective are the actions/controls already in place?] Work has commenced on improving resilience of radio network Fire Control Call handling system has been upgraded Replacement of existing MDT facilities due to be completed during 2005 ODPM National Project Team will announce chosen site for RCC by March 2005 Dates for West Midlands Region RCC confirmed as last quarter 2007 with occupation of new RCC facility by 2008. Fall back facilities for Fire Controls will need to be maintained in each of the 5 constituent Brigades until all have decanted into the new Control Room.

Objective	Corporate Policy addressed	**Performance Target** (Outcome)	Intended Action (Output)	Resources Required (Input)	Target Date	Review Date	Lead Officer (Must be risk owner)
Regional Fire Control Project (RCC) Contingency arrangements to be implemented to ensure operational continuity and resilience for the WMFS Control Room in the event of delays in project completion date (4th quarter 2007)	1. To meet the Fire Authority's statutory duties, standards and expectations 4. To work in partnership with communities, other agencies and the Government 13. To maximise the benefits from the latest technology	1. To minimise the risk of delay by ensuring effective project management. 2. To ensure that Contingency arrangements are in place to provide for operational continuity and resilience of WMFS Fire Control Room in the event of delays in RCC project completion date (4th quarter 2007)	1. Senior responsible owner (SRO) to closely monitor project delivery. 2. To establish a joint team of personnel from CP and TS with the necessary skills to audit risk critical systems in WMFS Fire Control 3. Carry out audit to determine upgrades and or replacement of operating systems and other equipment required to maintain a resilient C & C facility 4. Carry out feasibility study	1. Existing input by SRO. 2. Joint audit team to be established. (6 persons) 3. 60 person days for audit team for audit and preparation of report setting out findings and recommendations in risk based format	Ongoing Complete 28 Feb 2005	At end of project stages April 1 2005	Director T/S

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Corporate Risk Management Action Plan

A			X	
B				
C				
D				
E				
F				
	IV	III	II	I

LIKELIHOOD — Impact

Risk Number	Current Risk Score	Target Risk Score	Description
[no.]	[matrix position]	[improved position]	
9	**A2**	**B3**	WORKING WITH REPRESENTATIVE BODIES TO ENABLE CHANGE

Action/controls already in place	Adequacy of action/control to address risk
[actions/controls already being done that relate to this risk/cluster] THE BRIGADE IS ALREADY REVIEWING ITS EXISTING PROTOCOLS FOR BOTH TRADE UNION CONSULTATION AND TIME OFF FOR TRADE UNION LEAVE, MEETINGS AND ACTIVITIES	[how effective are the actions/controls already in place?] THE PROTOCOLS IN PLACE HAVE BEEN IN EXISTANCE FOR SOME TIME WITHOUT REVIEW. ALTHOUGH NOT IDEAL, THEY CAN PRODUCE CHANGE ALBEIT WITH RESISTANCE THROUGH THE REGISTERING OF DISPUTES.

Objective	Corporate Policy addressed	Performance Target (Outcome)	Intended Action (Output)	Resources Required (Input)	Target Date	Review Date	Lead Officer (Must be risk owner)
To develop a joint protocol for improved working with the Representative Bodies to better facilitate change.	1. To meet the Authority's statutory duties, standards and expectations. 12. To improve channels of communication.	Reduce resistance to implementing change from the Representative Bodies by improved joint working, resulting in fewer trade disputes.	Review existing arrangements to ascertain compliance with current ACAS guidance on consultation. Review current arrangements for time off for trade union duties, meetings and activities. Enter into formal consultations and work with Representative Bodies over protocol. Agreement of protocol by the Joint Consultative Panel.	Five person days at Director level. Ten person days for staff from the Personnel Planning and Policy Section.	1st December 2005	1st July 2005	Director Human Resources

Corporate Risk Management Action Plan

LIKELIHOOD					
A			X	
B				
C				
D				
E				
F				
	IV	III	II	I
		Impact		

Risk Number	Current Risk Score	Target Risk Score	Description
[no.]	[matrix position]	[improved position]	
25	**A2**	**B3**	INTEGRATED "BACK OFFICE" COMPUTER SYSTEM

Action/controls already in place	Adequacy of action/control to address risk
[actions/controls already being done that relate to this risk/cluster] Support of external project manager enlisted to assist Brigade with product selection and project planning process with the two bidders. Project planning to be aligned to Prince II methodology. Integrated Back Office broken down into separate but interdependent elements comprising core function HR and Finance, IRMP, IPDS, Rostering. It is acknowledged that the rostering package must be live by the 9th September 2005. Contingency arrangements will be put in place to provide these business needs should there be any question of the integrated system not being deliverable in its entirety by the specified date	[how effective are the actions/controls already in place?] External project is proving to be effective in supporting Brigade with product selection, user specification for tendering purposes in the market place. Contingency arrangements need to be firmed up once the contract is let. This needs to be determined in January 2005. The alignment of this project to Prince II methodology will provide additional reporting/control measures regarding the associated risks with this key project.

