

# **WEST MIDLANDS FIRE AND RESCUE AUTHORITY**

## **AUDIT COMMITTEE**

**4 SEPTEMBER 2017**

### **1. CORPORATE RISK UPDATE**

Report of the Chief Fire Officer.

RECOMMENDED

THAT Audit Committee approve the Corporate Risk Assurance Map Summary (Quarter 4, 2016/17, Appendix 1 and Quarter 1 2017/18, Appendix 3) and note the Position Statements (Quarter 4, 2016/17, Appendix 2 and Quarter 1 2017/18, Appendix 4) for each risk. This covers Quarter 4 2016/17 and Quarter 1 2017/18).

### **2. PURPOSE OF REPORT**

This six-monthly 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 This report includes the Corporate Risk Assurance Map Summary and the Position Statement for two quarters. This is the combined six-monthly report as agreed by Members at the Audit Committee Meeting held on 25 July 2016.
- 3.2 In accordance with the Service's risk management strategy, the Corporate Risk Assurance Map Summary is submitted for approval by the Audit Committee, following its submission and discussion at the Corporate Performance Review Meeting. The meeting for Quarter 4, 2016/17 was held on the 23 May 2017 and the meeting for Quarter 1, 2017/18 held on the 1 August 2017.
- 3.3 Corporate risks are those risks which would seriously affect the Authority's ability to carry out its core function or deliver its strategic objectives as set out in The Plan. Currently, the Service maintains 9 corporate risks, some of which have more than one element.

- 3.4 Each corporate risk is assigned to a Risk Owner, who is a member of the Strategic Enabling Team. The Risk Owner has the overall responsibility for monitoring and reviewing the progress being made in managing the risk.
- 3.5 To enable 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 based on 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).

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

- 3.6 In order to ensure that Members are kept informed of corporate risk matters a Corporate Risk Assurance Map Summary for Quarter 4 2016/17 (Appendix 1), Position Statement for Quarter 4 2016/17 (Appendix 2), Corporate Risk Assurance Map Summary for Quarter 1 2017/18 (Appendix 3) and Position Statement for Quarter 1 2017/18 (Appendix 4) are attached.

- 3.7 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 implemented to further reduce the likelihood or impact.
  - Control Owners who are responsible for the implementation, maintenance and review of individual control measures.
- 3.8 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.
- 3.9 Where ongoing additional controls are being implemented, Risk Owners have confirmed the progress in implementing such controls.

### **Increase/decrease in Overall Corporate Risk Score**

- 3.10 In Quarter 4 2016/17 there was no increase or decrease in any of the risk scores.
- 3.11 In Quarter 1 2017/18 there was an increase in six of the risk scores.
- Corporate Risk 2.1 (People) has increased from 9 to 12

- Corporate Risk 2.2 (People) has increased from 6 to 9
- Corporate Risk 3.1 (Prevention) has increased from 6 to 9.
- Corporate Risk 3.2 (Prevention) has increased from 6 to 9.
- Corporate Risk 6.1 (Business Continuity & Preparedness) has increased from 9 to 12.
- Corporate Risk 9.2 (Business Development) has increased from 8 to 9.

3.12 The risks relating to 'People', 2.1 and 2.2, Prevention 3.1 and 3.2, Business Continuity & Preparedness, 6.1 and Business Development, 9.2 have increased due to the ongoing national discussions regarding the pay award and the potential withdrawal of support for the National Joint Council trials. Business Continuity Planning has been established to ensure the delivery of commissioned services associated with falls response and the wider health agenda.

3.13 The Corporate Risk Summary Sheets are attached as Appendices 1 and 4, they provide the direction of travel in respect of the Authority's 9 Corporate Risks.

For Quarter 1 2017/18 the following applies:-

- Corporate Risks 1.1, 1.2, 2.3, 4.1, 5.2, 8.1 and 8.2 have been awarded a green confidence (substantial) option, which is the highest level that can be awarded.
- Corporate Risks 2.1, 2.2, 3.1, 3.2, 5.1, 6.1, 7.1, 7.2, 9.1 and 9.2 have been awarded an amber (satisfactory) confidence opinion. In all cases, work is in progress to enable for a green rating to be attained.
- No red (limited) confidence opinions were awarded, although 2.1 (people) has increased from 9 to 12 and the risk score has been marked as red (high risk).

## **Position Statement Summary**

- 3.14 The Position Statements attached as Appendices 2 and 4 provide the detail of the risk management activity undertaken or ongoing in respect of the Authority's 9 Corporate Risks for Quarter 4 2016/17 and Quarter 1 2017/18.
- 3.15 Corporate Risk 1 – External (Political and Legislative) Environment. Although the risk score has not changed, the likelihood of governance change is high. The Future Governance Working Group has been added as an additional control measure to the risk register.
- 3.16 Corporate Risk 4 – Protection. The risk score has not changed but an additional control measure has been added to the risk register. Protection continues to utilise the Command Risk Profiles produced through the Integrated Risk Management Team whilst the Intelligence Led Audit Programme (ILAP) is being developed.

## **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 do not relate to a policy change.

## **5. LEGAL IMPLICATIONS**

There are no direct legal implications associated with the implementation of the recommendations set out in this report.

## **6. FINANCIAL IMPLICATIONS**

There are no financial implications associated with the implementation of the recommendations set out in this report.

## **7. ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications associated with the implementation of the recommendations set out in this report.

## **BACKGROUND PAPERS**

Frequency of Risk Reporting to Audit Committee, Audit Committee Report, 11 April 2016


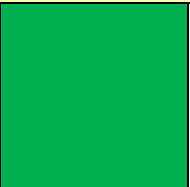






Corporate Risk Update to Audit Committee, Audit Committee Report,  
25 July 2016






The contact for this report is Deputy Chief Fire Officer, Philip Hales,  
telephone number 0121 380 6004.

PHIL LOACH  
CHIEF FIRE OFFICER





## APPENDIX 1





### Corporate Risk Assurance Map - Summary - Qtr 4 2016/17

No.	Outcome of Risk Realisation	Risk Owner	Direction of Travel	Overall Confidence	Likelihood	Impact	Risk Score
<b>CR1</b>	<b>External (Political and Legislative) Environment</b>	<b>SE Strategic Hub - Karen Gowreesunker</b>					
<b>1.1</b>	Public Service Reform enables new duties and/or major changes to the governance, structure, role or activities of the fire and rescue service requiring major re-organisation, resulting in an inability to deliver against organisational strategy and planned community outcomes.				3	2	6
<b>1.2</b>	The Fire Authority is unable to positively position itself within public service reform to sustain and create new services resulting in reduced confidence, credibility and/or reputational damage.				3	2	6
<b>CR2</b>	<b>People</b>	<b>SE People - Sarah Warnes</b>					
<b>2.1</b>	The Fire Authority is unable to maintain positive staff consultation and engagement, resulting in an inability to deliver strategic objectives, outcomes and continuous improvement.				3	3	9
<b>2.2</b>	The Fire Authority is unable to deliver its Service Delivery Model effectively, as a result of insufficient or ineffective employees, throughout the organisation, resulting in reduced confidence and credibility; and increased reputational damage.				2	3	6

<b>2.3</b>	The Fire Authority is unable to meet statutory duties to provide a safe and healthy workplace and protect the environment, resulting in a significant failure and reduced confidence and credibility; and increased criminal proceedings, litigation and reputational damage.				<b>2</b>	<b>3</b>	<b>6</b>
<b>CR3</b>	<b>Delivery of Services - Prevention</b>	<b>SE Prevention - Jason Campbell</b>					
<b>3.1</b>	The Fire Authority is unable to engage with the most vulnerable members of the community and reduce community risk resulting in increased fire and non-fire related incidents, fatalities and injuries.				<b>3</b>	<b>2</b>	<b>6</b>
<b>3.2</b>	The Fire Authority is unable to establish effective partnership arrangements and deliver community outcomes, resulting in a significant impact upon the organisation's financial standing, reputation and ability to deliver key objectives.				<b>3</b>	<b>2</b>	<b>6</b>
<b>No.</b>	<b>Outcome of Risk Realisation</b>	<b>Risk Owner</b>	<b>Direction of Travel</b>	<b>Overall Confidence</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Score</b>
<b>CR4</b>	<b>Delivery of Services - Protection</b>	<b>SE Protection - Simon Barry</b>					
<b>4.1</b>	The Fire Authority is unable to effectively discharge its duties under the Regulatory Reform (Fire Safety) Order and associated legislation, resulting in a decline in non-domestic fire safety standards; reduced confidence and credibility; and increased litigation and reputational damage.				<b>3</b>	<b>2</b>	<b>6</b>
<b>4.2</b>	The Fire Authority is unable to maintain its command and control function, resulting in an inability to receive, process and respond to emergency calls effectively, so increasing community risk; reducing confidence and credibility; and increasing reputational damage.				<b>2</b>	<b>3</b>	<b>6</b>



<b>CR5</b>	<b>Delivery of Services – Response</b>	<b>SE Response - Ben Brook</b>					
<b>5.1</b>	The Fire Authority is unable to ensure that operational incidents are dealt with safely, assertively and effectively using appropriate levels of resources and personnel, resulting in increased firefighter and community risk; reduced confidence and credibility; and increased reputational damage.				<b>1</b>	<b>4</b>	<b>4</b>
<b>CR6</b>	<b>Business Continuity &amp; Preparedness</b>	<b>SE Organisational Preparedness - Steve Taylor</b>					
<b>6.1</b>	The Fire Authority is unable to provide business continuity arrangements, to maintain delivery of core functions, as a result of extensive disruption to normal working arrangements, including national and international deployments, significant and major events, resulting in increased community risk; reduced confidence; increased reputational damage; and external scrutiny.				<b>3</b>	<b>3</b>	<b>9</b>
<b>CR7</b>	<b>Information, Communications and Technology</b>	<b>SE ICT - Jason Danbury</b>					
<b>7.1</b>	The Fire Authority is unable to provide and maintain an effective ICT provision to support the delivery of core functions, resulting in significant disruption to the organisation's functionality, reduced confidence, credibility, reputational damage and external scrutiny.				<b>2</b>	<b>4</b>	<b>8</b>
<b>7.2</b>	The Fire Authority is unable to provide effective management and security of organisational information and documentation including the receipt, storage, sharing and transfer of information and data, resulting in reputational damage, litigation, substantial fines and external scrutiny.				<b>3</b>	<b>3</b>	<b>9</b>

