

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

AUDIT AND PERFORMANCE MANAGEMENT COMMITTEE

29 NOVEMBER 2010

1. **AN ANALYSIS OF PROGRESS OF CORPORATE PERFORMANCE AGAINST 'THE PLAN' - QUARTER TWO 2010/2011**

Report of the Chief Fire Officer.

RECOMMENDED

- 1.1 THAT the Committee notes the status of the Service's key indicators in the second quarter of the year.
- 1.2 THAT the Committee notes the progress made in delivering the fifteen strategic objectives contained in 'The Plan' 2010/2013.
- 1.3 THAT the Committee notes the Corporate Risk update for the second quarter of this year.
- 1.4 THAT the Committee notes the update for Programmes and Projects across the organisation.

2. **PURPOSE OF REPORT**

This report is submitted to provide the Committee with an analysis of the organisation's performance against 'The Plan' in the second quarter of 2010/2011.

3. **BACKGROUND**

- 3.1 The second Corporate Performance Review Meeting took place on 27 October 2010. This quarterly meeting provides a joined up method of managing performance as well as providing assurance around the ongoing performance of 'The Plan'.
- 3.2 Officers and the Lead Member for Performance Management reviewed the performance of the Service against Corporate Risk, progress against projects, key indicators of performance and fifteen Strategic Objectives.

Performance Indicators:

3.3 The management of operational performance enables the Service to deliver an improved service to the community. Indicators that enable the assessment of performance are selected each year and targets set to ensure continued improvement.

3.4 The Service is improving and meeting targets across a range of indicators. There are three areas where performance is below target:

3.4.1 The Service has had 901 Accidental Dwelling Fires so far this year against a target of 861. This is over target by 40 incidents. There has been an increase in the number of fires relating to 'Cannabis factories' with 44 incidents recorded in the last twelve months.

There have been 45 Injuries from Accidental Dwelling Fires which is on target to achieve a planned reduction of 5% from the 2009/10 total of 94 injuries.

3.4.2 False alarm calls due to automatic fire alarms in dwellings are increasing beyond the target reduction of 1% from 2009/10. There have been 1,741 against a comparison of last year to date of 1,658. Ownership of smoke alarms in private dwellings has increased significantly due to the large number of home safety checks completed by the service and this may have resulted in an increase in calls.

3.4.3 There have been 1102 accidental and arson fires in dwellings in the last six months. A working smoke alarm was fitted at 64% (705) against a target of 68% of properties; no alarm was fitted at 24% (265) of properties and alarms were not working correctly in 12% (132) of properties. The methodology for targeting Home Safety Checks is under review and an improved process will help achieve this target.

3.5 Appendix 1 provides a more detailed overview of performance against all our key performance indicators.

Strategic Objectives:

- 3.6 Appendix 2 provides an update of the fifteen strategic objectives outlined in 'The Plan', along with the progress and exceptions to date of milestones due for completion within the second quarter of 2010/11.

Eleven of the fifteen corporate action plans have delivered against preset milestones and are currently on course to deliver against predicted milestones. Four of these plans are behind schedule. A more detailed report of progress against each objective and relevant milestones is available on request.

Corporate Risk:

- 3.7 Corporate Risks are those risks that, if realised, would seriously affect the Service's ability to carry out its core functions or deliver key objectives.
- 3.8 In accordance with the Corporate Risk Management Strategy, all risks maintained within the Corporate Risk Register have been reviewed by Senior Risk Owners in order to update the relevant triggers, impacts and control measures and determine a relevant risk score, if appropriate, based on assessment of likelihood and impact.
- 3.9 Following review of the relevant risk items, the risk rating level and overall score given to two of the thirteen risks have been amended.
- 3.10 The impact score for risk eight has been reduced from a score of 4 to 3 as a result of the CSR settlement becoming known. The overall risk rating score has therefore reduced to 9 and the risk level has now moved from High to Medium.
- 3.11 The impact score for risk nine has been changed from a score of 2 to 3 following review by the risk owner. The overall risk rating score raised to 9, however the risk level remains at a Medium.
- 3.12 A potential increase within the next twelve months to the risk score associated with risk number seven, concerning building and fleet assets has been recognised. This is due to current uncertainties surrounding Government funding. This is consistent with the risk direction of travel of a number of corporate risks.