Objective	Corporate Policy addressed	<u>Performance Target</u> (Outcome)	Intended Action (Output)	Resources Required (Input)	Target Date	Review Date	Lead Officer (Must be risk owner)
To provide an integrated Oracle 'Back Office' by September 2005	2. To create a financial plan which operates within the budget, to ensure the most efficient use of resources 11. To continually modernise and improve the quality of service 13. To maximise the benefits from the latest technology	To provide an integrated Oracle 'Back Office' system within the time frame specified to meet the business needs of the Brigade	To let the contract for core Oracle systems (HR/Finance) to the successful provider by Jan 2005 To go out to the market place and tender for ICT applications that meet the needs of HR Rostering (1), to be followed by IPDS (2) and to draw up a short listing criteria to enable end users to have direct input into the selection of required product from the suitable vendors	External Project Manager, internal users from HR, IPDS Team, ICT, IRMP, Finance Secretariat External Project Manager, internal users from HR, IPDS Team, ICT	9th Sept 2005 Jan 2005 (1) Feb/Mar 2005 (2)	Jan 2005 Jan 2005 Feb 2005	Director T/S

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LIKELIHOOD					
A			X		
B					
C					
D					
E					
F					
	IV	III	II	I	
		Impact			

Risk Number	Current Risk Score	Target Risk Score	Description
[no.]	[matrix position]	[improved position]	
32	**A2**	**B3**	RELOCATION OF HEADQUARTERS

Action/controls already in place	Adequacy of action/control to address risk
[actions/controls already being done that relate to this risk/cluster]	[how effective are the actions/controls already in place?]
Project Board Established and Project Brief, PID and Project Plan including risk log completed. Project Board meet on regular basis to review progress of project. Update report provided to Fire Authority and approval secured to engage specialist consultants to assist with options appraisal for the site and potential income that may be realised for the	Consultancy advice has prompted Brigade to commence action to secure a certificate of immunity from Secretary of State. Project plan and risk log are updated and fed back to Project Board to monitor progress against milestones.
same; and to undertake provenance work associated with the bid to the Secretary of State to obtain a Certificate of immunity from listing to provide certainty for prospective buyers as to what building control options are available for the existing FSHQ site.	Two option appraisals have been completed, with third underway
Options appraisals have commenced to identify alternative interim location for existing Fire Control should the Regional Control Project time frame of 2007 slip or it becomes necessary to vacate the FSHQ site at an earlier date.	IRMP Team are completing their work regarding Central Fire Station which will determine options available to the Brigade regarding the need to build a new Fire Station or relocate resources on a risk basis
The IRMP Team have been undertaking work to determine the requirement for the existing Central Fire Station, which needs to be relocated from the current FSHQ site	

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Objective	Corporate Policy addressed	Performance Target (Outcome)	Intended Action (Output)	Resources Required (Input)	Target Date	Review Date	Lead Officer (Must be risk owner)
Relocate Fire Service Headquarters (FSHQ)	2. To create a financial plan which operates within budget, to ensure the most efficient use of resources 6. To care for the health, safety and welfare of all our people 9. To develop and support sustainable outcomes	To relocate FSHQ in to a suitable building that meets the needs of the Brigade and the Fire Authority within a time frame of 2 ½ to 3 years	Establish Project Board, appoint a Project Manager and adopt Prince II project management Initial funding to be provided Identify potential value, use and potential for listing of FSHQ site Apply for Certificate of Immunity from listing	Completed £100k provided Consultants engaged to assist with valuation and options appraisal work. Specialist consultant engaged to draw up provenance documents required for submission to Secretary of State	Sept 2007 Sept 2004 Jan 2005 April 2005	March 2005 Monthly reviews Jan 2005	Director T/S