No.	Outcome of Risk Realisation	Risk Owner	Direction of Travel	Overall Confidence	Likelihood	Impact	Risk Score
<b>CR8</b>	<b>Finance &amp; Assets</b>	<b>SE Finance and Resources - Mike Griffiths</b>					
<b>8.1</b>	The Fire Authority is unable to deliver its statutory responsibilities, predominantly through the Service Delivery Model, due to insufficient funds, resulting in external scrutiny and intervention; reduced confidence and credibility; and increased reputational damage.				3	3	9
<b>8.2</b>	The Fire Authority is unable to deliver effective financial management arrangements, due to misuse of funds, resulting in external scrutiny, intervention and litigation.				2	3	6
<b>CR9</b>	<b>Business Development</b>	<b>SE Business Development - Preith Shergill</b>					
<b>9.1</b>	The Fire Authority is unable to create, grow and sustain appropriate flexible funding opportunities and meet financial targets, through the delivery of these opportunities via the Service Delivery Model. This will result in a budget shortfall impacting upon our ability to maintain the Service Delivery Model and delivery of core services.				3	3	9
<b>9.2</b>	The Fire Authority is unable to meet contractually binding arrangements for the provision of commissioned and/or paid services resulting in litigation; reduced confidence and credibility; and increased reputational damage.				2	4	8

**Corporate Risk Quarter 4 Position Statement May 2017****Individual Risk Position Statement****Corporate Risk 1 – External (Political and Legislative) Environment****Corporate Risk 1.1:**

**Public Sector Reform enables new duties and/or major changes to the governance, structure, role or activities of the fire and rescue service requiring major re-organisation, resulting in an inability to deliver against organisational strategy and planned community outcomes.**

Emerging Issues	The overall risk score of 6 (likelihood 3 x Impact 2) and risk rating of 'low' is maintained against this new corporate risk. The likelihood of governance change is high however the delivery of core and statutory services and impact on public safety as is provided now is unlikely to change. New duties however may be introduced as legislation around Fire & Rescue Services (FRS) governance and Devolution emerges. The outcomes of the Future Governance Working Group and public consultation provide a critical evidence base to support the Authority's direction of Mayoral West Midlands Combined Authority (WMCA) governance. This route for governance has received full approval of the Authority and support of Local Authority leaders. This along with positive external relationships, commissioning, discussions around collaboration, delivery of key work streams within the Combined Authority, the impact of change on the delivery of our wider strategy is currently considered to be low.
Changes to control measures	<p>A number of the control measures have been updated to reflect ongoing assurance activity. Whilst regular engagement with the Police &amp; Crime Commissioner (PCC) does take place, the route of governance pursued by the Authority causes some conflict with Home Office (HO) policy and PCC direction. The overall confidence of this control measure has therefore changed to amber.</p> <p>Staff engagement is an area which is amber as more focused engagement around governance needs to now increase with the election of a Mayor.</p>
Assurance updates	The Risk Owner is confident that the approaches and relationships are in place to enable for the continued positive engagement of key stakeholders in being able to influence the Public Service Reform (PSR) agenda locally and nationally. As this is a new corporate risk and many of the controls have been in place for less than 12 months, confidence in the strength of control measures will be monitored and evaluated as we move forward.

**Corporate Risk 1.2:**

**The Fire Authority is unable to positively position itself within public sector reform to sustain and create new services resulting in reduced confidence, credibility and/or reputational damage.**

Emerging Issues	<p>The overall risk score of 6 (likelihood 2 x Impact 3) and risk rating of 'low' is set against this new corporate risk. The Authority and Service has positioned itself successfully at this current time in securing Observer status on the Combined Authority, leading the Multiple Complex Needs work stream and through the Chief Fire Officer (CFO) taking on the Chief Executive Officer (CEO) role for PSR.</p> <p>The Authority has successfully developing new areas of commissioned 'health' work with regards to falls response and hospital discharge, supporting priorities of Local authorities, National Health Service (NHS) as well as the Service priorities.</p> <p>Whilst the Future Governance Working Group provided a key platform for all key stakeholders to consider the potential for the future delivery of services and Public Sector Reform.</p>
Changes to control measures	<p>As with risk 1.1 the overall confidence in the authority's relationship and engagement with the PCC has been rated as amber given the route to future governance. There is also limited progress with developing new Police/Fire collaborations.</p> <p>The current Future Governance Working Group outcomes highlighted the WMCA as having the greatest potential for collaboration. As such the developing route for future governance supports the delivery of services and future strategy of the Authority.</p>
Assurance updates	<p>The risk owner is confident that the current controls in place provide sufficient assurance at this point in time.</p> <p>As this is a new corporate risk and many of the controls have been in place for less than 12 months, confidence in the strength of control measures will be monitored and evaluated as we move forward</p>

## **Corporate Risk 2 - People**

### **Corporate Risk 2.1:**

**The Fire Authority is unable to maintain positive staff consultation and engagement, resulting in an inability to deliver strategic objectives, outcomes and continuous improvement.**

Emerging Issues	<p>The overall risk score remains at 9 (likelihood 3 x Impact 3) and risk rating of 'medium' remains. The relationships with the representative bodies remains positive with a local collective agreement in place and agreed until the end of 2017.</p>
Changes to control measures	<p>Consultation</p> <p>Close working relationships with the representative bodies and staff have continued across a range of areas.</p> <p>There are pending National outcomes from the Fire Brigades Union (FBU) regarding National Joint Council (NJC) trials that may impact on the delivery of our current Telecare Services. Business continuity planning and local discussions are being established to ensure these services are maintained should the trial cease. A key milestone will be the pay awards on 1<sup>st</sup> July.</p> <p>The attendance of the trade unions at monthly meetings with the strategic enabling team meetings are still taking place. This continues to enable ability to have early discussions and seek views to enhance decision making regarding future planning and emerging change programmes within the organisation.</p> <p>Further engagement is planned for the trade unions, managers and business partners to work across stations to assist staff to understand how the employee framework is used to enable joint decision making and the importance of early engagement.</p> <p>Early consultation through the employee framework continues to support a positive working environment and is well represented.</p> <p>Communication and engagement with staff continues through what's happening visits and middle manager's webinars and line manager engagement.</p>
Assurance updates	<p>The risk owner remains confident that the frameworks and procedures are in place to maintain positive engagement within the organisation. Based on this assessment the risk score and new areas of potential change identified will remain the same for this quarter. However, this will be monitored closely particularly in relation to the outcomes of the pay award on 1<sup>st</sup> July.</p>

**Corporate Risk 2.2:**

**The Fire Authority is unable to deliver its Service Delivery Model effectively, as a result of insufficient or ineffective employees, throughout the organisation, resulting in reduced confidence and credibility; and increased reputational damage.**

Emerging Issues	The overall risk score is 2 (likelihood) x 3 (impact) = 6
Changes to control measures	<p>Workforce planning As part of the workforce planning and succession planning strategy, guidance to support managers through the business partners continues to be provided.</p> <p>The three-year staffing strategy continues to provide a strong level of forecasting for the organisation.</p> <p>Recruitment and selection for 2017/18 continues. Organisational learning will be taken from this to further enhance our approach to attraction, selection and development strategy.</p> <p>The competency risk assessment Standing Order (SO) 6/3 has been approved for the year. This has now been implemented across the organisation.</p> <p>Work within the next 12 months will continue to ensure the CRA considerations from organisational assurance are completed. This will also include the gathering of information through assessment and quality assurance the process in the areas of operational intelligence and skills fade.</p> <p>The implementation plan is progressing well regarding improvements to the assessment criteria and process being applied which will support the application of S/O 6/3.</p> <p>We continue to review our approach to the recruitment and selection framework and progression. This will enable individuals to have an improved understanding regarding progression and development that is based on their natural performance within the workplace, feedback and development.</p> <p>An area of concern raised last quarter regarding the number of Crew Commanders posts predicted for 2017/18 has improved with 34 new crew commanders required until March 2018 against the number of eligible individuals (25). Further work will continue with the business partners and service delivery to understand the potential barriers and raising awareness of progression with staff.</p> <p>The attendance management targets have not been achieved across both uniformed and non-uniformed staff. There has been an increase in sickness for operational staff which has an</p>

	<p>impact on staffing. The business partners continue to work with managers to reduce the long term sick and those on restricted duties. There is the continued focus on the ridership factor. The attendance management policy is being reviewed with the proposal to change the trigger points that will support the target of reaching a ridership factor of 12.5.</p> <p>In addition, two policies are under review in the next quarter – S/O 2/2 Grievance and S/O) 2/1 Discipline. There are no specific associated risks. However, this will provide an opportunity to review our approach.</p>
Assurance updates	The Risk Owner has ensured that control owners have provided assurance for the controls and in particular is focusing on attendance management, the ridership factor and outstanding policies as discussed above.