The summary of corporate risks detailing the risk rating and direction

of travel is attached as Appendix 3.

Programmes and Projects:

- 3.10 There are currently five PRINCE2 controlled projects and two programmes in progress across the organisation.
- 3.11 The E Business project is near closure; however discussions are taking place to review this status given the current and possible future pressures that may exist for ICT resources.
- 3.12 The Respiratory Protective Equipment project is awaiting formal closure. Once approved this will become day to day business.
- 3.13 A more detailed update can be found at Appendix 4.

4. EQUALITY IMPACT ASSESSMENT

In preparing this report an initial Equality Impact Assessment is not required and has not been carried out. The matters contained in this report will not lead 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

6.1 The level of response, protection and prevention resources required to achieve the targets for the operational indicators shown in Appendix 1 were considered as part of the Authority's 2010/2011 budget setting process which established a total budget requirement of £119.080 million. As at the end of September 2010, actual expenditure was £55.5 million compared to a profile budget of £56.6 million resulting in a £1.1 million underspend. Based on Best Value Accounting Code of Practice the estimated cost of staff engaged in prevention work, including an element for watch based firefighters for 2010/2011 is £19.1 million.

- 6.2 The cost of delivering services which contribute to the performance achievements comprise goods such as smoke alarms and staff time. The staff time includes those staff who are solely engaged in prevention work and watch based staff who provide emergency response as well as prevention services.
- 6.3 The full year budget for smoke alarms and other supporting materials in 2010/2011 is £411,000. Actual expenditure as at 30th September 2010 was £188,000. Forecast expenditure for 2010/2011 is in line with the full year budget.

BACKGROUND PAPERS

'The Plan'
Strategic Objectives
Corporate action plan updates
Corporate Risk 'Position Statements'

VIJ RANDENIYA
CHIEF FIRE OFFICER

EXECUTIVE SUMMARY

This report includes data for the Brigade area to the end of September 2010.

The following indicators are improving and are meeting the target:

- **Injuries at accidental dwelling fires**
- **Deaths at accidental dwelling fires**
- **Accidental fires in non-domestic premises**
- **Arson fires in non-domestic premises**
- **Arson vehicle fires**
- **Malicious calls received**
- **False alarm calls due to automatic fire alarms in non-domestic premises**

The following indicators are improving but are not yet meeting the target:


- **Accidental fires in dwellings**
- **Arson rubbish fires**

The following indicators are worsening and are not yet meeting the target:

- **Arson fires in dwellings**
- **False alarm calls due to fire alarms in dwellings**
- **The percentage of dwelling fires where a working smoke alarm was fitted**

INDICATOR DATA


PI 1 The number of accidental fires in dwellings

| | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |
|-------------------------------------|--------|---------|----------------|---|
| Yearly | 1,867 | 1,877 | 1,783 |  |
| Year to date – April to Sept | 943 | 906 | 861* | 901 |

* This is the target that we would need to meet from April to September 2010 in order to meet the target for the year, taking into account seasonal fluctuations in the data.


Overall accidental dwelling fires have reduced by 39% in the last ten years, the current increase of 40 against the half yearly target could equate to the increase of domestic property being used as cannabis factories. The Service has attended 44 such incidents in the last 12 months and this is seen as a rising trend. Work is underway with operational crews and the Police to help identify such premises before fires occur. The methodology for targeting home safety checks has been reviewed and an improved process will help achieve this target.

