

Mae'r ddogfen hon ar gael yn Gymraeg

AWDURDOD TÂN AC ACHUB GOGLEDD CYMRU



NORTH WALES FIRE AND RESCUE AUTHORITY

**A meeting of the EXECUTIVE PANEL will be held MONDAY 14 FEBRUARY 2022.
The meeting will be held via Zoom commencing at 10.00am.**

Yours faithfully

Gareth Owens
Clerk

AGENDA

1. Apologies

2. Declaration of Interests

3. Notice of Urgent Matters

Notice of items which, in the opinion of the Chair, should be considered at the meeting as a matter of urgency pursuant to Section 100B (4) of the Local Government Act, 1972.

4. Minutes of the meeting held on 18 October 2021

5. Matters arising

6. COVID-19 Update (verbal update)

7. Annual Review of the Authority's Corporate Plan 2021-24

8. Performance Monitoring April 2021 – December 2021

9. Strategic Risk Management

10. Results of Staff Survey "Fire Family" (presentation)

11. Emergency Service Mobile Communication Programme (verbal update)


12. Urgent Matters

To consider any items which the Chair has decided are urgent (pursuant to Section 100B (4) of the Local Government Act, 1972) and of which substance has been declared under item 3 above.

PART II

It is recommended pursuant to Section 100A (4) of the Local Government Act, 1972 that the Press and Public be excluded from the meeting during consideration of the following item(s) of business because it is likely that there would be disclosed to them exempt information as defined in Paragraph(s) 12 to 18 of Part 4 of Schedule 12A of the Local Government Act 1972.

None

Report to	Executive Panel	
Date	14 February 2022	
Lead Officer	Shân Morris, Assistant Chief Officer (Corporate Policy and Planning)	
Contact Officer	Pippa Hardwick, Head of Corporate Planning	
Subject	Annual Review of the Authority's Corporate Plan 2021-24	

PURPOSE OF REPORT

1. To inform Members of the progress being made towards compiling the draft 2022/23 revision of the Authority's Corporate Plan 2021-24 for approval at the Authority's next meeting in March 2022.

EXECUTIVE SUMMARY

2. Every March the Authority publishes a plan for the following financial year that confirms its improvement and well-being objectives and explains what it intends to do during that year to move the Authority closer to achieving them.
3. In March 2021 the Authority published a Corporate Plan 2021-24 in which it set out its seven long-term improvement and well-being objectives and the actions that it proposed to take in 2021/22.
4. In October 2021 Members confirmed their intention to continue to pursue those same objectives in 2022/23.
5. In November 2021 Members reflected on some key challenges that had been highlighted through the new Chief Fire Officer's situational assessment, and the consequences for the Authority's budget. The revenue budget subsequently approved in December 2021 included an increase of £1.13m to address those challenges.
6. Officers are now finalising their costed departmental plans for 2022/23 to reflect the Authority's long-term objectives and identified key challenges in addition to other improvement and risk reduction activity.

RECOMMENDATION

7. That Members note the progress being made towards compiling the 2022/23 revision of the Corporate Plan 2021-24 that will be presented for approval to the full Authority in March 2022.