Corporate Risk Management Action Plan

LIKELIHOOD					
	A	░	░		
	B	░	░	**X**	
	C	░	░		
	D	░	░		
	E	░	░	░	
	F	░	░	░	░
		IV	III	II	I
			Impact		

Risk Number	Current Risk Score	Target Risk Score	Description
[no.]	[matrix position]	[improved position]	
5	**B2**	**C3**	LINE MANAGEMENT FOR STATION MANAGERS

Action/controls already in place	Adequacy of action/control to address risk
[actions/controls already being done that relate to this risk/cluster] Currently Directors, who have responsibility for high level liaison in one or more districts, provide a communications link to station commanders. Regular management briefings and other forums also keep them appraised of current developments and corporate issues.	[how effective are the actions/controls already in place?] The controls have a positive effect but communications and support still require improvement, particularly as change accelerates as a consequence of modernisation. The current control measures do not adequately address issues of performance management and support.

Objective	Corporate Policy addressed	Performance Target (Outcome)	Intended Action (Output)	Resources Required (Input)	Target Date	Review Date	Lead Officer (Must be risk owner)
To introduce effective line management for station commanders	11. To continually modernise and improve the quality of service 12. To improve channels of communication 14. To develop a positive attitude to change	More effective performance management of activity and staff. Improved communication both up and down the organisation. More effective management of change.	Station Management Restructure implemented (See project documentation for full detail)	1 Full time project manager for 1 year. (to be reviewed prior to implementation phase) Approximately 20 project contributors devoting an average of 10 hours each within existing role. Increase in ongoing personnel costs of approximately 10k per annum. One-off implementation costs of approximately 20k.	9th Sept. 2005	1st April 2005	Director Performance and Planning

Corporate Risk Management Action Plan

A				
B			X	
C				
D				
E				
F				
	IV	III	II	I

LIKELIHOOD / Impact

Risk Number	Current Risk Score	Target Risk Score	Description
[no.]	[matrix position]	[improved position]	
11	**B2**	**C3**	PUBLIC RESISTANCE TO CHANGE IN FOCUS FROM EMERGENCY RESPONSE TO PREVENTION

Action/controls already in place	Adequacy of action/control to address risk
[actions/controls already being done that relate to this risk/cluster] It is part of our philosophy that prevention is the best form of risk reduction and while always reassuring the public that we will respond in an emergency many of our campaign and consultation messages emphasise that "prevention is better than cure"	[how effective are the actions/controls already in place?] Despite constant emphasis on prevention, when the public are asked what they expect from us the majority respond that they want us to respond to emergencies when they call. There is recognition of the benefits of prevention but our role is still predominantly seen as reactive. When change is proposed to redeploy resources from intervention there is still significant public resistance.

Objective	Corporate Policy addressed	Performance Target (Outcome)	Intended Action (Output)	Resources Required (Input)	Target Date	Review Date	Lead Officer (Must be risk owner)
To reduce public concern about the shift of emphasis from intervention to prevention	3. To reduce risk in the community 12. To improve channels of communication	Increased acceptance of the benefits of redeploying resources to prevention Measurable change in public perception (through public opinion survey)	Increased emphasis on the benefits of prevention in safety campaigns and consultation exercises. Use evidence of effectiveness of prevention vs intervention (reduced fires, deaths and injuries) as part of the campaign to increase public acceptance.	Further conscious focussing of existing campaign resources on the benefits of prevention – no additional resource implications	1st April 2007	1st April 2005. (After end of current IRMP consultation)	DCFO – Director of Community Protection

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	A				
	B			X	
LIKELIHOOD	C				
	D				
	E				
	F				
		IV	III	II	I
			Impact		

Risk Number	Current Risk Score	Target Risk Score	Description
[no.]	[matrix position]	[improved position]	
			TARGETING INFORMATION

Action/controls already in place	Adequacy of action/control to address risk
[actions/controls already being done that relate to this risk/cluster]	[how effective are the actions/controls already in place?]
Development of Internal Communication Guidance	Yet to be measured, guidance is being consulted on