PI 2 The number of injuries from accidental fires in dwellings

| | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |
|-------------------------------------|--------|---------|----------------|---|
| Yearly | 123 | 94 | 89 |  |
| Year to date – April to Sept | 61 | 51 | 48 | 45 |


With a continual reduction in accidental dwelling fires over the last ten years the number of injuries received has reduced proportionally. Figures for injuries continue to fall across the Brigade and current figures show a reduction of 11.8% in the target figure. The home safety check programme continues to provide education to people in the home and increase fire awareness. Against the increase in the number of accidental dwelling fires this indicator shows that whilst there has been a slight increase in accidental dwelling fires people are not getting injured in these fires as often as they used to.

PI 3 The number of deaths from accidental fires in dwellings

| | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |
|--------|--------|---------|----------------|---|
| Yearly | 12 | 16 | 11 | 5 |
| | | | |  |


Although fatal fires have increased over the last 6 years the current number is lower than at the same time last year and is below the target figure. The majority of accidental fire deaths involve vulnerable people who have died in the very early stages of the fire, the best way to influence these people is through education and prevention. 33 vulnerable people's officers have been trained to address the most vulnerable individuals in the community. These additionally trained officers have enhanced our already professional service. This has resulted in an increase in our community profile and our partnership working with agencies that are engaged with vulnerable people. There have been a number of significant interventions that have reduced the risk of fires at various households across the West Midlands.

PI 4 The number of arson fires in dwellings

| | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |
|------------------------------|--------|---------|----------------|---|
| Yearly | 487 | 398 | 378 |  |
| Year to date – April to Sept | 232 | 197 | 187 | 204 |


There has been a 3.6% increase in incidents compared to last year. There have been significant increases in the Dudley, Sandwell and Walsall areas; where an increase has been identified, the local officers and the Arson Task Force have agreed local plans to deal with local issues and aim for further reductions. In particular to improving recording of regeneration dwelling fires.

PI 5 The number of accidental fires in non-domestic premises

| | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |
|------------------------------|--------|---------|----------------|---|
| Yearly | 643 | 696 | 696 |  |
| Year to date – April to Sept | 342 | 328 | 328 | 326 |


There has been a decrease of 0.6% compared to last year. Business safety education continues to be delivered through fire crews and our Business Safety Officers. In particular the use of 'Keep Your Business in Business' highlights the maintenance and regular checking of electrical items which are the main cause of these accidental fires. The introduction of 'Experian Business Data' will enable us to target these businesses more directly. Following every commercial fire, appropriate follow up activity is completed by Business Safety Officers who educate the owner or take the appropriate enforcement action.

PI 6 The number of arson fires in non-domestic premises

| | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |
|------------------------------|--------|---------|----------------|---|
| Yearly | 242 | 280 | 280 |  |
| Year to date – April to Sept | 144 | 152 | 152 | 140 |


There has been an 8% decrease in deliberate fires compared to last year. Work has commenced with Local Councils, Environmental Crime Units and the Arson Task Force to conduct post fire audits, where advice is given on target hardening. The Environmental Crime Unit work in partnership to ensure premises are boarded up and secured if void or derelict. Training of operational staff is being rolled out across the Black Country, encouraging the crews to undertake commercial hot strike activity and ensure all intelligence relating to at risk premises is fed back to the Fire Safety department so necessary action can be implemented. All Incidents of Note are examined on a daily basis by Fire Safety Staff and visits made. Other agencies are engaged as deemed necessary particularly Environmental Health.

PI 7 The number of deliberate car fires

| | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |
|------------------------------|--------|---------|----------------|---|
| Yearly | 1,337 | 1,096 | 1,096 |  |
| Year to date – April to Sept | 690 | 621 | 621 | 564 |


There has been a 9% reduction in the number of deliberate car fires compared to last year; thus out performing this year's target significantly. This can be attributed to the continuation of robust systems for the removal of abandoned vehicles. Local officers continue to work with partners to identify the areas where dumping of vehicles has historically taken place. The world economy's demand for steel is keeping the price of scrap metal high, therefore encouraging people to trade in their vehicles.