### Corporate Risk 2.3:

**The Fire Authority is unable to meet statutory duties to provide a safe and healthy workplace and protect the environment, resulting in a significant failure and reduced confidence and credibility; and increased criminal proceedings, litigation and reputational damage.**

Emerging Issues	Overall score remains likelihood 2 (likelihood) x 3 (impact) = 6 amber. Although the Safety, Health and Environment (SHE) is performing well the focus will continue on two type of injuries – slip trips and falls and manual handling.
Changes to control measures	There are no changes to the control measures. The Safety Health and Wellbeing team continue to provide a collaborative and co-ordinated approach to delivering messages across the organisation.
Assurance updates	<p>There continues to be good performance around key health, safety and environment performance indicators.</p> <p>The clinical governance framework has been implemented with a number of considerations being implemented through the strategic governance group.</p> <p>A review has been carried out regarding the ongoing support and Wellbeing of crews attending Telecare, Falls Response – a number of recommendations have been identified and will be developed and implemented. This is being managed through the Strategic Enabler Prevention.</p> <p>Review of Safety, Health and Wellbeing performance across the organisation remains positive and continues to be a focus. This enables the organisation to provide a high level of confidence as to the overall collective strength of the control environment.</p>

## **Corporate Risk 3 – Delivery of Services - Prevention**

### **Corporate Risk 3.1:**

**The Fire Authority is unable to engage with the most vulnerable members of the community and reduce community risk resulting in increased fire and non-fire related incidents, fatalities and injuries.**

Emerging Issues	<p>The risk score associated with this risk remains unchanged at 6.</p> <p>The Headquarters (HQ) Community Safety team is continuing to identify suitable working practices to positively impact on the recognised corporate risk around partnerships. The Partnerships Team now has interim arrangements in place with Commands to support, upskill and enable personnel to work in partnership supported by appropriate governance arrangements. This work began on 3<sup>rd</sup> January following a briefing note to and engagement with Operations Commanders in December.</p> <p>The team's objectives have made a positive start on addressing existing partnership arrangements to ensure that appropriate governance, monitoring and review is in place and that the governance recommendations from scrutiny were implemented.</p> <p>SO 22/2 will be withdrawn and replaced by a series of framework documents as Community Safety moves towards an overarching prevention standing order supported by guidance and toolkits.</p>
Changes to control measures	<p>Currently there is no change to the control measures for managing corporate risk. It is predicted that the changes to the Partnerships team in headquarters will see benefits with a clear direction of travel seeing a reduction in the score rating for this corporate risk.</p>
Assurance updates	<p>The Scrutiny Committee report provides for a level 3 independent assurance of the control environment and this is reflected on the assurance map.</p>



**Corporate Risk 3.2:**

**The Fire Authority is unable to establish effective partnership arrangements and deliver community outcomes, resulting in a significant impact upon the organisation's financial standing, reputation and ability to deliver key objectives.**

Emerging Issues	<p>The risk score associated with this risk remains unchanged at 6.</p> <p>A Partnerships Governance Framework Guidance and Toolkit document has been produced and the intention is to publish this on the intranet. This will be accompanied by a routine notice and will require a period of consultation as the Document will be a replacement for and require deletion of Standing Order 22/2 Partnership Working. It will set out clear expectations for colleagues about operating within the framework and is a more comprehensive and encompassing than previous documents.</p> <p>Three departmental performance indicators have been developed for 2017/18:</p> <ul style="list-style-type: none"><li>• No &amp; % of partnerships that have appropriate governance arrangements in place</li><li>• No &amp; % of partnerships that have a plan and evaluation measures in place</li><li>• No % % of partnerships that are evaluated as meeting their outcomes</li></ul> <p>These will be reported by Command and CS BP Team within the CS, Performance Improvement Meeting (PIM) information.</p> <p>There is a quality assurance process within the framework which will be undertaken on a sampling basis quarterly alongside the gathering of the PIM data. Where action is required, there is an action plan template and process to work with the partnership owner(s) to take corrective action.</p> <p>In terms of embedding the framework:</p> <p>The Partnerships team are well advanced in building their links and relationships with Command Teams. 3 of the 4 Commands have engaged in a workshop to set the expectations around governance and the date for the 4th is being agreed.</p> <p>Work is underway to create an approach that the Station Commanders who attended the workshop can cascade to watches to support the guidance and toolkit and provide some interactive awareness.</p> <p>The Partnerships team are gathering information and evidence of governance of existing partnerships in readiness for the</p>
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	internal audit this financial year. Meetings about governance of existing partnerships within Community Safety are encouraging with many already having governance in place - those that haven't have actions agreed to make this happen. The Business Partner teams are now aware of the requirements for all partnerships being scoped and created.
Changes to control measures	Currently there is no change to the control measures for managing corporate risk. It is predicted that the continuing work of the HQ Partnerships team will see benefits with a clear direction of travel seeing a reduction in the score rating for this corporate risk.
Assurance updates	The Scrutiny Committee report provides for a level 3 independent assurance of the control environment and this is reflected on the assurance map.

#### **Corporate Risk 4 – Delivery of Services – Protection**

##### **Corporate Risk 4.1:**

**The Fire Authority is unable to effectively discharge its duties under the Regulatory Reform (Fire Safety) Order and associated legislation, resulting in a decline in non-domestic fire safety standards; reduced confidence and credibility; and increased litigation and reputational damage.**

Emerging Issues	The Organisational Assurance report into the effectiveness of our current Risk Based Inspection Programme (ILAP) has now been published and has highlighted required improvements to ensure compliance with the National Framework and Regulator's Code. As a result, an action plan has been agreed through the Strategic Enabler Team which will address the considerations highlighted with some short-term arrangements whilst our approach to a technological risk based inspection programme is defined. The overall risk score remains at 6 as a result of the known issues with programme (ILAP) and the fact that appropriate mitigating measures have been put in place
Changes to control measures	Protection teams will utilise the Command Risk Profiles that are being refined by the IRM team as a control measure whilst the revised risk based inspection programme is being developed. Clear communication has been provided to all Protection teams to ensure they understand the most appropriate way to identify premises to engage with whilst the Information, Communication and Technology (ICT) system is developed.
Assurance updates	Level 1 – assurance is provided by the control owner and is verified by the risk owner.

**Corporate Risk 4.2:**

**The Fire Authority is unable to maintain its command and control function, resulting in an inability to receive, process and respond to emergency calls effectively, so increasing community risk; reducing confidence and credibility; and increasing reputational damage.**

Emerging Issues	<p>Fire Control is now operating at full establishment as a result of the recently completed Shared Fire Control review. Continual monitoring of the new staffing model takes place to ensure its effectiveness; at this time, any risk around staffing levels is being managed appropriately through revised resilience arrangements.</p> <p>The Operational Peer Assessment team recently identified in their draft report that fall-back arrangements could be enhanced and this will be a focus of an upcoming review into Fire Control's Business Continuity arrangements that has now begun and is anticipated to be completed within 3 months.</p> <p>An additional area of risk is the introduction and implementation of Vision 4. The current system provides a reliable and resilient command and control mobilising system but without the introduction of Vision 4 we are unable to introduce some organisational improvements such as pre-alert and therefore progress will be monitored closely.</p> <p>An additional focus and scrutiny is ensured through quarterly Fire Control Governance Board.</p>
Changes to control measures	There is no change to the control measures associated with the effective management of this risk
Assurance updates	Level 2 assurance is provided through the Fire Control Governance Board which is responsible for strategic direction and decision making.

**Corporate Risk 5 – Delivery of Services - Response****Corporate Risk 5.1:**

**The Fire Authority is unable to ensure that operational incidents are dealt with safely, assertively and effectively using appropriate levels of resources and personnel, resulting in increased firefighter and community risk; reduced confidence and credibility; and increased reputational damage.**

Emerging Issues	<ul style="list-style-type: none"> <li>• The collective Agreement has now been agreed until the 31<sup>st</sup> December 2017.</li> <li>• As of June 2017, we will be analysing the evidence in relation to the disturbance allowance.</li> </ul>
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	<ul style="list-style-type: none"> <li>• The Financial cost of Voluntary Additional Shifts (VAS) has stabilised and the ridership factor continues to decrease in line with predictions.</li> <li>• Fleet availability remains above 99% but is also being used as an effective financial control measure.</li> <li>• The Competency Risk Assessment has been reviewed and further work is ongoing in relation to resilience officers and their required competency.</li> <li>• There is some evidence to suggest that individuals are less likely to look to promotion due to their ability to increase their salary through the use of voluntary additional shifts.</li> <li>• A review of our technical rescue resources has been undertaken and agreed by SET. This will ensure the technical rescue crews are fully embedded and recognised as an integral part of the organisation and our response capability</li> <li>• Enhanced governance has been put in place in relation to our specialist response capabilities</li> <li>• Identification of gaps in both local operational policies and procedures and National Operational Guidance relating to dealing with concerted indiscipline's within secure accommodation and prisons.</li> </ul>
Changes to control measures	<p>The likelihood score remains at 1 and the impact at 4. This is due to the trade dispute being lifted and the collective agreement being in place in relation to staffing. 1 (likelihood) x 4 (impact) = 4.</p> <p>Response times to high risk incidents remains under our target of 5 minutes; currently four minutes and forty-five seconds. The introduction of 999eye linked to dynamic mobilisation should enhance our ability to deploy the right resources to the right incidents at the right time.</p> <p>In meeting the current funding challenge the Service is has implemented a staffing model in order to provide the best possible service to the community based upon risk. This staffing model has been in place for over 12 months and is now becoming more embedded. The disturbance allowance is due to be reviewed in June with any changes being introduced in line with the timescales with the review of the collective agreement.</p> <p>There has been an improvement in the attainment of WM7 competency and the CRA has now been reviewed.</p> <p>Enhanced governance arrangements have been put in place in relation to our specialist response capabilities and a review of technical rescue has been completed and recommendations agreed. Both of these actions should ensure that our specialist response capabilities are maintained and embedded within WMFS.</p>

	<p>Secure Accommodation (Prisons) Operational Procedures</p> <p>Local and national learning from a recent concerted indiscipline incident within Her Majesty's Prison (HMP) Birmingham required fire service attendance and intervention has identified gaps within operational procedures in both WMFS policies and procedures and also recently published draft National Operational Guidance for dealing with such incidents within secure accommodation. Debrief outcomes have been incorporated within a gap analysis and a subsequent action plan derived to enable for the safe, assertive and effective delivery of response operations should a similar event occur. In recognition of our commitment to Sector continuous improvement and collaborative working, Officers from WMFS will work with their Sector colleagues to influence and enable a national approach to dealing with such incidents. An operational policy will be developed to support the safe and effective management of concerted indiscipline incidents through a multi-agency approach that incorporates G4S, West Midlands Police and the National Offender Management Service.</p>
Assurance updates	Assurance is provided to QPR on a quarterly basis

### **Corporate Risk 6 – Business Continuity & Preparedness**

#### **Corporate Risk 6.1:**

**The Fire Authority is unable to provide business continuity arrangements, to maintain delivery of core functions, as a result of extensive disruption to normal working arrangements, including national and international deployments, significant and major events, resulting in increased community risk; reduced confidence; increased reputational damage; and external scrutiny.**

Emerging Issues	<p>The potential for emerging issues relating to a potential Pandemic Influenza Risk when associated with a reduced Operational Establishment remains</p> <p>Accuracy of organisational Policies and Procedures as a consequence of organisational restructures.</p> <p>Identification of gaps in both local operational policies and procedures and National Operational Guidance relating to dealing with concerted indiscipline's within secure accommodation and prisons.</p>
Changes to control measures	Overall risk score remains likelihood 3 (likelihood) x 3 (impact) = 9 medium.