BACKGROUND

8. Fire and Rescue Authorities in Wales are required to publish improvement objectives in accordance with the Local Government (Wales) Measure 2009, and well-being objectives in compliance with the Well-being of Future Generations (Wales) Act 2015. For the purposes of the Authority's planning processes these are treated as one and the same.
9. The Well-being of Future Generations Act places a duty on the Authority to carry out sustainable development, which must include:
 - a) setting and publishing well-being objectives that are designed to maximise its contribution to achieving each of the well-being goals set for the whole of Wales; and
 - b) taking all reasonable steps (in exercising its functions) to meet those objectives.
10. The relevant legislation does not stipulate how often the Authority must change its objectives, but there is a requirement to review them at least once a year and consider to what extent:
 - the objectives contribute to achieving the well-being goals for Wales;
 - the objectives are consistent with the sustainable development principle – i.e. that they help to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs; and
 - the Authority is taking all reasonable steps to meet its objectives.
11. In the normal run of the planning cycle, the Authority confirms existing or drafts new objectives during the autumn/winter, and agrees its budget at its December meeting. It subsequently publishes a new or revised plan at its March meeting detailing what actions it proposes to take in the following financial year in pursuit of its long-term objectives.
12. In March 2020 the Authority published seven long-term well-being objectives in its Improvement and Well-being Plan 2020/21. Members resolved in March 2021 to carry these same objectives forward into its Corporate Plan for 2021-24. The objectives are:
 - **Objective 1:** To work towards making improvements to the health, safety and well-being of people in North Wales.
 - **Objective 2:** To continue to work collaboratively to help communities improve their resilience.
 - **Objective 3:** To operate as effectively and efficiently as possible, making the best use of the resources available.

- **Objective 4:** To continue to identify opportunities to encourage greater engagement with people, communities, staff and stakeholders.
- **Objective 5:** To maintain a suitably resilient, skilled, professional and flexible workforce.
- **Objective 6:** To develop ways of becoming more environmentally conscious in order to minimise the impact of our activity on the environment.
- **Objective 7:** To ensure that social value and sustainability are considered, including during procurement processes.

INFORMATION

13. Although the Authority's long-term objectives remain unchanged, the steps that need to be taken towards achieving them are necessarily going to be different every year.
14. Some planned actions can be achieved within a single year whilst others may need to be adjusted and carried over into subsequent years' plans. Similarly, new planned actions will need to reflect the prevailing situation but without losing sight of the longer-term objectives.
15. Work undertaken since the new Chief Fire Officer took up her post on 1 July 2021 clarified some key challenges for the Authority as it moves into the 2022/23 financial year. These relate to:
 - maintaining enough availability of on-call fire crews;
 - ensuring enough resources to maintain and develop firefighter skills; and
 - having sufficient corporate capacity to meet current and future demand.

The Authority's revenue budget for 2022/23, approved in December 2021, includes an additional £1.13m to address these challenges.
16. Also, recent Audit Wales reports have highlighted improvements for the Authority to consider, including:
 - adopting a more integrated strategic approach to involving others outside the Service in co-producing and shaping the services that it provides;
 - reviewing the effectiveness of its governance arrangements in relation to scrutiny, accountability and focusing on key risks;
 - succession planning within the Service;
 - challenging its assumptions on fire station locations to make sure that the Authority remains resilient and is well placed to take on wider responsibilities in future; and

- developing a carbon baseline along with a plan for carbon reduction to achieve carbon zero status by the Welsh Government's target date of 2030.

17. The Authority's 2022/23 annual review of its 2021-24 Corporate Plan, will therefore, need to:

- confirm the Authority's long-term improvement and well-being objectives;
- outline what actions are planned to be achieved or progressed by the Service in 2022/23;
- reflect the key challenges facing the Authority, including the three that were clarified through the Chief Fire Officer's situational assessment;
- take account of Audit Wales's findings and recommendations;
- consider the ongoing work of the Public Services Boards especially where objectives align with the Authority's own plans;
- ensure preparedness for any future amendments arising from an updated National Framework and any additional recommendations from the Well-being of Future Generations Commissioners office; and
- align with the Authority's revenue budget, capital plan and medium-term financial plan.

IMPLICATIONS

Well-being Objectives	The Plan confirms the Authority's long-term well-being objectives and explains what it proposes to do towards achieving them.
Budget	The Authority's agreed capital and revenue budgets 2022/23 reflect the steps that will be taken during that year towards achieving the Authority's Well-Being Objectives.
Legal	Supports compliance with improvement planning and well-being legislation.
Staffing	No known impact on staffing levels at this time.
Equalities/Human Rights/Welsh Language	The impact of specific actions on these aspects will be assessed at the appropriate point in their development.
Risks	Reduces the risks of legal non-compliance and of failing to budget and plan appropriately.