PI 8 The number of arson rubbish fires

| | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |
|------------------------------|--------|---------|----------------|---|
| Yearly | 4,565 | 4,398 | 4,266 |  |
| Year to date – April to Sept | 2,338 | 2,568 | 2,491 | 2,542 |


There has been a 1% reduction in arson rubbish fires from last year but we are failing to achieve the 3% target. The Birmingham Fire Reduction Partnership have led the way forward with a review of inaccurate recording with relation to the definition of deliberate and accidental fires. Service wide guidance has been issued to enhance recording across all Command areas. Birmingham’s Environmental Crime Unit has provided Fire Safety Officers with digital cameras in order to take photos of rubbish. Fire Safety Officers photograph the rubbish and send it directly to the Environmental Crime Unit who removes it within 48 hours. Coventry and Solihull has established an electronic referral form to support this process.

PI 9 The number of malicious false alarm calls received

| | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |
|------------------------------|--------|---------|----------------|--|
| Yearly | 4,882 | 3,908 | 3,752 |  |
| Year to date – April to Sept | 2,867 | 2,295 | 2,203 | 2,008 |


There has been a 12.5% decrease on the same period as last year; this can be attributed to a number of interventions that target young people, these include ‘ZIP Theatre’, Safeside, The Red Hot Education Centre, Prince’s Trust Programmes, The Young Firefighters’ Association, Fire Intervention Reparation and Education (FIRE) and school visits. In addition the cycle teams who operate across all Command areas continue to engage with young people on the streets to educate them about hoax calls and the dangers of fire.

PI 11 The number of false alarm calls due to automatic fire alarms in non-domestic premises

| | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |
|------------------------------|--------|---------|----------------|---|
| Yearly | 6,275 | 6,809 | 6,537 |  |
| Year to date – April to Sept | 3,155 | 3,417 | 3,280 | 3,201 |


Business Safety Officers have engaged with Town Centre Managers, hospital forums and University events to significantly impact on achieving a 6% reduction. Business Safety Officers visit premises experiencing high number of false alarms and take action under the Regulatory Reform (Fire Safety) Order 2005. This has reduced false alarm activations at many premises.

PI 12 The number of false alarm calls due to fire alarms in dwellings

| | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |
|-------------------------------------|--------|---------|----------------|---|
| Yearly | 4,203 | 3,217 | 3,185 |  |
| Year to date – April to Sept | 2,116 | 1,658 | 1,641 | 1,741 |

The number of false alarms from alarm systems in domestic properties and sheltered housing has increased and is above target. Ownership of smoke alarms in private dwellings has increased significantly due to the large number of home safety checks completed by the service and this may have resulted in an increase in calls. Further evaluation is ongoing into this increase and the number of smoke alarms that have reached their end of life and the policy on replacing these alarms. Work is ongoing in training and refreshing crews to support sheltered schemes to reduce the number of false alarms calls.



PI 13 The percentage of dwelling fires where a working smoke alarm was fitted




| | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |
|---------------|--------|---------|----------------|---|
| Yearly | 59.8% | 64.7% | 68% | 64% |
| | | | |  |




The number of incidents attended by the Service where a working smoke alarm was fitted is currently below the target figure of 68%. This indicator includes where the alarm operated and raised the alarm, or did not operate for reasons not due to a malfunction, e.g. not enough smoke to activate the alarm. There have been 1102 accidental and arson fires in dwellings in the last six months, a working smoke alarm was fitted at 64% (705), no alarm fitted at 24%(265) and alarms not working correctly at 12%(132). The Service has completed 20588 home safety checks this year and will continue to target at risk people and areas to ensure smoke alarm ownership continues to rise. The methodology for targeting home safety checks has been reviewed and an improved process will help achieve this target.




