

Corporate Risk Quarter 3 Position Statement February 2018

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 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 Mayoral West Midlands Combined Authority opportunities will exist in the wider delivery of services to local communities and the sustainability of the 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 West Midlands Combined Authority governance. This route for governance has received full approval of the Authority and support of Local Authority leaders and is now in the initial stages of public consultation which runs from 11th Jan to 8 March 2018. Discussions with Home Office indicate support for this reform but is dependent on wider devolution timetables and Brexit causing delay in the consideration of proposals. This is due to progressing our route via the Cities and Devolution Act to Mayoral West Midlands Combined Authority rather than via the constructs of the Policing and Crime Act.</p> <p>The consultation is being promoted across the West Midlands using a variety of platforms and forums. The outcomes of the consultation will determine in part the progression of the next steps to this change project.</p> <p>A negative response to the consultation has the potential to halt progress locally but this will be better determined once we have progress further into the consultation timeline.</p> <p>Our approach to delivering new business in support of flexible funding opportunities is an area which requires continual focus to support public service reform and the wider delivery of services to support our Service Delivery Model and ultimately our efficiency plan.</p>
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	<p>Collaboration is a critical consideration amongst public service reform and in the developing governance journey.</p> <p>Positive progress to date and strong external relationships, commissioning, discussions around collaboration, delivery of key workstreams within the Combined Authority, still maintain the impact of change on the delivery of our wider strategy as low.</p>
<p>Changes to control measures</p>	<p>A number of the control measures have been positively updated to reflect ongoing assurance activity. Recent progress in relation to moving the future governance route along remains positive and aligned to the predicted timeline. Member engagement is positive as updates are a constant feature of Policy Planning Forum.</p> <p>Staff engagement has been increased to support understanding and public consultation, with regular engagement through JCC with representative bodies. Staff engagement is an area that is becoming more focused as public consultation has taken off.</p> <p>Whilst the route of governance pursued by the Authority causes some conflict with HO policy and PCC direction, it is clear that the role of the PCC will come under the same/similar governance arrangements by 2020. The emergence of the second devolution agreement begins to present wider possibilities for engaging in areas which support our strategy and wider public service priorities.</p> <p>The overall confidence of this control measure remains as Amber as the timeline for this change to commence prior to 2020 is a critical success factor in the sustainable delivery of our strategy and staff engagement continues to need to enable understanding to support the current and future phases of governance change.</p>
<p>Assurance updates</p>	<p>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 PSR agenda locally and nationally.</p> <p>This is enabled through direct contact locally with both Chief Executives and political leaders and developing our position with the Mayor. Nationally this is enabled through working with and influencing the National Fire Chiefs Council, the Home Office, Department of Communities and Local Government,</p>

	<p>Local Government Association as to fire sector change within the wider public sector.</p> <p>The emerging organisational approach to project management enable the wider consideration of risks to support this risk.</p> <p>This risk has been in place for 9 months now and is being managed effectively, confidence in the strength of control measures will be monitored and evaluated as we move forward.</p>
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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.