	<p><b>Pandemic Flu</b></p> <p>The West Midlands Conurbation Local Resilience Forum has assessed the likelihood of the Pandemic Influenza risk being realised as being medium. This is based on predictor modelling showing that a Pandemic scenario is likely to occur approximately every 11-39 years. To support this historical data shows 4 recorded pandemics of influenza in the past 100 years.</p> <p>Based on understanding of previous pandemics, occurrence is likely in one or more waves possibly weeks and months apart. Each wave may last between 12-15 weeks. Up to half the population could be affected. In the West Midlands, this represents an approximate figure of 6,000 deaths assumed. Business and social economy will be affected by large number of staff absences anticipated to be in the range of 30 – 50%.</p> <p>As we now run a much leaner service, relying on resilience shifts from non-operational personnel and voluntary additional shifts, if a pandemic Influenza scenario were realised, there may be a potential of reduced availability to support high levels of staff absenteeism.</p> <p><b>Policies and Procedures</b></p> <p>The ongoing reduction in central funding along with the Service's continued commitment to deliver excellence through The Plan has required significant change to organisational structure. The introduction and subsequent review of the Strategic Enabling Team (SET) necessitated organisational re-alignment of structures, functionality and reporting lines at all levels throughout the organisation.</p> <p>As a consequence of this change it has become necessary to review, identify and confirm Strategic Enabler responsibility for organisational policies (Standing Orders, Operational Procedure Notes and Technical Information Notes for example). Accurate and contemporary policies are critical to setting out the key principles and guidance to enable for the safe, assertive and effective delivery of services and activity at all levels of the organisation. Policies are also a core component for the effective management of corporate risk.</p>
Assurance updates	<p><b>Pandemic Flu</b></p> <p>Our contingency arrangements rely on using our own operational staff to cover these shortfalls, and where this has been successful in the past to cover periods of Industrial action, due to the reduction in the establishment, it needs to be recognised that it may be more difficult to provide the same level of cover as we have done previously. It also should be noted that in a pandemic scenario, the impacts are likely to be nationwide so seeking assistance from external parties may not be a realistic option. It is also acknowledged that any</p>

	<p>increase in the use of voluntary additional shifts will have an additional financial impact that could be accommodated through organisational funding reserves. In balancing the financial impact of the use of a significant number of additional voluntary shifts or in the event there is limited staff available to undertake voluntary additional shifts application of the dynamic cover tool will support decision making to ensure that any reduction in available resources will be located in the optimum locations to limit the risk to our communities.</p> <p><b>Policies and Procedures</b></p> <p>All Standing Orders and Operational Procedure Notes (OPN's) are currently being reviewed. Using a collaborative approach, the Policy Team continue to work with SET, have identified on the basis of risk, a planned approach to the systematic review and update of all policies. This planned and prioritised approach will enable for all policies to be updated in a timely manner. This will ensure that, upon completion, all policies fall within the three-year review cycle expectation of the organisation. Legal advice has been sought relating to the approach being instigated and is seen as an acceptable methodology and was noted that a means for evidencing progress should be encouraged. Progress will be reported to SET to ensure a positive direction of travel.</p> <p>In terms of safety to firefighters and the community OPN are our most risk critical policies. There are some references to roles and responsibilities that are out of date in the OPNs. However, as part of the ongoing approach to introducing sector National Operational Guidance (NOG), OPNs have continued to be update and as such risk critical information remains up to date. The only exception being the OPN for dealing with incidents in secure accommodation following a recent concerted indiscipline incident within HMP Birmingham requiring fire service intervention. The organisational intelligence post incident learning process identified gaps within WMFS operational procedures and recently published draft National Operational Guidance for dealing with such incident types. This specific risk has been captured within Corporate Risk 5 – Delivery of Services - Response.</p>
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## **Corporate Risk 7 – Information, Communications and Technology**

### **Corporate Risk 7.1:**

**The Fire Authority is unable to provide and maintain an effective ICT provision to support the delivery of core functions, resulting in significant disruption to the organisation's functionality, reduced confidence, credibility, reputational damage and external scrutiny.**

Emerging Issues	The overall risk score is 8. The risk continues to be medium. The risk level is likely to reduce over the next quarter as the implementation of Office 365 continues. Third party
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	<p>consultation is being used to expedite the project.</p> <p>This suite of products will enable secure accessibility to ICT functionality from a wider range of devices and locations including ones not provided by the organisation. The majority of organisational data will be held in cloud storage thus reducing the reliance on in-house processes, procedures and infrastructure to access and maintain data. The data migration part of this project is almost complete thus reducing the risk level. Once complete the reliance upon the in-house data centre will reduce significantly.</p> <p>Transfer of organisational responsibility from Department of Communities and Local Government to the Home office may change information security requirements but these are still unconfirmed.</p>
Changes to control measures	<p>The implementation of Office 365 reduces the impact significantly of the loss of an on-premises data centre.</p> <p>Work is ongoing to establish accreditation for Code of Connection (CoCo) to the Emergency Services Network (ESN) and the Public Services Network (PSN).</p>
Assurance updates	The overall risk confidence opinion is amber.

#### **Corporate Risk 7.2:**

**The Fire Authority is unable to provide effective management and security of organisational information and documentation including the receipt, storage, sharing and transfer of information and data, resulting in reputational damage, litigation, substantial fines and external scrutiny.**

Emerging Issues	<p>The overall risk score is 9. The risk continues to be medium. The risk level is likely to reduce over the next quarter when the Management of Information Framework is implemented.</p>
Changes to control measures	<p>Consultation has concluded in relation to the Management of Information (MOI) Framework. This framework will be supported by appropriate guidance and awareness for all employees. The framework will improve the way that information is managed within the organisation throughout its lifecycle. The MOI project is due for delivery 30<sup>th</sup> June 2017 and after this date this the risk level will reduce.</p> <p>Training and Development have been provided to the Strategic Enabling Team (SET) as Information Asset Owners to ensure that they can undertake their role excellently using a risk based approach to information security.</p>
Assurance updates	The overall risk confidence opinion is amber.



## **Corporate Risk 8 – Finance & Assets**

### **Corporate Risk 8.1:**

**The Fire Authority is unable to deliver its statutory responsibilities, predominantly through the Service Delivery Model, due to insufficient funds, resulting in external scrutiny and intervention; reduced confidence and credibility; and increased reputational damage.**

Emerging Issues	<p>The risk score remains at 3 (Likelihood) x 3 (Impact) = 9. The overall risk level is Medium.</p> <p>In February 2016, The Government communicated the Authority's Core Funding settlement. In setting out a provisional 4-year settlement, confirmation was received that the core funding reduction would be circa £10 Million by 2019/20. Whilst this reduction is less than was forecast, it still presents a significant challenge to the Service in terms of setting a balanced budget. In planning for significant funding reductions, the Service has in place a number approaches to bridge the funding gap. Year's two to four of the settlement period are subject to the submission and approval of an Efficiency Plan. The content of the Efficiency Plan was considered and approved by the Fire Authority on 19<sup>th</sup> September 2016 and submitted to the Home Office by 14<sup>th</sup> October 2016. The Finance Settlement for the period 2017/18 to 2019/20 received in February 2017 was broadly in line with the figures used as the basis for the Efficiency Statement. However, given the ongoing changes to the staffing arrangements which have not been fully embedded (£4 million of the Efficiency Plan) combined with the commissioning target of £2 million as part of the Efficiency Plan, which has not been fully achieved at this stage, the Risk Owner considers the likelihood score of 3 should remain unchanged at this stage</p>
Changes to control measures	<p>The Authority continues to manage its budget and accounts in such a way that has enabled for an unqualified financial opinion and value for money conclusion to be provided by the external auditors. This has been confirmed to the Authority and provides a substantial independent assurance as to the quality of the financial management arrangements.</p>
Assurance updates	<p>The work and associated reports of the external auditor provides assurance against a number of controls in place to manage against the realisation of risk on the assurance map.</p> <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 and are supported by a number of level 3 assurances. No controls were identified as providing limited assurance (red rating) and therefore no immediate interventions were identified as being required.</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.
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### **Corporate Risk 8.2:**

**The Fire Authority is unable to deliver effective financial management arrangements, due to misuse of funds, resulting in external scrutiny, intervention and litigation.**

Emerging Issues	The risk score is 2 (Likelihood) x 3 (Impact) = 6. The overall risk level is Medium.
Changes to control measures	There is no change to the control measures associated with the effective management of this risk
Assurance updates	<p>The work and associated reports of the Internal Auditor and External Auditor provides assurance against a number of controls in place to manage against the realisation of risk on the assurance map.</p> <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 and are supported by a number of level 3 assurances. No controls were identified as providing limited assurance (red rating) and therefore no immediate interventions were identified as being required.</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>

## **Corporate Risk 9 – Business Development**

### **Corporate Risk 9.1:**

**The Fire Authority is unable to create, grow and sustain appropriate flexible funding opportunities and meet financial targets, through the delivery of these opportunities via the Service Delivery Model. This will result in a budget shortfall impacting upon our ability to maintain the Service Delivery Model and delivery of core services.**

Emerging Issues	<p>The overall risk score is 9. The risk continues to be medium. There has been some delay in implementation, however, risk level is likely to reduce over the next quarter when the BD strategy, BD Programme and BD &amp; Prevention organisational frameworks are in place. Further discussions around new services and growth areas have been established.</p> <p>Strategic Enabler Business Development and Strategic Enabler Prevention have been working closely together and there is further clarity around delivering BD within the Prevention agenda</p>
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	through the support of the internal health framework. This will be implemented this Quarter.
Changes to control measures	The control measures effectiveness section has been updated to reflect the current position of each measure. These predominantly range between medium and low risk.
Assurance updates	<p>SET members and the BD team are working to develop internal frameworks and systems to ensure governance and risk management alongside a co-ordinated approach to dealing with new alternative funding opportunities. Whilst also working to diversify our work from just health to other commissioning opportunities, commercial streams and Sponsorship.</p> <p>A key project moving forward is developing the marketing strategy for BD which will be designed and ready for implementation in the next quarter.</p> <p>Further to the team update in the last quarter, a business partner approach has been successfully established; this now needs to be shared with the wider organisation.</p> <p>Specific working processes and business development frameworks are being developed in partnership with stakeholders to provide organisational clarity of how to pursue flexible funding opportunities. A Framework around health commissioning has been developed and approved which now needs to be implemented.</p>