Corporate Performance Review
Summary of progress of performance against the Corporate Plan
July – September 2010




Below is an overview of performance against each of the 15 strategic objectives detailed in 'The Plan' for the second quarter 2010/2011.


| | Strategic Objective | Owner | Status | Comments |
|----------|----------------------------|------------------|---|--|
| 1 | Vulnerable People | Community Safety |  | <p>The action plan to deliver this objective aims to put in place processes that will ensure the effective targeting of our vulnerable people across the West Midlands and will enable our staff to work with them more effectively.</p> <ol style="list-style-type: none"> 1. All milestones are on course 2. The development of systems to enable the effective targeting of vulnerable groups (Home Safety Check) system is near completion. 3. Vulnerable People Officers have been established and have undergone training. 4. An emerging risk is the reduction of funding in Local Authority areas and therefore the commitment to seek funding through partnerships. |
| 2 | Safety in the home | Community Safety |  | <p>The action plan to deliver this objective aims to increase safety in the home of our vulnerable people through revising our policies and approaches for both low risk and high risk (vulnerable) households.</p> <ol style="list-style-type: none"> 1. One milestone is slightly behind its completion date. 2. Demand for the resources of the Information Communication Technology function has led to slippage on the completion of the new Home Safety Check system. Discussions are taking place to bring this back on course |

| | | | | |
|---|---------------------------------|------------------|---|---|
| 3 | Road Safety | Community Safety |  | <p>The action plan to deliver this objective aims to promote further Road Safety work across the region through the design and implementation of education packages, partnership working, raising awareness and sharing of information.</p> <ol style="list-style-type: none"> 1. All milestones are on course. 2. Achieving an 11% reduction on the number of people killed and seriously injured. 3. Local Road Safety Partnerships now exist across all 7 Boroughs with the last two established in the last 3 months. |
| 4 | Arson and anti social behaviour | Community Safety |  | <p>The action plan to deliver this objective aims to put in place interventions that will help to manage the number arson fires across the command areas. This will be achieved through the use of tasking groups, policies for managing derelict building, fly tipping and abandoned vehicles and in particular an evaluation of needs and best practice.</p> <p>Not all milestones are being met.</p> <ol style="list-style-type: none"> 1. Arson and Rubbish fires have increased over the last quarter, however measures are in place to address this. HSCs carried out by crews continue to manage the risks related to arson. 2. Arson fires in non domestic dwelling, cars and derelict buildings are improving. 3. It is envisaged that the current economic climate and future concerns will make partnership work even more essential in tackling targets. |
| 5 | Health and Wellbeing | Community Safety |  | <p>The action plan to deliver this objective aims to work with partners to improve the health and wellbeing of our communities and reduce the impact of potentially damaging lifestyles and behaviours of individuals.</p> <p>Not all milestones are being met.</p> <ol style="list-style-type: none"> 1. Initial scoping exercise to determine work currently underway across the Service and capacity to deliver has identified significant activity underway. 2. More work required to identify any potential gaps. 3. New government white paper on Public Health expected in December 2010 |

| | | | | |
|---|--------------------|------------------------------|---|---|
| 6 | Heritage | Fire Safety |  | <p>The action plan to deliver this objective focuses on Grade I & II* listed buildings and incorporating the protection of these buildings into our current systems and processes. Milestones are on course.</p> <ol style="list-style-type: none"> 1. Whilst there were no particular milestones due for completion this quarter there has been good progress towards trial mapping of Heritage sites via fire stations as well as the development of the Heritage WMFS intranet page. |
| 7 | Environment | Technical Operations Support |  | <p>The action plan to deliver this objective aim to deliver services in a responsible and sustainable way to reduce the impact of our work on the environment. All milestones are complete for the quarter.</p> <ol style="list-style-type: none"> 1. Photovoltaics (solar panels which generate electricity) have been installed on Safeside. As an example it has saved 8 kg of carbon over 3 days. These panels are also being used as an educational tool. 2. We are pursuing a partnership with EON that will enable us to fit photovoltaic panels to all stations. 3. We are entering into a contract that will enable the fitting of SMART meters to all stations to measure water usage. |
| 8 | Advise and Enforce | Fire Safety |  | <p>The action plan to deliver this objective aims to develop current policies, to ensure the organisations ongoing ability to advise and enforce fire safety issues across the West Midlands in line with current legislation. As well as consulting and liaising with partners to achieve safer premises within the West Midlands and continue to improve the accuracy of information provided to crews. All milestones are on course.</p> <ol style="list-style-type: none"> 1. The Memorandum Of Understanding with Sandwell Legal was signed on 8th September 2010 after several months of development and negotiation. |