Report to	Executive Panel	
Date	14 February 2022	
Lead Officer	Shân Morris, Assistant Chief Officer (Corporate Policy and Planning)	
Contact Officer	Pippa Hardwick, Head of Corporate Planning (0330 3132683)	
Subject	Performance Monitoring April - December 2021	

PURPOSE OF REPORT

- 1 To provide information about incident activity during the first nine months of the 2021/22 financial year; performance in relation to the Authority's improvement and well-being objectives; and other notable incident activity.

EXECUTIVE SUMMARY

- 2 Between April and December 2021 the Service attended:
 - 3,991 emergency incidents. The 10.6% increase in activity when compared with the same months in 2020 was driven primarily by a 68.9% increase in attendances at non-fire emergencies;
 - 314 accidental dwelling fires as a result of which 30 people sustained slight injuries, four people sustained serious injuries, and three people lost their lives;
 - 22 fires at HMP Berwyn, compared with 32 in the same months in 2020;
 - 155 road traffic collisions, 51 of which required crews to release or extricate people from vehicles;
 - 1,887 false alarms, which included a 15.5% increase in attendances to false alarms from automatic fire alarm systems.
- 3 During this period the Service also completed 9,906 Safe and Well Checks, which was 960 more than during the same period in 2020.

RECOMMENDATION

- 4 That Members note the contents of the performance monitoring report.

INFORMATION

5 **All incidents**

The Service attended a combined total of 3,991 emergency incidents and false alarms during this time - 10.6% more than in the same period in 2020/21. Within this total there was a 91.4% increase in attendances at road traffic collisions (RTCs) and a 63.5% increase in attendances at other types of non-fire emergencies.

6 **Fires**

The Service attended 1,403 fires compared with 1,410 in the same months of 2020. This included 680 primary fires (49 more), 648 secondary fires (43 fewer) and 75 chimney fires (13 fewer).

7 **False alarms**

The Service also attended 1,887 false alarms - 104 more than in the same months in 2020. Those originating from AFA systems increased by 142 (from 917 to 1,059), with the main contributors being those from purpose-built flats/maisonettes which increased by 64 (from 226 to 290), and from bungalows/houses of single occupancy which increased by 42 (from 193 to 235).

8 **Special service incidents**

The increase in attendances at non-fire emergency incidents – from 415 to 701 - included 155 RTCs, of which 76 involved making a vehicle or scene safe (only) and 51 involved extricating or releasing people. Bearing in mind that traffic volume decreased in 2020 due to lockdown regulations, the increase in attendances at RTCs in 2021 was not unexpected, and brings the total back up to pre-pandemic levels.

As for other special service incidents, attendance increased sharply by 212 (from 334 to 546) as the Service adopted a different approach in favour of increasing its visibility in the community. The main contributors were in 'gaining entry' (45 to 77); assisting other agencies (30 to 66); releasing people from lifts (29 to 54); carrying out other rescues/releasing people (24 to 43); making locations safe other than at RTCs (4 to 41); and separating people from objects (23 to 53).

9 **Accidental fires in dwellings (ADFs)**

The Service attended 314 ADFs - 31 more than in the first three quarters of 2020/21. These ADFs resulted in 30 people sustaining slight injuries, four sustaining serious injuries and three people losing their lives (the final number of deaths will be subject to coroners' verdicts). The main contributors to the increase in ADFs during the reporting period were cooking fires involving chip pans/deep fat fryers (10 to 25) and other cooking incidents (58 to 68), with 'distraction' being the main human factor associated with the increase.

10 **Safe and Well Checks**

The Service completed 9,906 Safe and Well Checks (SAWCs) between April and December 2021, compared with 8,946 in the same months of 2020. The number of high priority SAWCs increased to 4,343, of which 2,360 (54.3%) were in response to referrals from partner agencies.

11 **Smoke/heat detectors**

At 274 (87.3%) of the 314 ADFs attended during the reporting period there was already at least one smoke/heat detector fitted at the premises.