#### **Corporate Risk 9.2:**

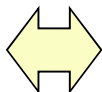


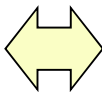
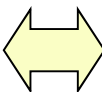
**The Fire Authority is unable to meet contractually binding arrangements for the provision of commissioned and/or paid services resulting in litigation; reduced confidence and credibility; and increased reputational damage.**



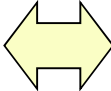
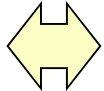
Emerging Issues	The overall risk score is 8. The risk continues to be medium. Whilst the likelihood is low, the impact of this risk is high.
Changes to control measures	The control measures effectiveness section has been updated to reflect the current position some measures.
Assurance updates	<p>The Service is testing business continuity provisions for the urgent non-injury falls provision.</p> <p>Contracts are in place for all new services. These include risk management considerations that have been assured by procurement, Sandwell legal and our insurers.</p>

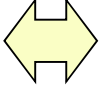
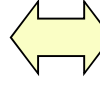
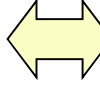

## APPENDIX 3

### Corporate Risk Assurance Map - Summary - Qtr 1 2017/18

No.	Outcome of Risk Realisation	Risk Owner	Direction of Travel	Overall Confidence	Likelihood	Impact	Risk Score
<b>CR1</b>	<b>External (Political and Legislative) Environment</b>	<b>SE Strategic Hub - Karen Gowreesunker</b>					
<b>1.1</b>	Public Service Reform enables new duties and/or major changes to the governance, structure, role or activities of the fire and rescue service requiring major re-organisation, resulting in an inability to deliver against organisational strategy and planned community outcomes.				3	2	6
<b>1.2</b>	The Fire Authority is unable to positively position itself within public service reform to sustain and create new services resulting in reduced confidence, credibility and/or reputational damage.				3	2	6
<b>CR2</b>	<b>People</b>	<b>SE People - Sarah Warnes</b>					
<b>2.1</b>	The Fire Authority is unable to maintain positive staff consultation and engagement, resulting in an inability to deliver strategic objectives, outcomes and continuous improvement.				4	3	12
<b>2.2</b>	The Fire Authority is unable to deliver its Service Delivery Model effectively, as a result of insufficient or ineffective employees, throughout the organisation, resulting in reduced confidence and credibility; and increased reputational damage.				3	3	9

<b>2.3</b>	The Fire Authority is unable to meet statutory duties to provide a safe and healthy workplace and protect the environment, resulting in a significant failure and reduced confidence and credibility; and increased criminal proceedings, litigation and reputational damage.				<b>2</b>	<b>3</b>	<b>6</b>
<b>CR3</b>	<b>Delivery of Services - Prevention</b>	<b>SE Prevention - Jason Campbell</b>					
<b>3.1</b>	The Fire Authority is unable to engage with the most vulnerable members of the community and reduce community risk resulting in increased fire and non-fire related incidents, fatalities and injuries.				<b>3</b>	<b>3</b>	<b>9</b>
<b>3.2</b>	The Fire Authority is unable to establish effective partnership arrangements and deliver community outcomes, resulting in a significant impact upon the organisation's financial standing, reputation and ability to deliver key objectives.				<b>3</b>	<b>3</b>	<b>9</b>
<b>No.</b>	<b>Outcome of Risk Realisation</b>	<b>Risk Owner</b>	<b>Direction of Travel</b>	<b>Overall Confidence</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Score</b>
<b>CR4</b>	<b>Delivery of Services - Protection</b>	<b>SE Protection - Steve Taylor</b>					
<b>4.1</b>	The Fire Authority is unable to effectively discharge its duties under the Regulatory Reform (Fire Safety) Order and associated legislation, resulting in a decline in non-domestic fire safety standards; reduced confidence and credibility; and increased litigation and reputational damage.				<b>3</b>	<b>2</b>	<b>6</b>
<b>CR5</b>	<b>Delivery of Services – Response</b>	<b>SE Response - Simon Barry</b>					
<b>5.1</b>	The Fire Authority is unable to ensure that operational incidents are dealt with safely, assertively and effectively using appropriate levels of resources and personnel, resulting in increased firefighter and community risk; reduced confidence and credibility; and increased reputational damage.				<b>1</b>	<b>4</b>	<b>4</b>

<b>5.2</b>	The Fire Authority is unable to maintain its command and control function, resulting in an inability to receive, process and respond to emergency calls effectively, so increasing community risk; reducing confidence and credibility; and increasing reputational damage.				<b>2</b>	<b>3</b>	<b>6</b>
<b>CR6</b>	<b>Business Continuity &amp; Preparedness</b>	<b>SE Organisational Preparedness - Steve Vincent</b>					
<b>6.1</b>	The Fire Authority is unable to provide business continuity arrangements, to maintain delivery of core functions, as a result of extensive disruption to normal working arrangements, including national and international deployments, significant and major events, resulting in increased community risk; reduced confidence; increased reputational damage; and external scrutiny.				<b>4</b>	<b>3</b>	<b>12</b>
<b>CR7</b>	<b>Information, Communications and Technology</b>	<b>SE ICT - Jason Danbury</b>					
<b>7.1</b>	The Fire Authority is unable to provide and maintain an effective ICT provision to support the delivery of core functions, resulting in significant disruption to the organisation's functionality, reduced confidence, credibility, reputational damage and external scrutiny.				<b>2</b>	<b>4</b>	<b>8</b>
<b>7.2</b>	The Fire Authority is unable to provide effective management and security of organisational information and documentation including the receipt, storage, sharing and transfer of information and data, resulting in reputational damage, litigation, substantial fines and external scrutiny.				<b>3</b>	<b>3</b>	<b>9</b>

No.	Outcome of Risk Realisation	Risk Owner	Direction of Travel	Overall Confidence	Likelihood	Impact	Risk Score
<b>CR8</b>	<b>Finance &amp; Assets</b>	<b>SE Finance and Resources - Mike Griffiths</b>					
<b>8.1</b>	The Fire Authority is unable to deliver its statutory responsibilities, predominantly through the Service Delivery Model, due to insufficient funds, resulting in external scrutiny and intervention; reduced confidence and credibility; and increased reputational damage.				3	3	9
<b>8.2</b>	The Fire Authority is unable to deliver effective financial management arrangements, due to misuse of funds, resulting in external scrutiny, intervention and litigation.				2	3	6
<b>CR9</b>	<b>Business Development</b>	<b>SE Business Development - Preith Shergill</b>					
<b>9.1</b>	The Fire Authority is unable to create, grow and sustain appropriate alternative funding opportunities and meet financial targets, through the delivery of these opportunities via the Service Delivery Model. This will result in a budget shortfall impacting upon our ability to maintain the Service Delivery Model and delivery of core services.				3	3	9
<b>9.2</b>	The Fire Authority is unable to meet contractually binding arrangements for the provision of commissioned and/or paid services resulting in litigation; reduced confidence and credibility; and increased reputational damage.				3	3	9

**Corporate Risk Quarter 1 Position Statement July 2017****Individual Risk Position Statement****Corporate Risk 1 – External (Political and Legislative) Environment****Corporate Risk 1.1:**

**Public Service Reform enables new duties and/or major changes to the governance, structure, role or activities of the fire and rescue service requiring major re-organisation, resulting in an inability to deliver against organisational strategy and planned community outcomes.**

Emerging Issues	<p>The overall risk score of 6 (likelihood 3 x Impact 2) and risk rating of 'low' is maintained against this new corporate risk. The likelihood of governance change is high as this is our chosen path, however the delivery of core and statutory services and impact on public safety as is provided now is unlikely to change. With a change in governance enabled through devolution and a move towards the West Midlands Combined Authority (WMCA) new roles and duties may be introduced and create more opportunity to maintain our service delivery model. The outcomes of the Future Governance Working Group and public consultation provide a critical evidence base to support the Authority's direction of Mayoral WMCA governance. This route for governance has received full approval of the Authority and support of Local Authority leaders. Recent activities have secured support from the Mayor in pursuing this direction to ensure that West Midlands Fire Service (WMFS) and wider priorities can be delivered. Discussions with both the Department for Communities and Local Government (DCLG) and Home Office (HO) will provide greater insight into the likelihood of the suggested model.</p> <p>This along with positive external relationships, commissioning, discussions around collaboration, delivery of key work streams within the Combined Authority, the impact of change on the delivery of our wider strategy is currently considered to be low.</p>
Changes to control measures	<p>A number of the control measures have been updated to reflect ongoing assurance activity. Regular engagement with the Mayor and the Police and Crime Commissioner (PCC) takes place to manage expectations around the governance change. Whilst the approach to enabling the route of governance pursued by the Authority appears to conflict HO and DCLG policy, the overall confidence of this control measure is amber.</p>



	Staff engagement remains as amber as more focused engagement around governance will need to increase once Mayoral WMCA direction has been provided as to next steps
Assurance updates	The Risk Owner is confident that the approaches and relationships are in place to enable for the continued positive engagement of key stakeholders in changing governance structures, roles and activities to influence the wider reform agenda locally and nationally. This is enabled through direct contact locally now with the Mayor and developing our position with the Mayor. Nationally this is enabled through working with and influencing the National Fire Chiefs Council (NFCC), HO, DCLG, Local Government Association (LGA) as to fire sector change within the wider public sector, as this is a new corporate risk and many of the controls have been in place for less than 12 months, confidence in the strength of control measures will be monitored and evaluated as we move forward.