| | | | | |
|----|---|-----------------|--|---|
| 9 | Innovative, creative and accountable leadership | Human Resources |  | <p>The action plan to support this objective aims to develop leaders at all levels and support the organisation in attracting and retaining people with effective leadership skills. This will be achieved through the introduction of relevant learning modules and schemes, the consistent application of individual Personal Development Review and work place assessment, succession planning, career management and the availability of performance information.</p> <p>Action plan is on schedule although there are no milestones for completion in the first quarter of 2010/2011.</p> <ol style="list-style-type: none"> 1. A review of our leadership approach has been completed. |
| 10 | Recognised, valued and engaged staff who are safe and healthy at work | Human Resources |  | <p>The action plan to support this objective aims to develop reward and recognition packages, facilities to support our employees to achieve and maintain excellent health and safety at work and provide employment conditions that fully consider both the needs of the diverse workforce and of the Service.</p> <p>There are no milestones for completion in the first quarter of 2010/2011</p> <ol style="list-style-type: none"> 1. Consultation/negotiation has commenced for the review of the Employee Relations Framework 2. Milestones for Investors in People have been revised following freeze due to Building upon Success programme. |
| 11 | Organisational development | Human Resources |  | <p>The action plan to support this objective aims to develop effective working relationships and partnerships to support our people with the sharing of ideas, best practice and learning across professional and organisational boundaries.</p> <p>There are no milestones for completion in the first quarter of 2010/2011</p> <ol style="list-style-type: none"> 1. Continued development of the Pay and Grading performance framework for support employees. Additional work packages have been identified to move forward with the project. |

| | | | | |
|----|---|--|--|--|
| 12 | Our people and the services we provide reflect the needs of our community | Human Resources |  | <p>The action plan to deliver this objective aims to ensure that effective strategies are in place to support the Service in developing a diverse workforce and ensure fairness and equality in our actions. There are no milestones for completion in the first quarter of 2010/2011.</p> <ol style="list-style-type: none"> 1. Employee and community engagement events continue to take place 2. After successful placements with the future job schemes we have another 20 young people (18-24) on 6 month placements. |
| 13 | Value for money | Strategic Planning Improvement and Risk Team |  | <p>The action plan to deliver this objective aims to improve the efficiency, effectiveness and economy of our activities by making best use of all of our resources, to ensure that our communities receive a value for money service. All milestones are on course.</p> <ol style="list-style-type: none"> 1. Internal and external engagement completed on time. 2. Functional reviews including front line completed on time. 3. Challenge, scrutiny and design panel commenced 15th September and the design stages continue through to 5th November. |
| 14 | Asset Management | Estates |  | <p>The action plan to deliver this objective aims to ensure that all of our assets are appropriately community focussed, energy efficient and fit for purpose and are professional workplaces of which we can be proud. The plan is behind schedule</p> <ol style="list-style-type: none"> 1. Property Asset Management Plan has been approved by Authority and implemented and progress is being made. 2. Refurbishment at Walsall and Solihull fire stations has commenced. 3. Two Aerial appliances have been completed and delivered to Brigade. 4. Planned maintenance is behind schedule but is being brought back on track. |