At 281 (89.5%) of the 314 ADFs the fire was confined to either the room of origin or to the item first ignited, or there was heat/smoke damage only.

At 249 (79.3%) of the 314 ADFs there was a combination of both – at least one smoke/heat detector already fitted and the fire was confined to the room of origin/item first ignited or caused heat/smoke damage only.

During the same nine months over the past four years there has been a gradual increase in the percentage of ADFs where a smoke/heat detector operated and raised the alarm, rising from 41.4% in 2018 to 49.4% in 2021.

IMPLICATIONS

Well-being Objectives	Helps the Authority to monitor its performance against the improvement and well-being objectives in the Corporate Plan 2021-24.
Budget	Helps to highlight any potential impacts on budget due to unanticipated incident activity.
Legal	Assists the Authority with ensuring that there are sufficient resources to meet demand.
Staffing	No implication identified.
Equalities/Human Rights/ Welsh Language	No implication identified.
Risks	Not satisfying legal requirements to report on and monitor performance that may impact on the ability to ensure that there are sufficient resources to meet demand.

NORTH WALES FIRE AND RESCUE SERVICE



Gwasanaeth Tân ac Achub
Fire and Rescue Service

PERFORMANCE MONITORING REPORT

For the nine months

April – December 2021

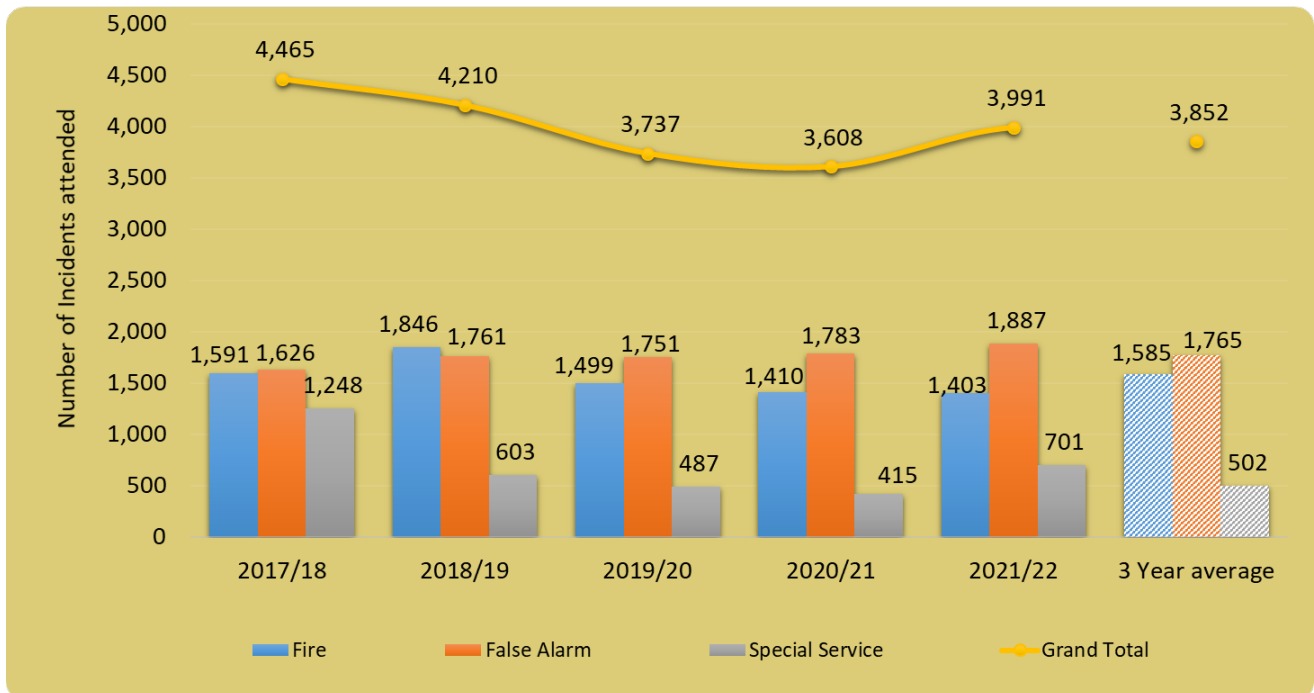
Figures are provisional and may be subject to minor amendment.