#### **Corporate Risk 1.2:**

**The Fire Authority is unable to positively position itself within public service reform to sustain and create new services resulting in reduced confidence, credibility and/or reputational damage.**

Emerging Issues	<p>The overall risk score of 6 (likelihood 2 x Impact 3) and risk rating of 'low' is set against this new corporate risk. The Authority and Service has positioned itself successfully at this current time in securing Observer status on the Combined Authority, leading the Multiple Complex Needs work stream and through the Chief Fire Officer (CFO) taking on the Chief Executive Officer (CEO) role for Public Service Reform (PSR).</p> <p>The Authority has successfully developed new areas of commissioned 'health' work with regards to falls response and hospital discharge, supporting priorities of Local authorities, National Health Service (NHS) as well as the Service priorities.</p> <p>There are emerging issues to this risk outlined in risk 2 but also applicable to risk 9. Heightened sensitivities around communications and relationships within risk 2 may impact on the performance of this risk if delivery of commissioned services is impacted in anyway. Refer to risk 2.1.</p>
Changes to control measures	As with risk 1.1 the overall confidence in the authority's relationship and engagement with the Mayor, WMCA, PCC and other key stakeholders has been rated as amber given the route

	<p>to future governance. This takes into considered the heightened areas within risk 2.1 and slow progress with developing new Police/Fire collaborations.</p> <p>The Future Governance Working Group outcomes highlighted the WMCA as having the greatest potential for collaboration. As such the developing route for future governance supports the delivery of services and future strategy of the Authority.</p> <p>Ongoing engagement with the Mayor focusing on governance, PSR and Multiple Complex Needs (MCN) provides a positive indicator regarding the position of WMFS within public service reform.</p>
Assurance updates	<p>The risk owner is confident that the current controls in place provide sufficient assurance at this point in time.</p> <p>As this is a new corporate risk and many of the controls have been in place for less than 12 months, confidence in the strength of control measures will be monitored and evaluated as we move forward</p>

## **Corporate Risk 2 - People**

### **Corporate Risk 2.1:**

**The Fire Authority is unable to maintain positive staff consultation and engagement, resulting in an inability to deliver strategic objectives, outcomes and continuous improvement.**

Emerging Issues	<p>The overall risk has been increased to 12 (likelihood 4 x Impact 3) as a consequence the risk rating is now high. This is due to the ongoing national discussions regarding the pay award and the potential withdraw of support for the National Joint Council (NJC) trials.</p>
Changes to control measures	<p>Consultation</p> <p>We are working with the rep bodies regrading consultation across a range of areas.</p> <p>The outcomes of the pay award are being followed closely. A pay offer was provided and following a period of consultation this offer has now been rejected by the national Fire Brigades Union (FBU) and the withdraw of the NJC trials will commence on 24 August. The local FBU have instructed their members to withdraw from the delivery of non-emergency falls response service, back home safe and well and elements of the safe and well visit.</p>

	<p>Business Continuity Planning (BCP) has been established to ensure these services are maintained after 24 August. Whilst the likelihood is high the impact remains at 3 this is due to the BCP arrangements being in place which will ensure the delivery of the services associated with Falls response and the wider health agenda. A key milestone will be the executive committee meeting on 24 July.</p> <p>In enabling the sustainable delivery of our services a key area of our workforce reform programme is broadening the role of a firefighter through flexible contracts. This is being achieved through new flexible contracts being issued to new entrance.</p> <p>There has been a heightened level of sensitivities regarding local representative communications and relationships. The Strategic Enabler People as the information asset owner for employee relations (ER) is using the Management of Information Policy to ensure communication to staff through WMFS infrastructures is accurate, reliable and timely. Organisational communication is being delivered through the BC project.</p> <p>We will continue to enable delivery the Employee Relations (ER) framework and actively support early discussions and seek views to enhance decision making regarding future planning and emerging change programmes within the organisation.</p> <p>Further engagement is planned for the trade unions, managers and business partners to work across stations to assist staff to understand how the employee framework is used to enable joint decision making and the importance of early engagement.</p> <p>Early consultation through the employee framework continues to support a positive working environment.</p> <p>Communication and engagement with staff continues through timely engagement regarding the BCP what's happening visits and middle manager's webinars and line manager engagement.</p>
Assurance updates	<p>Based on the re-assessment of risk and the use of MOI and the BCP as a control measure the risk owner remains confident that the frameworks and procedures are in place to maintain meaningful engagement within the organisation. As the risk, has been increased to high this will be reviewed every 6 weeks outside of any significant events.</p>

**Corporate Risk 2.2:**

**The Fire Authority is unable to deliver its Service Delivery Model effectively, as a result of insufficient or ineffective employees, throughout the organisation, resulting in reduced confidence and credibility; and increased reputational damage.**

Emerging Issues	<p>The overall risk score is 3 (likelihood) x 3 (impact) total 9. The risk score has been increased due to the current position as discussed in 2.1. The organisation is confident in the business continuity arrangements for the delivery of Falls Response.</p>
Changes to control measures	<p>Workforce planning</p> <p>As part of the workforce planning and succession planning strategy, guidance to support managers through the business partners continues to be provided.</p> <p>The three-year staffing strategy continues to provide a strong level of forecasting for the organisation.</p> <p>As part of the workforce reform programme recruitment and selection for 2017/18 continues with 31 new entrance joining over July and August. Organisational learning will be taken from this to further enhance our approach to attraction, selection and development strategy.</p> <p>The delivery of our wider health work to include non-emergency falls response and back home safe and wells will be delivered through a dedicated team of support and service delivery staff. The support and required training for staff volunteering for the BC arrangements for Falls Response is currently being delivered effectively which is key factor in the overall risk score remaining at 6.</p> <p>Work within the next 12 months will continue to ensure the CRA considerations from organisational assurance are completed. This will also include the gathering of information through assessment and quality assurance the process in the areas of operational intelligence and skills fade.</p> <p>The implementation plan is progressing well regarding improvements to the assessment criteria and process being applied which will support the application of Standing Order 6/3.</p> <p>We continue to review our approach to the recruitment and selection framework and progression. This will enable individuals to have an improved understanding regarding progression and development that is based on their natural performance within the workplace, feedback and development.</p>

	Attendance management remains a focus for the business partners who continue to work with managers to reduce the long term sick and those on restricted duties (RD) with the current number of operational staff on RD at 19 which is one of the lowest figures over the last 2 years. There is the continued focus on the ridership factor. The attendance management policy has been reviewed with the agreement to align the trigger points to support the target of reaching a ridership factor of 12.5.
Assurance updates	The Risk Owner has ensured that control owners have provided assurance for the controls and in particular the delivery of the BCP for Falls Response and ridership factor.

### **Corporate Risk 2.3:**

**The Fire Authority is unable to meet statutory duties to provide a safe and healthy workplace and protect the environment, resulting in a significant failure and reduced confidence and credibility; and increased criminal proceedings, litigation and reputational damage.**

Emerging Issues	Overall score remains likelihood 2 (likelihood) x 3 (impact) = 6 amber. Although the SHE is performing well the focus will continue on two type of injuries – slip trips and falls and manual handling.
Changes to control measures	There are no changes to the control measures. The Safety Health and Wellbeing team continue to provide a collaborative and co-ordinated approach to delivering messages across the organisation.
Assurance updates	<p>There continues to be good performance around key health, safety and environment performance indicators.</p> <p>The clinical governance framework has been implemented with a number of considerations being implemented through the strategic governance group.</p> <p>Ongoing improvements are being delivered through the Falls response improvement team with regards to providing appropriate levels of support and Wellbeing for crews attending Telecare, Falls Response – a number of recommendations have been identified and will be developed and implemented. This is being managed through the Strategic Enabler Prevention.</p> <p>Review of Safety, Health and Wellbeing performance across the organisation remains positive and continues to be a focus. This enables the organisation to provide a high level of confidence as to</p>

	the overall collective strength of the control environment.
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### **Corporate Risk 3 – Delivery of Services - Prevention**

#### **Corporate Risk 3.1:**

**The Fire Authority is unable to engage with the most vulnerable members of the community and reduce community risk resulting in increased fire and non-fire related incidents, fatalities and injuries.**

Emerging Issues	<p>The risk score associated with this risk has increased to <math>3 \times 3 = 9</math>, it was previously <math>3 \times 2 = 6</math>.</p> <p>The Headquarters (HQ) Community Safety team is continuing to identify suitable working practices to positively impact on the recognised corporate risk around partnerships. The Partnerships Team now has interim arrangements in place with Commands to support, upskill and enable personnel to work in partnership supported by appropriate governance arrangements. This work began on 3<sup>rd</sup> January following a briefing note to and engagement with Operations Commanders in December.</p> <p>The team's objectives have made a positive start on addressing existing partnership arrangements to ensure that appropriate governance, monitoring and review is in place and that the governance recommendations from scrutiny were implemented.</p> <p>Despite this work the % of referrals from partners has reduced considerably in Q1. HQ Prevention and Information, Communications and Technology (ICT) are currently exploring issues in the electronic recording system to ascertain the extent to which, if any this is having an effect. The Partnerships team are hosting a series of drop in development sessions in each command area to assist crews to be able to identify key partners and maintain relationships. Operations Commanders are aware of the situation (Lengthy discussion in the Performance Improvement Meeting (PIM) on 13<sup>th</sup> July and are currently planning actions to manage this on an ongoing basis.</p>
Changes to control measures	<p>Currently there is no change to the control measures for managing corporate risk. Progress against the actions above will be monitored to identify the impact on this area of risk. A continued downturn of partnership referrals in Quarter 2 will result in an increase in risk for the organisation and additional control measures will be designed and implemented.</p>
Assurance updates	<p>Governance assurance will be provided as part of the Sandwell partnerships audit. This has been delayed by Sandwell.</p>

**Corporate Risk 3.2:**

**The Fire Authority is unable to establish effective partnership arrangements and deliver community outcomes, resulting in a significant impact upon the organisation's financial standing, reputation and ability to deliver key objectives.**

Emerging Issues	<p>The risk score associated with this risk has increased from 6 to 9.</p> <p>This is to reflect the increase in risk identified in Corporate Risk 6.1 and relates to Business Continuity arrangements for Falls Response Service provision.</p>
Changes to control measures	<p>There is no change to the control measures for managing corporate risk in relation to partnership arrangements. Progress against the actions in 3.1 above will be monitored to identify the impact on this area of risk. A continued downturn of partnership referrals in Quarter 2 will result in an increase in risk for the organisation and additional control measures will be designed and implemented.</p>
Assurance updates	<p>The Scrutiny Committee report provides for a level 3 independent assurance of the control environment and this is reflected on the assurance map.</p>