| | | | | |
|----|------------------------------------|-------------------------------|---|---|
| 15 | Dealing effectively with incidents | Operations/Operations Support |  | <p>The action plan to deliver this objective aims to plan for emergency situations with partners and agencies, deal safely and effectively with incidents by providing skilled and well equipped personnel; and ensure that we have the ability to learn from the incidents to continuously improve our response activities.</p> <ol style="list-style-type: none">1. Milestones are on course and although delivery dates are set for 2011/13 activity is ongoing.2. MANAGEMENT OF OPERATIONAL RESOURCES – The majority of the recommendations in the review have now been implemented. This has seen a positive impact on operational resources with staff now more effectively and efficiently deployed. |
|----|------------------------------------|-------------------------------|---|---|

Summary of corporate risks and associated scores

| Risk No. | Description of Risk | Risk Rating | | | | Direction of Travel |
|----------|--|-------------|---|--------------|-------|---------------------|
| | | L | I | Score: L x I | LEVEL | |
| 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 Risk Owner: Director, Human Resources | 3 | 3 | 9 | M | ↑ |
| 2 | The Fire Authority would be unable to maintain an effective ICT provision (excluding its mobilising and communication services) resulting in significant disruption to its ICT functionality Risk Owner: Director (Corporate Services) | 3 | 3 | 9 | M | ↑ |
| 3 | The Fire Authority would be unable to manage the transition to the Regional Fire Control, resulting in an inability to maintain a robust Command and Control function Risk Owner: Director (Technical and Operational Support) | 3 | 3 | 9 | M | ↔ |
| 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 its financial standing, reputation and ability to deliver key objectives Risk Owner: Director (Operations) | 3 | 2 | 6 | M | ↑ |
| 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 Risk Owner: Director (Technical and Operational Support) | 3 | 3 | 9 | M | ↑ |
| 6 | The Fire Authority would be unable to ensure that operational incidents are dealt with using appropriate levels of resource and personnel, resulting in an inability to deliver a safe and effective emergency response function Risk Owner: Director (Technical and Operational Support) | 2 | 4 | 8 | M | ↑ |
| 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 Risk Owner: Director (TOpS) / Director (Finance and Procurement) | 2 | 3 | 6 | M | ↑ |
| 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 Risk Owner: Director (Finance and Procurement) | 3 | 3 | 9 | M | ↔ |
| 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 human resources Risk Owner: Director, Human Resources | 3 | 3 | 9 | M | ↔ |
| 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 Risk Owner: Director (Technical and Operational Support) | 1 | 2 | 2 | VL | ↔ |
| 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 Risk Owner: Director (Technical and Operational Support) | 2 | 4 | 8 | M | ↔ |
| 12 | The Fire Authority would be unable to manage the implementation of the National Firelink Project, resulting in an inability to maintain a robust Command and Control function Risk Owner: Director (Technical and Operational Support) | 1 | 3 | 3 | L | ↓ |
| 13 | The Fire Authority suffers a significant health, safety or environmental failure, resulting in legal challenge and/or litigation Risk Owner: Director (Technical and Operational Support) | 2 | 4 | 8 | M | ↔ |

Definition

Those risks that, if realised, would seriously affect the Authority's ability to carry out its core functions or deliver key objectives

Comparative view of corporate risks

| | | | | | |
|----------------|---|------------|----|-------------------|-------|
| LIKELIHOOD >>> | 4 | | | | |
| | 3 | | 4, | 1,2, 3, 5, 8,9 | |
| | 2 | | | 7, 13 | 6, 11 |
| | 1 | | 10 | 12 | |
| | | 1 | 2 | 3 | 4 |
| | | IMPACT >>> | | | |

Review Schedule

| | |
|--|---|
| | 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 |

The grid (left) provides an overview of the risk scores. The colour coding gives an indication of the review period for each risk, based upon the above review schedule. Target risk scores are recorded on the relevant Corporate Risk Management Action Plan. Target scores identify the Authority's appetite for each risk.