Ref. AU/81301052/AI/JEM

Objective	Corporate Policy addressed	Performance Target (Outcome)	Intended Action (Output)	Resources Required (Input)	Target Date	Review Date	Lead Officer (Must be risk owner)
To target information to staff who need it.	12. to improve channels of communication. 13. to maximise the benefits from the latest technology.	To target information to staff who need it.	To undertake a survey of staff groups to ascertain what information they receive which they feel is unnecessary. To ascertain what information they feel they need but do not receive. To work with departments/ stations to modify communication processes to match, as closely as possible, staff needs. To incorporate the above process into the internal communications strategy.	Five person days at Director level. Ten person days of Internal Communication Manager. Ten person days of Internal Communication Assistant.	31st March 2006.	31st March 2005	Director (A)

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A				
B				
C			**X**	
D				
E				
F				
	IV	III	II	I

LIKELIHOOD / Impact

Risk Number	Current Risk Score	Target Risk Score	*Description*
[no.]	[matrix position]	[improved position]	
6b	**C2**	**D3**	WM REGIONAL MANAGEMENT BOARD FAIL TO DELIVER COLLABORATIVE AGENDA

Action/controls already in place	Adequacy of action/control to address risk
[actions/controls already being done that relate to this risk/cluster] The RMB Modernisation Programme reflects the priorities in the National Framework. An effective Programme Board Supported by a Programme Office ensures that the programme and constituent projects are fully monitored auditable against objectives.	[how effective are the actions/controls already in place?] Although collaborative projects are progressing they tend to focus on service improvements such as sharing of best practice. In some cases additional resources are required in the short to medium term. (Fire Control project). There is insufficiently strong emphasis on efficiencies.

Objective	Corporate Policy addressed	Performance Target (Outcome)	Intended Action (Output)	Resources Required (Input)	Target Date	Review Date	Lead Officer (Must be risk owner)
To ensure that West Midlands Fire and Civil Defence Authority (WMFCDA) influence the regional agenda with our partners to ensure achievement of improved service and efficiencies through collaboration	4. To work in partnership with communities, other agencies and the Government 11. To continually modernise and improve the quality of service 15. To be an influential Fire Authority	To realise measurable service improvements and/or efficiencies where potential is identified. (Identification of potential to be completed before outcomes can be quantified)	To identify all practicable savings and service improvements arising from collaboration To enter into multi or bilateral agreements to realise such benefits	WMFCDA Regional Management Board Members, advised by Chief Fire Officer and Director of Performance and Planning, to focus on identifying and realising service improvements and savings. Future inputs depend on nature of collaboration.	Identification of potential – 1st April 2005 Realising improvement dependent on nature of collaboration	1st Sept. 2005	Director – Performance and Planning

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A	▓	▓		
B	▓	▓		
C	▓	▓	**X**	
D	▓	▓		
E	▓	▓	▓	
F	▓	▓	▓	▓
	IV	III	II	I

LIKELIHOOD — Impact

Risk Number	Current Risk Score	Target Risk Score	Description
[no.]	[matrix position]	[improved position]	
16	**C2**	**D3**	PERCEPTION OF LOW STAFF MORALE

Action/controls already in place	Adequacy of action/control to address risk
[actions/controls already being done that relate to this risk/cluster] Communications and consultation strategies are aimed at giving information effectively to reduce uncertainty about change. Internal communications such as "Firepower" emphasise good news such as the achievements of our staff and the brigade. Support is available to mitigate the effects of stress and depression through the Occupational Health Unit.	[how effective are the actions/controls already in place?] Despite efforts made to communicate effectively there is a perception of low morale among many staff, specifically at fire stations. Staff have said that significant factors are uncertainty about change and a feeling that change initiatives are negative for them personally or for the brigade.

Ref. AU/81301052/AI/JEM

Objective	Corporate Policy addressed	Performance Target (Outcome)	Intended Action (Output)	Resources Required (Input)	Target Date	Review Date	Lead Officer (Must be risk owner)
To improve morale and reduce the perception of low morale	6. To care for the health, safety and welfare of all our people 12. To improve channels of communication. 14. To develop a positive attitude to change	Measurable Improvement in morale or perception of morale (see output 1) Note: This plan is complemented by plans for other corporate risks, i.e. a. Rep. body resistance to change b. Line management for Station Managers c. Information not targeted	1. Adopt an effective method of measuring morale 2. Review methods of consultation and involvement in change 3. Promote, recognise and reward good practice and performance 4. Actively seek opportunities to deliver benefits for staff arising from modernisation	To be determined following initial exploration of outputs 1, 3 and 4.	Ongoing	1st Jan. 2006	Chief Fire Officer

Ref. AU/81301052/AI/JEM