<p>Emerging Issues</p>	<p>The overall risk score of 6 (likelihood 2 x Impact 3) and risk rating of 'low' is set against this corporate risk. The Authority and Service has positioned itself successfully at this current time in securing Observer status on the West Midlands Combined Authority, leading the Multiple Complex Needs work stream and through the Chief Fire Officer taking on the Chief Executive role for Public Service Reform.</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, NHS as well as the Service priorities.</p> <p>Current national pay negotiations with respect to delivering aspects of health work, has resulted in the implementation of local business continuity plans for the short term. This is being achieved with no negative impact to the delivery of services, but is not considered a longer term plan. Current business continuity arrangements cited in risk 6.1 are in place to ensure delivery of these arrangements whilst an approach to a local agreement is being determined (risk 2.1).</p> <p>These issues continue to exist from the previous quarter and are 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 are impacted further.</p> <p>Continuing relationships at a local level seek to strengthen the role of West Midlands Fire Service in the delivery of wider, joined up services across the West Midlands.</p>
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Changes to control measures	<p>As with risk 1.1 the overall confidence in the authority's relationship and engagement with the Mayor, West Midlands Combined Authority, Police and Crime Commissioner and other key stakeholders has been rated as amber given the route 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>Engagement with the Police and Crime Commissioner is of prime importance around collaboration and governance. The PCCs acceptance onto the Fire Authority has yet to be established in terms of membership and actual attendance.</p> <p>Supported through a solid evidence base the progressive route for future governance supports aims to support the delivery of services and future strategy of the Authority, as well as the wider priorities of the West Midlands.</p> <p>Continued and established engagement with the Mayor focusing on governance, Public Service reform and Multiple Complex Needs and wider opportunities provides a positive indicator regarding the position of West Midlands Fire Service within public service reform.</p> <p>Control measures with regards to the progress of future governance change are positive and need to be constantly reviewed in line with progress in risks 2 and 6.</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>The developing approach to project management enables early consideration of control measures and project risks to support early development of mitigations.</p> <p>As stated with risk 1.1 this risk has now been in place for over 9 months and is being managed effectively. 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 remains at the increased level of 12 (likelihood 4 x Impact 3) as a consequence the risk rating is now high. This is due to the ongoing position regarding the withdraw of support for the National Joint Council (NJC) trials.</p>
Changes to control measures	<p>Consultation</p> <p>We continue to work with the rep bodies through the employee relations framework regarding consultation across a range of areas.</p> <p>The withdraw from the NJC trials commenced on 18 October 2017. As a result of this 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 (BC) remains in place and is currently being delivered outside of the service delivery model. Regarding the risk assessment the likelihood is high and the impact remains at 3 due to the BC arrangements being in place which will ensure the delivery of the services associated with Falls response and the wider health agenda. The BC will remain in place in the short term whilst the organisation take in to consideration the national outcomes, alternative solutions to the delivery of the wider health work. Therefore, the impact is temporary and is not foreseen to be permanent or long term.</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 new contracts. This is being achieved through new contracts being issued to new entrance.</p> <p>We continue to work with the representative bodies to seek shared solutions to ensure the sustainable delivery of the strategy through a local agreement.</p> <p>There remains a heightened level of sensitivities regarding local representative communications and relationships. The Strategic Enabler People continues to engage with the representative bodies regarding ensuring the sustainable delivery of the agreed strategy. Organisational communication is being delivered through the communication strategy.</p> <p>We continue to enable delivery the Employee Relations 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 BC 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, remains 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 remains at the increased level of 9 due to the current position as discussed in 2.1. The organisation continues to be 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 the introduction of 48 new entrants. Organisational learning will be taken from this to further enhance our approach to attraction, selection and development strategy. Recruitment forecasting for 2019 have been at 96, we are on target to deliver this number of new entrants.</p> <p>The delivery of our wider health work to include non-emergency falls response and back home safe and wells</p>

	<p>continue be delivered through a dedicated team of support and service delivery staff.</p> <p>The Competency Risk Assessment process continues and recommendations for 2018/19 will be provided.</p> <p>The risk areas identified in the previous quarter are being progressed through the Distributed Training Model project. This also includes seeking improvements in relation to systems and resourcing within the current structure and arrangements. The outcomes of the DTM project are also working towards providing assurance in relation to the inspectorate and inspection to ensure we achieve good/outstanding.</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>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). 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.</p>
Assurance updates	<p>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 and progress in relation to the improvements to the DTM.</p> <p>Further work will be carried out to mitigate the risks identified through the project environment.</p>

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	<p>Overall score remains likelihood 2 (likelihood) x 3 (impact) = 6 amber. Although the Safety Health & Wellbeing is performing well the focus will continue on two type of injuries – slip trips and falls and manual handling.</p>
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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 continues to be implemented with a number of considerations being actioned 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.</p> <p>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.</p> <p>We are now preparing for the internal audit of partnerships, expected to take place in Q3, delayed by Sandwell Auditors this will now take place in Q4. The feedback from the review will further shape the toolkits and where appropriate will feed into the Safe & Well Development project.</p> <p>Following the Q1 dip in Safe & Well referral % from partners, the partnerships team has created a Safe & Well toolkit and has spent Q2 of this financial year visiting each watch to discuss the toolkit and support the improvement of referrals from partners. This has proved to be effective with an increase in the Partnership referrals for both Q2 and Q3. This continued</p>
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	supply is now being converted into delivery of Safe and Well visits through a combined effort with Fire Control. There is a strong commitment for performance improvement in this area with the necessity for each resource to be delivering 2 Safe and Well visits during each 24 hour period.
Changes to control measures	Currently there is no change to the control measures for managing corporate risk. The downturn in partnership referrals in Q1 has been rectified in this quarter and the direction of travel continues to be positive.
Assurance updates	Governance assurance will be provided as part of the Sandwell partnerships audit. This has been delayed by Sandwell and will now take place in Q4.