Version No.1.4 Date: October 10th 2010 Summary of significant changes to the Corporate Risk Register


The direction of travel associated with risk 7 is increasing and could result in an increased risk rating within the next 12 months

Risk 8 The impact score has been reduced from 4 to 3 as a result of the CSR settlement becoming known. The overall risk rating score has reduced to 9 and the risk level is now Medium.

Risk 9 impact score amended to 3 following review by the risk owner. Risk score raised to 9, however risk level remains at medium.

All risks: General assessment provided by risk owner as to direction of risk i.e. increasing or decreasing

KEY TO ABBREVIATIONS

| | |
|---|---|
| L | Likelihood: an estimation of the probability that a particular risk will occur (or a measure of the time period within which that risk is likely to occur), taking into account the preventative control measures already in place. |
| I | Impact: a measure of the most likely effect or reasonably foreseeable result if a particular risk occurs, taking into account the mitigating control measures already in place. |
| Level | An assessment of the overall level of exposure to a particular risk. This assessment assists in the prioritisation of resources and determines the frequency of risk review/reporting. |
|  | Assessment by risk owner as to anticipated direction of risk score i.e. increasing or decreasing, over the next 12 months. |

Programme and Project Updates

There are 5 PRINCE2 controlled projects and 1 programme currently in progress.

- Water
- E-Business
- Operational Preparedness Programme
- Pay and Grading
- Personal Protective Equipment
- Respiratory Protective Equipment

The Water Project

SRO: A/ACFO Dave Walton
Project Manager: Paul Murphy

Work Packages awaiting completion: ICT Work Package

The Water Project was initiated in October 2006 to resolve the issue of access to reliable information about water supply at fire incidents. Following Station Commander Pell's retirement, the closedown of the Project has been handed to the Programme Manager. The Project is currently awaiting the completion of the final ICT Work Package which is due to be completed by 12 November 2010.

The eBusiness Project

SRO: Alan Brandon
Project Manager: Marian Miller

Work Packages awaiting completion: Melio, HR, Benefits Realisation HR/Finance and Payroll/ Procurement.

The eBusiness Project was initiated in May 2006 to consider evaluate and where appropriate, implement an integrated back-office system. The Project is currently in its final stage and is expected to close in December 2010. '

Operational Preparedness Programme

SRO: David Johnson
Programme Manager: Andy Grosvenor

Projects awaiting completion: HR Training Strategy, Integrated Emergency Management, Personal Performance Development and Review, TRACS.

Work Packages awaiting completion: OpA3 Effectiveness in Reducing Risk, OpA9 Sharing of Information between protection and operational services, OpA 14 Debrief, OpA 15 Site Specific information, OpA 18 Confirmation of Receipt of Risk Critical

Information, Station Work Load, Capacity & Routines.

The Operational Preparedness Programme commenced in January 2009 as a result of a review of Operational Preparedness. It is currently awaiting a QAM on 8 November 2010. The Programme is currently in Stage 2. The Programme is at present expected to run until July 2011.

Pay and Grading

SRO: David Johnson
Project Manager: Helen Sherlock

The Pay and Grading Project commenced in March 2010 as a controlled method of delivering the new WMFS 'green book' Pay and Grading system. The Project to implement the new structure is expected to go live in April 2011. The Project is currently awaiting approval of its PID and the development of work packages.

Personal Protective Equipment (PPE)

SRO: Mark Harper
Project Manager: Alan Tranter

The Personal Protective Equipment Project commenced in April 2009 to appoint a preferred provider of Operational Firefighting PPE within the prescribed time scale. The Project is currently entering the Implementation Stage (stage 3) and is on target to close in June 2011.

Respiratory Protective Equipment (RPE)

SRO: Mark Harper
Project Manager: Mark Flanagan

The RPE Project is currently awaiting approval of its Project Closure documentation; the documents have been approved by the SRO and are awaiting formal approval from Corporate Board.