CONTENTS

INCIDENT ACTIVITY REPORTING	
ALL INCIDENTS	
All Incidents	1
FIRES BY CATEGORY	
Fires by category and motive	2
Fires by property type and motive	3
FALSE ALARMS	
False alarms by category	4
SPECIAL SERVICE INCIDENTS	
Special service incidents by category	5
Road Traffic Collisions and Extrications/Release	6
MONITORING AGAINST OBJECTIVE 1- TO WORK TOWARDS MAKING IMPROVEMENTS TO THE HEALTH, SAFETY AND WELL-BEING OF PEOPLE IN WALES	
Accidental fires in dwellings	7
Fatalities and casualties from accidental fires in dwellings	8
Safe and Well Checks	9
Smoke alarm activation in accidental dwelling fires (ADFs)	10
GLOSSARY	
Glossary	11

1.0 All Incidents

1.1 During the first three quarters of 2021/22 the Service attended 3,991 emergency incidents and false alarms, an increase of 10.6% on the same period in 2020/21.



Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
Total incidents attended	2021-22	1,322	1,415	1,254		3,991	↑ 10.6%	3,852	↑ 3.6%
	2020-21	1,378	1,232	998		3,608			
Total fires	2021-22	575	480	348		1,403	↓ 0.5%	1,585	↓ 11.5%
	2020-21	653	433	324		1,410			
Total special service incidents	2021-22	152	233	316		701	↑ 68.9%	502	↑ 39.7%
	2020-21	96	182	137		415			
Total false alarms	2021-22	595	702	590		1,887	↑ 5.8%	1,765	↑ 6.9%
	2020-21	629	617	537		1,783			

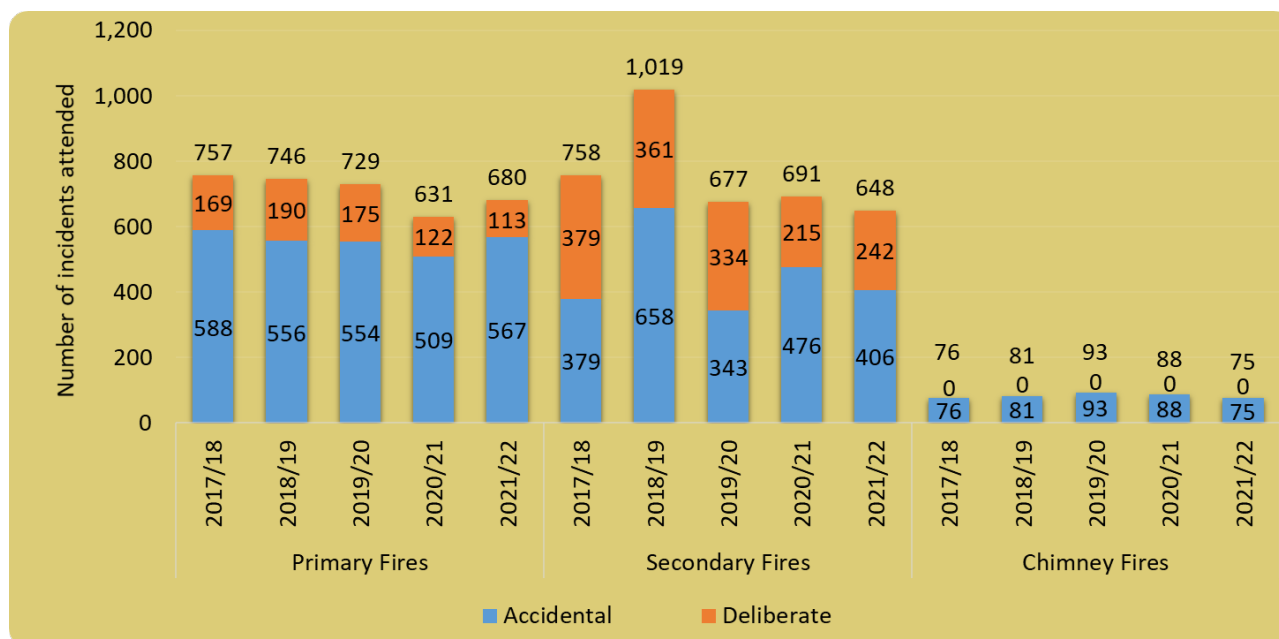
*The columns in grey show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.