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	The risk score associated with this risk remains unchanged at $3 \times 3 = 9$.
Changes to control measures	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.
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	Whilst the overall risk score remains at 6 – medium, the likelihood and impact scores have been amended to reflect
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	<p>positive progress with the development of the new Risk Based Inspection Programme and enhanced identification of fire safety risk provided through integrated risk management data analysis.</p> <p>The likelihood score has changed from 3 to 2 and the impact score from 2 to 3 = 6 medium.</p> <p>The programme of work to address the areas of consideration identified within the Organisational Assurance report into the effectiveness of our current Risk Based Inspection Programme (ILAP) (as reported in last quarters submission) continues to be developed. The programme of work is being managed within a project management methodology and is currently on target for completion within scheduled milestones.</p> <p>To inform the risk based inspection programme that is being developed a clear definition of life risk will be required to ensure that high risk premises are accurately identified within the inspection scheduler to inform the effective deployment of Protection resources to reducing risk and vulnerability.</p> <p>Notifications of aluminium cladding material failures or buildings with registering concerns of risks associated with aluminium cladding within the West Midlands has reduced significantly following the Grenfell Tower incident in London.</p>
<p>Changes to control measures</p>	<p>There are no changes to control measures in relation to the control of this risk.</p> <p>Protection teams continue to utilise Command Risk Profiles refined by the IRM team and professional judgement as a control measure to inform and deliver an audit schedule whilst the revised risk based inspection programme is being developed. This interim control measure provides a level of assurance that the Protection function is operating within the requirements as set out in the National Framework and Regulator's Code.</p> <p>The definition of fire safety risk continues to be considered within work streams of the National Fire Chiefs Council. Consideration is also being afforded within our project management methodology as to how fire safety risk can better influence and inform our Integrated Risk Management Plan. In the absence of a consistent national definition being confirmed local integrated Risk Management have provided an intelligent led approach to identifying high fire safety risks.</p> <p>Protection officers continue to prioritise notifications of buildings with suspected or confirmed aluminium cladding</p>

	<p>materials to ensure compliance with fire safety legislation to ensure public safety and enhance public confidence. All residential high rise buildings have been audited with an ongoing audit schedule being progressed with the Birmingham Local Authority Area.</p> <p>The residential high rise Site Specific Risk Information programme has been completed thereby providing assurance that risk information has been collected by service delivery staff to support firefighter safety and an effective operational response should it be required.</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"> • Continuation of payment of unbudgeted disturbance allowance which has a financial impact • Evidence of a need to increase the amount of training and development being completed
Changes to control measures	<p>Ongoing monitoring of appliance availability demonstrates that we continue to operate at record high levels of circa 99%. This is supported through the use of pre-planned Voluntary Additional Shifts which include an unbudgeted disturbance allowance.</p> <p>Ridership factor continues to make progress towards the target reduction of 12.5 by the end of the financial year with the current position being 13</p> <p>Introduction of a training schedule that will support crews in accessing training assets and increasing the regularity of realistic training has been developed and will be launched on 12th February</p>
Assurance updates	Assurance is provided to QPR 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>The revised staffing arrangements have been in place for circa 12 months and have now been reviewed to ensure we maintain the minimum numbers on duty at all times.</p> <p>Over the last 12 months Optimum Crewing levels were maintained for 90% of the time which is good and we have made a commitment to understand whether this can be improved further still.</p> <p>We have entered into a further resilience arrangement with Thames Valley Fire Control which will be additional to current arrangements. This has been done on the basis that we work together to provide a digital/technological fall back arrangement which is an enhancement when compared against the current manual/paper based system.</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>Health Services Overview</p> <p>The national stance from the Fire Brigades Union (FBU) has meant the withdrawal of support of health services, as a consequence, business continuity arrangements have been implemented. Initial evaluation demonstrates Business Continuity Plan (BCP) arrangements are working. There are on-going plans to support these arrangements in the long-term</p>
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	<p>to ensure we are meeting our contractual/community expectations. 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 will be managed effectively.</p> <p>Falls Response Staffing</p> <p>Business Continuity arrangements are currently in place to maintain the Falls Response service. Transitional arrangements are being considered to transfer to business as usual.</p> <p>Emerging Considerations</p> <p>Changes to the current staffing arrangements may lead to alternative business continuity arrangements being put in place. This may include:</p> <ul style="list-style-type: none"> • Changes to staffing arrangements such as Voluntary Additional Shifts (VAS) which may lead to a reduced uptake of volunteers. • The use of new entrant contracts in the delivery of Falls Response • Arrangements to move the delivery of Falls Response back to operational staff. <p>These staffing issues are being monitored and appropriate business continuity arrangements will be put in place as necessary.</p>
Changes to control measures	The overall risk score has remained the same. The risk score is: $x 4$ (likelihood) $\times 3$ (impact) = 12 (High).
Assurance updates	<p>Strategic Business Continuity Plans</p> <p>Severe Weather Review</p> <p>Following Storm Caroline in December which brought snow to the West Midlands, a review has been undertaken of arrangements in place. Feedback has been gathered from across the organisation, including; Fire Control, Flexi Duty Officers, Incident Room Managers and Communications. This, alongside a review of resilience arrangements will be informing the updated severe weather Business Continuity Plan. West Midlands Fire Service are also attending a multi-agency debrief for the period of severe weather and this will also help develop multi-agency resilience arrangements.</p> <p>Multi agency Cyber Exercise</p>