### **Corporate Risk 4 – Delivery of Services – Protection**

**Corporate Risk 4.1:**

**The Fire Authority is unable to effectively discharge its duties under the Regulatory Reform (Fire Safety) Order and associated legislation, resulting in a decline in non-domestic fire safety standards; reduced confidence and credibility; and increased litigation and reputational damage.**

Emerging Issues	<p>Overall risk score remains likelihood 3 (likelihood) x 2 (impact) = 6 medium as a result of the known issues with the ILAP Risk Based Inspection Programme and limited mitigating measures being instigated.</p> <p>The Organisational Assurance report into the effectiveness of our current Risk Based Inspection Programme (ILAP) has now been published and has highlighted required improvements to ensure compliance with the National Framework and Regulator's Code. As a result, an action plan has been agreed through SET which will address the considerations highlighted with some short-term arrangements whilst our approach to a technological risk based inspection programme is defined.</p> <p>Work has begun using a project methodology to transition from ILAP to RIDGE. This will enable the actions required to be addressed.</p>
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	As a result of the Grenfell Tower incident in London a small number of high rise buildings and other buildings have been identified as having ACM cladding resulting targeted audit and engagement activity by Fire Safety Officers.
Changes to control measures	<p>Protection teams are utilising Command Risk Profiles and intelligence refined by the IRM team as a control measure whilst the revised risk based inspection programme is being developed. Clear communication has been provided to all Protection teams to ensure they understand the most appropriate way to identify high risk premises to engage with whilst the ICT system is developed.</p> <p>Protection officers have conducted audits in each of the identified buildings in conjunction local authorities and other responsible persons. High rise buildings identified as having ACM cladding have received an SSRI visit by operational crews. An integrated approach has been adopted to support responsible persons mitigate risks to occupants in buildings where ACM cladding is suspected or confirmed through testing. The LOR has also been increased to premises confirmed or suspected of having ACM as an interim measure until the risk is removed, reduced or controlled. Work in ongoing through prevention, protection and multiagency engagement, meetings and visits.</p>
Assurance updates	Level 1 – assurance is provided by the control owner and is verified by the risk owner.

### **Corporate Risk 5 – Delivery of Services - Response**

#### **Corporate Risk 5.1:**

**The Fire Authority is unable to ensure that operational incidents are dealt with safely, assertively and effectively using appropriate levels of resources and personnel, resulting in increased firefighter and community risk; reduced confidence and credibility; and increased reputational damage.**

Emerging Issues	<ul style="list-style-type: none"> <li>• The collective Agreement has now been agreed until the 31<sup>st</sup> December 2017.</li> <li>• As of June 2017, we will be analysing the evidence in relation to the disturbance allowance.</li> <li>• The Financial cost of Voluntary Additional Shifts has stabilised and the ridership factor continues to decrease in line with predictions.</li> <li>• Fleet availability remains above 97% but is also being used as an effective financial control measure. Fleet availability may reduce based upon business continuity and fleet availability as a financial control.</li> </ul>
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	<ul style="list-style-type: none"> <li>• The Competency Risk Assessment has been reviewed and further work is ongoing in relation to resilience officers and their required competency.</li> <li>• There is some evidence to suggest that individuals are less likely to look to promotion due to their ability to increase their salary through the use of voluntary additional shifts.</li> <li>• A review of our technical rescue resources has been undertaken and agreed by the Strategic Enabling Team. This will ensure the technical rescue crews are fully embedded and recognised as an integral part of the organisation and our response capability</li> <li>• Enhanced governance has been put in place in relation to our specialist response capabilities</li> <li>• Identification of gaps in both local operational policies and procedures and National Operational Guidance relating to dealing with concerted indiscipline's within secure accommodation and prisons.</li> <li>• As result of the Grenfell Tower incident in London, a small number of high rise domestic premises and other premises have been identified as having ACM cladding. The LOR has been increased to these premises as an interim measure until the risk is removed, reduced or controlled. Work in ongoing through prevention, protection and multiagency meetings/visits.</li> </ul>
Changes to control measures	<p>The likelihood score remains at 1 and the impact at 4. This is due to the trade dispute being lifted and the collective agreement being in place in relation to staffing. 1 (likelihood) x 4 (impact) = 4.</p> <p>Response times to high risk incidents remains under our target of 5 minutes; currently four minutes and forty-five seconds. The introduction of 999eye linked to dynamic mobilisation should enhance our ability to deploy the right resources to the right incidents at the right time.</p> <p>In meeting the current funding challenge the Service is has implemented a staffing model in order to provide the best possible service to the community based upon risk. This staffing model has been in place for over 12 months and is now becoming more embedded. The disturbance allowance is due to be reviewed in June with any changes being introduced in line with the timescales with the review of the collective agreement.</p> <p>There has been an improvement in the attainment of WM7 competency and the CRA has now been reviewed.</p> <p>Enhanced governance arrangements have been put in place in relation to our specialist response capabilities and a review of</p>

	<p>technical rescue has been completed and recommendations agreed. Both actions should ensure that our specialist response capabilities are maintained and embedded within WMFS.</p> <p>Secure Accommodation (Prisons) Operational Procedures</p> <p>Local and national learning from a recent concerted indiscipline incident within Her Majesty's Prison Birmingham required fire service attendance and intervention has identified gaps within operational procedures in both WMFS policies and procedures and also recently published draft National Operational Guidance for dealing with such incidents within secure accommodation. Debrief outcomes have been incorporated within a gap analysis and a subsequent action plan derived to enable for the safe, assertive and effective delivery of response operations should a similar event occur. In recognition of our commitment to Sector continuous improvement and collaborative working, Officers from WMFS are continuing to work with their Sector colleagues to influence and enable a national approach to dealing with such incidents. A draft operational policy has been developed to support the safe and effective management of concerted indiscipline incidents through a multi-agency approach that incorporates G4S, West Midlands Police and the National Offender Management Service. The Memorandum of Understanding between WMFS and G4S responsible for Birmingham Prison has been reviewed and amended to support the revised draft operational procedures for dealing with incidents at the Prison.</p>
Assurance updates	Assurance is provided to Quarterly Performance Reporting meeting on a quarterly basis.

#### **Corporate Risk 5.2:**

**The Fire Authority is unable to maintain its command and control function, resulting in an inability to receive, process and respond to emergency calls effectively, so increasing community risk; reducing confidence and credibility; and increasing reputational damage.**

Emerging Issues	<p>Fire Control is now operating at full establishment as a result of the recently completed Shared Fire Control review. Continual monitoring of the new staffing model takes place to ensure its effectiveness; at this time, any risk around staffing levels is being managed appropriately through revised resilience arrangements.</p> <p>The Operational Peer Assessment team recently identified in their draft report that fall-back arrangements could be enhanced and this will be a focus of an upcoming review into Fire Control's Business Continuity arrangements that has now begun and is anticipated to be completed within 3 months.</p>
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	<p>An additional area of risk is the introduction and implementation of Vision 4. The current system provides an reliable and resilient command and control mobilising system but without the introduction of Vision 4 we are unable to introduce some organisational improvements such as pre-alert and therefore progress will be monitored closely.</p> <p>An additional focus and scrutiny is ensured through quarterly Fire Control Governance Board.</p>
Changes to control measures	There is no change to the control measures associated with the effective management of this risk.
Assurance updates	Level 2 assurance is provided through the Fire Control Governance Board which is responsible for strategic direction and decision making.

### **Corporate Risk 6 – Business Continuity & Preparedness**

#### **Corporate Risk 6.1:**

**The Fire Authority is unable to provide business continuity arrangements, to maintain delivery of core functions, as a result of extensive disruption to normal working arrangements, including national and international deployments, significant and major events, resulting in increased community risk; reduced confidence; increased reputational damage; and external scrutiny.**

Emerging Issues	<p><b>Industrial Action – Falls Response</b></p> <p>The national stance from the Fire Brigades Union (FBU) is to withdraw support of health services unless an agreement in pay terms is reached. An offer of a 2% pay increase with immediate effect was offered with another 3% in April 2018. A decision will be made regarding this offer on Monday 24 July 2017. A decline could mean the withdrawal of support for these health services immediately, this will include the falls response service. As a consequence, business continuity arrangements that have been developed and will be implemented this will be initially coordinated through the Incident Room. All Incident Room Managers have received training and ongoing updates of their potential involvement in supporting these arrangements.</p> <p>This national stance may also impact upon wider health services as new contractual arrangements may be put in place to support flexible funding through the Business Development Team. This will bring additional contractual requirements which will require continuity arrangements to be put in place. Through close working with the Business Development Team, these challenges</p>
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	will be managed effectively.
Changes to control measures	The overall risk score has increased due to an increase in the likelihood score due to national factors highlighted above. Therefore, the risk score is now: x 4 (likelihood) x 3 (impact) = 12 (High).
Assurance updates	<p><b>WMFS Fuel shortage plan, Local Resilience Forum plan and National Emergency Plan for Fuel.</b></p> <p>Following the release of the National Emergency Plan for Fuel (NEP-F) in March 2017, the Emergency Planning team have reviewed and amended the Strategic WMFS Fuel Shortages Business Continuity Plan. The Local Resilience Forum (LRF) have now set up a fuel task and finish group commencing 18/07/17. This group will review the West Midlands Conurbation LRF policy in relation to the National Plan and ensure it remains fit for purpose. This is due to be completed by September 2017. During this period, further updates to WMFS arrangements will be incorporated in the strategic BCP. A key update will be to test our previous assumptions around diesel and petrol resilience arrangements due to the evolvement of our blended fleet.</p> <p><b>Heatwave Plan</b> WMFS Heatwave plan was reviewed in June 2017. In addition to Metropolitan Office alerts, Incident Room Managers and Emergency Planning are also now signed up to receive Heat-Health Watch System alerts for cold and hot weather which will enable WMFS to take early action to minimise the impact of heat on peoples' health as well as activate relevant levels of the Heatwave BCP.</p> <p><b>Other Strategic BCP's</b> Other strategic BCP's such as severe weather, pandemic influenza and deniable access have been reviewed. To facilitate ease of use, this has included the merging of guidance documents and BCP actions into one single BCP with supporting appendices.</p> <p><b>Fire Control BCP</b> Fire Control are currently reviewing business continuity arrangements with support from the Emergency Planning team. This will include an updated plan structure as well as identify additional arrangements which will be in place to support the new Fire Control structure.</p> <p><b>Local Resilience Forum (LRF) Industrial Action updates – SET added to distribution list</b> The Local Resilience Forum Coordinator will include SET on the distribution list for weekly Resilience Emergency Division (RED)</p>