A multi-agency cyber exercise has taken place to test the impact of a cyber-attack across the West Midlands. The aim of the exercise was to contribute to the development of a cyber resilience strategy within West Midlands Conurbation Local Resilience Forum, to enable an appropriate, cohesive and effective response to cyber emergencies. The exercise report is due to be published and West Midlands Fire Service will implement actions as appropriate.

Multi-agency flood plan review

Department for Environment, Food and Rural Affairs (Defra), supported by the Environment Agency, will be taking forward a review of multi-agency flood plans (MAFPs) produced by Local Resilience Forums (LRFs) in England. West Midlands Fire Service are supporting this review, with a draft due to be developed by February. This will strengthen the multi-agency response to a following event in the West Midlands.

Multi-agency exercises

Two multi-agency exercises have taken place to test two upper tier (Control of Major Accident Hazard) COMAH sites in line with legislation. These exercises focussed on tactical multi-agency response and used the events control suite facility to simulate a realistic response.

Headquarters and Station Business Continuity

Station Business Continuity Plans have been transferred into a new template following user engagement and feedback. These plans contain additional information such as site layout plans and snow clearing plans. Training has been taking place on station to embed BC with crews. The Emergency Planning team has begun booking meetings with departments in our Headquarters building to update the Business Impact Analysis' and Business Continuity Plans for each department.

Incident Room Managers

A review has recently taken place in relation to the Incident Room Manager function, to ensure the team are able to deal with additional roles, such as supporting National Fire Chief Council work streams.

Resilience Direct

West Midlands Fire Service currently chairs a multi-agency Resilience Direct mapping group to develop responders mapping capability in relation to increasing situational awareness and supporting incidents.

Threat Level Response Plan

The threat level response plan has been reviewed and training sessions with West Midlands Police Counter Terrorism Unit

	have taken place with support staff, Fire Control and operational staff.
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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 6. The risk continues to be medium. The risk level has reduced over the quarter based on the implementation of Office 365. Third party consultation was 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 O365 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 complete thus reducing the risk level. The reliance upon the in-house data centre has reduced significantly.</p> <p>We are working with external companies and peers in following national guidance with regard the recent increase in cyber security threat. We are also bolstering the level of in-house expertise in relation to systems and information security and have allocated additional resource to achieve this.</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 reduced 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>

	Ensuring that Home Office and NFCC requirements around cyber security threats are met.
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 remains at 6. 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.</p> <p>The implementation of the European Union General Data Protection Regulations (EU GDPR) may increase the risk level once there is further clarity about the work required to meet the deadline of 25th May 2018.</p>
Changes to control measures	<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.</p> <p>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> <p>Resource has been allocated and a project plan is in place to implement the requirements of the EU GDPR. Officers are working collaboratively through National Fire Chief's Council (NFCC) workstreams to ensure 25th May 2018 deadline is met.</p>
Assurance updates	The overall risk confidence opinion is amber.

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 (2016/17 to 2019/20), confirmation was received that the core funding reduction would be circa £10 Million by 2019/20. This level of reduction presents a significant challenge to the Service in terms of maintaining the Service Delivery Model whilst setting a balanced budget. In planning for significant funding reductions, the Service has set out an Efficiency Plan, which was considered and approved by the Fire Authority on 19th September 2016 and submitted to the Home Office by 14th October 2016.</p> <p>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 Plan. 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, plus the increasing pressure on being able to restrain public sector pay increase to 1%, 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	
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The Service is unlikely to meet the internal target of £1m of income generation for 2017/2018. However, we continue to work towards our strategic target of meeting £2m by 20/20.

Whilst commissioners and Service users are highly praising towards the Business continuity arrangements; these have a cost implication. The Service is currently exploring how to deliver these services within the SDM including through the use of new recruits and local agreement. However, it is also fair to say that the current workforce reform issues may have impacted new opportunities to come to fruition due to the awareness of these issues.

Alongside our health offer, the Service has focused on growing our work within the commercial opportunities alongside exploring social value and sponsorship.

There has been good evidence of significant commercial opportunities such as through Training and Fire Safety. However, there are issues of delivering these through existing capacity. There may also be workforce reform issues that emerge here.

The Service is exploring the viability and feasibility of enabling these alternative funding opportunities to be realised through proposals of different ways of delivery.

The service is working on developing a few commercial partnerships that also include looking at potentially increasing our social value. These are new projects and we will have better understanding of their potential by end of Q2 2018.

We are aware that the confidence within our brand is through our firefighters and their reach within our communities. As the industrial relations issues become more transparent, it is unlikely that organisations within different markets will have the same confidence to invest with WMFS. WMFS has proactively engaged in the media to influence partner, stakeholder and public perceptions. This will further be consolidated and managed

Through a marketing strategy to support the work of creating funding opportunities.

Due to the many dependencies: work force reform, BCA and target deficit. The overall risk score has remained the same. The risk score is: $x 3$ (likelihood) $x 4$ (impact) = 12 (High).

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>Business systems to ensure strategic alignment, capacity, resources and IRMP is undertaken with each opportunity that is pursued with relevant engagement with SET and internal and external stakeholders as required.</p> <p>Project has enabled more assurance of an evidence-based approach and support with collaborative working through enabling teams to share information, progress and delivering outcomes. It has also highlighted issues such opportunities that are being missed such due to cultural change; capacity or reform which enables learning.</p> <p>The development of the marketing strategy for organisational BD opportunities needs further discussions around possible barriers and risks to realising and delivery of such services.</p> <p>The business partner approach continuing to be established; this will be shared with the wider organisation, through the internal marketing plan.</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	Withdrawal for support of Health trials by the FBU continues. The Business Continuity Arrangements (BCA) that were put in place continue to deliver services; however this is not sustainable and we are now seeking options to transfer this back into the SDM through new recruits and ideally through a local agreement.
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	<p>The local agreement represents a way forward to improved employee relations and a holistic delivery model; although it is likely that in the short term we will need to explore different options. However, as these employee relations are resolved the Service intends to use new recruits within wider contracts to deliver these services,</p>
<p>Changes to control measures</p>	<p>The overall risk level remains at 9,</p> <p>As the Service have a strategy to move from BCA to new recruits whilst exploring other more sustainable options; the risk remains at 9.</p> <p>Likelihood 3 x Impact 3 = 9</p>
<p>Assurance updates</p>	<p>National support for Emergency Medical Response (EMR) has been withdrawn by FBU. As detailed in CR 6 above, the Business Continuity Plans, which had been developed in the last quarter to anticipate a withdrawal of support from the FBU, have now been fully implemented using layered control measures to maintain contractual commitments. This is having a significant short term financial impact, to continue the delivery of contractual commitments.</p> <p>Changes to new entrant firefighter's contracts should address this and allow Falls Response contracts to be delivered through the SDM again.</p> <p>Commissioners have been updated with regards to current Business Continuity Arrangements.</p>