	<p>DCLG industrial action updates. This brief is designed for Cat 1 and 2 responders to ensure all parties have the current picture to assist with planning for an event which may impact on each service/area.</p> <p><b>HQ BCP</b> As a result of the HQ BC exercise some learning outcomes have been identified which will be embedded into the plan. This will lead to additional training provided by the Emergency Planning team with each department.</p> <p><b>Unlawful Acts</b> A new Security Plan has been developed to help manage changes to UK terrorism threat levels. It was used in the recent move to critical and has been updated with lessons learnt following the plan activation. Following the move to critical, an external Counter Terrorism security advisor has carried out an assessment of the HQ building internally and externally; these considerations will be included in the plan. As a result, a lockdown procedure for HQ is in development with a supporting e-cademy package.</p> <p><b>Recall to duty</b> ICT have procured an SMS service which is both cheaper and more reliable than the current service. As such, existing SMS services, such as recall to duty will migrate over to the new system. The new system will have increased capacity and allow more SMS messages to be sent per minute. When the proposal for the SMS system is approved, ICT will progress the procurement, and will allow the system to become a viable option for use within our developments. There would be the necessary integration work, some of which has already been done as part of 'proof of concept' work. Following this, the recall to duty system can then be facilitated through a basic app.</p> <p>Work has also taken place with ICT and administration to ensure contact details are kept up to date to create a more reliable system.</p> <p><b>Plan and review schedule – all BCP's</b> The Emergency Planning team have a schedule in place to ensure all strategic and station BCP's are reviewed yearly. This involves a review schedule for all plans including an exercise schedule. All amendments are also logged within the spreadsheet with an alerting system in place using a RAG system to highlight documents out of date.</p>
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## **Corporate Risk 7 – Information, Communications and Technology**

### **Corporate Risk 7.1:**

**The Fire Authority is unable to provide and maintain an effective ICT provision to support the delivery of core functions, resulting in significant disruption to the organisation's functionality, reduced confidence, credibility, reputational damage and external scrutiny.**

Emerging Issues	<p>The overall risk score is 8. The risk continues to be medium. The risk level is likely to reduce over the next quarter based on the implementation of Office 365. Third party consultation is being used to expedite the project. However, this needs to be balanced against the uplift in malicious cyber-attacks being experienced.</p> <p>This suite of Office 365 products will enable secure accessibility to ICT functionality from a wider range of devices and locations including ones not provided by the organisation. The majority of organisational data will be held in cloud storage thus reducing the reliance on in-house processes, procedures and infrastructure to access and maintain data. The data migration part of this project is almost complete thus reducing the risk level. Once complete the reliance upon the in-house data centre will reduce significantly.</p> <p>We are working with external companies and peers in following national guidance with regard the recent increase in cyber security threat</p> <p>Transfer of organisational responsibility from Department of Communities and Local Government to the Home office may change information security requirements but these are still unconfirmed.</p>
Changes to control measures	<p>The implementation of Office 365 reduces the impact significantly of the loss of an on-premises data centre.</p> <p>Work is ongoing to establish accreditation for Code of Connection (CoCo) to the Emergency Services Network (ESN) and the Public Services Network (PSN).</p> <p>Ensuring Home Office and NFCC requirements around cyber security threats are met.</p>
Assurance updates	<p>The overall risk confidence opinion is amber.</p>

**Corporate Risk 7.2:**

**The Fire Authority is unable to provide effective management and security of organisational information and documentation including the receipt, storage, sharing and transfer of information and data, resulting in reputational damage, litigation, substantial fines and external scrutiny.**

Emerging Issues	The overall risk score remains unchanged at 9 and the risk continues to be medium. The risk level may reduce further over the next few quarters as the Management of Information Framework is embedded and improved.
Changes to control measures	<p>Training and Development have been provided to the Strategic Enabling Team (SET) as Information Asset Owners to ensure that they can undertake their role excellently using a risk based approach to information security.</p> <p>Advice and guidance about information security has been published to all employees and will be embedded further by the rollout of bespoke training packages to measure organisational understanding. Automated tools for marking documents and managing requests will replace the existing processes and provide better assurance by auditing compliance with the Management of Information framework.</p>
Assurance updates	The overall risk confidence opinion is amber.

**Corporate Risk 8 – Finance & Assets****Corporate Risk 8.1:**

**The Fire Authority is unable to deliver its statutory responsibilities, predominantly through the Service Delivery Model, due to insufficient funds, resulting in external scrutiny and intervention; reduced confidence and credibility; and increased reputational damage.**

Emerging Issues	<p>The risk score remains at 3 (Likelihood) x 3 (Impact) = 9. The overall risk level is Medium.</p> <p>In February 2016, The Government communicated the Authority's Core Funding settlement. In setting out a provisional 4-year settlement, confirmation was received that the core funding reduction would be circa £10 Million by 2019/20. Whilst this reduction is less than was forecast, it still presents a significant challenge to the Service in terms of setting a balanced budget. In planning for significant funding reductions, the Service has in place a number approaches to bridge the funding gap. Year's two to four of the settlement period are subject to the submission and approval of an Efficiency Plan. The content of the Efficiency Plan was considered and approved by the Fire</p>
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	<p>Authority on 19<sup>th</sup> September 2016 and submitted to the Home Office by 14<sup>th</sup> October 2016. The Finance Settlement for the period 2017/18 to 2019/20 received in February 2017 was broadly in line with the figures used as the basis for the Efficiency Statement. However, given the ongoing changes to the staffing arrangements which have not been fully embedded (£4 million of the Efficiency Plan) combined with the commissioning target of £2 million as part of the Efficiency Plan, which has not been fully achieved at this stage, the Risk Owner considers the likelihood score of 3 should remain unchanged at this stage.</p>
Changes to control measures	<p>The Authority continues to manage its budget and accounts in such a way that has enabled for an unqualified financial opinion and value for money conclusion to be provided by the external auditors. This has been confirmed to the Authority and provides a substantial independent assurance as to the quality of the financial management arrangements.</p>
Assurance updates	<p>The work and associated reports of the external auditor provides assurance against a number of controls in place to manage against the realisation of risk on the assurance map.</p> <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 and are supported by a number of level 3 assurances. No controls were identified as providing limited assurance (red rating) and therefore no immediate interventions were identified as being required.</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>

#### **Corporate Risk 8.2:**

**The Fire Authority is unable to deliver effective financial management arrangements, due to misuse of funds, resulting in external scrutiny, intervention and litigation.**

Emerging Issues	<p>The risk score is 2 (Likelihood) x 3 (Impact) = 6. The overall risk level is Medium.</p>
Changes to control measures	<p>There is no change to the control measures associated with the effective management of this risk</p>
Assurance updates	<p>The work and associated reports of the Internal Auditor and External Auditor provides assurance against a number of controls in place to manage against the realisation of risk on the assurance map.</p>



	<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 and are supported by a number of level 3 assurances. No controls were identified as providing limited assurance (red rating) and therefore no immediate interventions were identified as being required.</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>
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## **Corporate Risk 9 – Business Development**

### **Corporate Risk 9.1:**

**The Fire Authority is unable to create, grow and sustain appropriate flexible funding opportunities and meet financial targets, through the delivery of these opportunities via the Service Delivery Model. This will result in a budget shortfall impacting upon our ability to maintain the Service Delivery Model and delivery of core services.**

Emerging Issues	<p>The overall risk score is 9. The risk continues to be medium. There has been some delay in implementation, however, risk level is likely to reduce over the next quarter when the Business Development (BD) strategy, BD Programme and BD &amp; Prevention organisational frameworks are in place. Further discussions around new services and growth areas have been established.</p> <p>The Strategic Enabler Business Development and the Strategic Enabler Prevention have been working closely together and there is further clarity around delivering BD within the Prevention agenda through the support of the internal health framework. This will be implemented this Quarter.</p>
Changes to control measures	<p>The control measures effectiveness section has been updated to reflect the current position of each measure. These predominantly range between medium and low risk.</p>
Assurance updates	<p>SET members and the BD team are working to develop internal frameworks and systems to ensure governance and risk management alongside a co-ordinated approach to dealing with new alternative funding opportunities. Whilst also working to diversify our work from just health to other commissioning opportunities, commercial streams and Sponsorship.</p> <p>A key project moving forward is developing the marketing strategy for BD which will be designed and ready for</p>

	<p>implementation in the next quarter.</p> <p>Further to the team update in the last quarter, a business partner approach has been successfully established; this now needs to be shared with the wider organisation.</p> <p>Specific working processes and business development frameworks are being developed in partnership with stakeholders to provide organisational clarity of how to pursue flexible funding opportunities. A Framework around health commissioning has been developed and approved which now needs to be implemented.</p>
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**Corporate Risk 9.2:**

**The Fire Authority is unable to meet contractually binding arrangements for the provision of commissioned and/or paid services resulting in litigation; reduced confidence and credibility; and increased reputational damage.**

Emerging Issues	The overall risk score has increased to 9. Overall, the risk continues to be medium.
Changes to control measures	<p>As detailed in Corporate Risk (CR) 6 above and the national position of the FBU with regards to Falls Response, the likelihood score has increased to 3. The Impact score had reduced to 3 as there would be no national impact if this were to the workforce were to withdraw from undertaking health related work.</p> <p>Likelihood 3 x Impact 3 = 9</p> <p>The control measures effectiveness section has been updated to reflect the current position some measures.</p>
Assurance updates	<p>As detailed in CR 6 above, the Business Continuity Plans have been reviewed and developed with layered control measures put in place to maintain contractual commitments.</p> <p>Contracts are in place for all new services. These include risk management considerations that have been assured by procurement, Sandwell legal and our insurers.</p>