2.0 Fires, by Category and Motive

2.1 **Primary fires** – There was an increase in primary fires of 7.8% to 680 from 631 during April to December 2020/21.

2.2 **Secondary fires** – There was a decrease in the overall number of secondary fires attended compared with the same period in 2020/21, falling from 691 to 648 (6.2%).



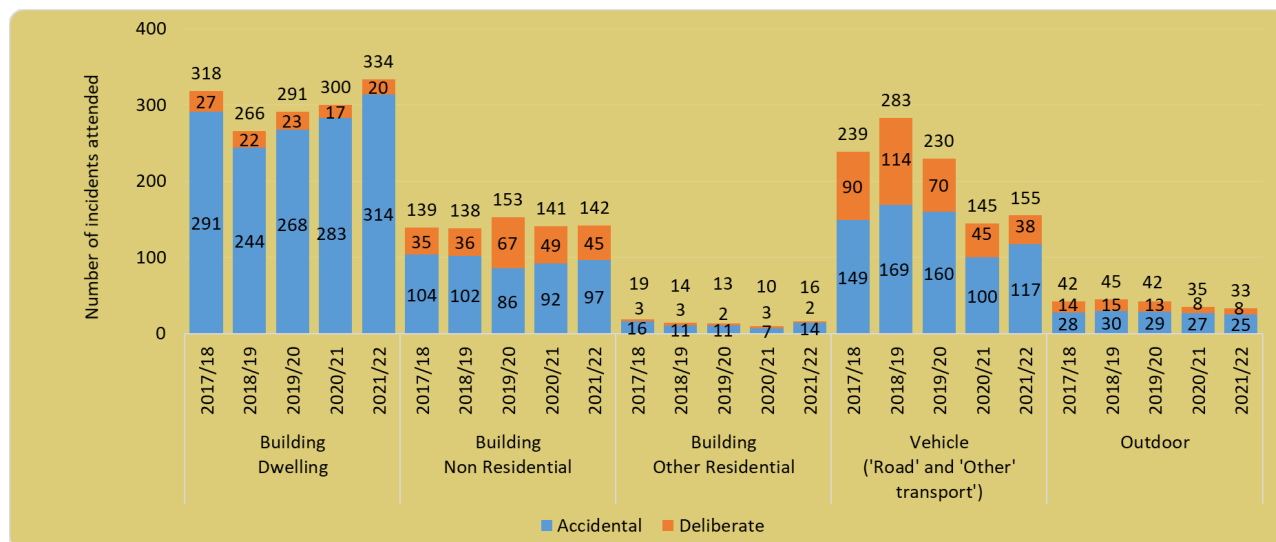
Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
Primary fires	2021-22	251	229	200		680	↑ 7.8%	702	↓ 3.1%
	2020-21	224	217	190		631			
Secondary fires	2021-22	293	244	111		648	↓ 6.2%	796	↓ 18.6%
	2020-21	394	202	95		691			
Chimney fires	2021-22	31	7	37		75	↓ 14.8%	87	↓ 13.8%
	2020-21	35	14	39		88			

*The columns in grey show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.



3.0 Primary Fires, by Property Type and Motive

- 3.1 During the reporting period 45 primary fires were started deliberately at non-residential buildings, compared with 49 during the same period in 2020/21.
- 3.2 At HMP Berwyn 22 deliberate fires occurred compared with 32 during the same period in the last financial year.



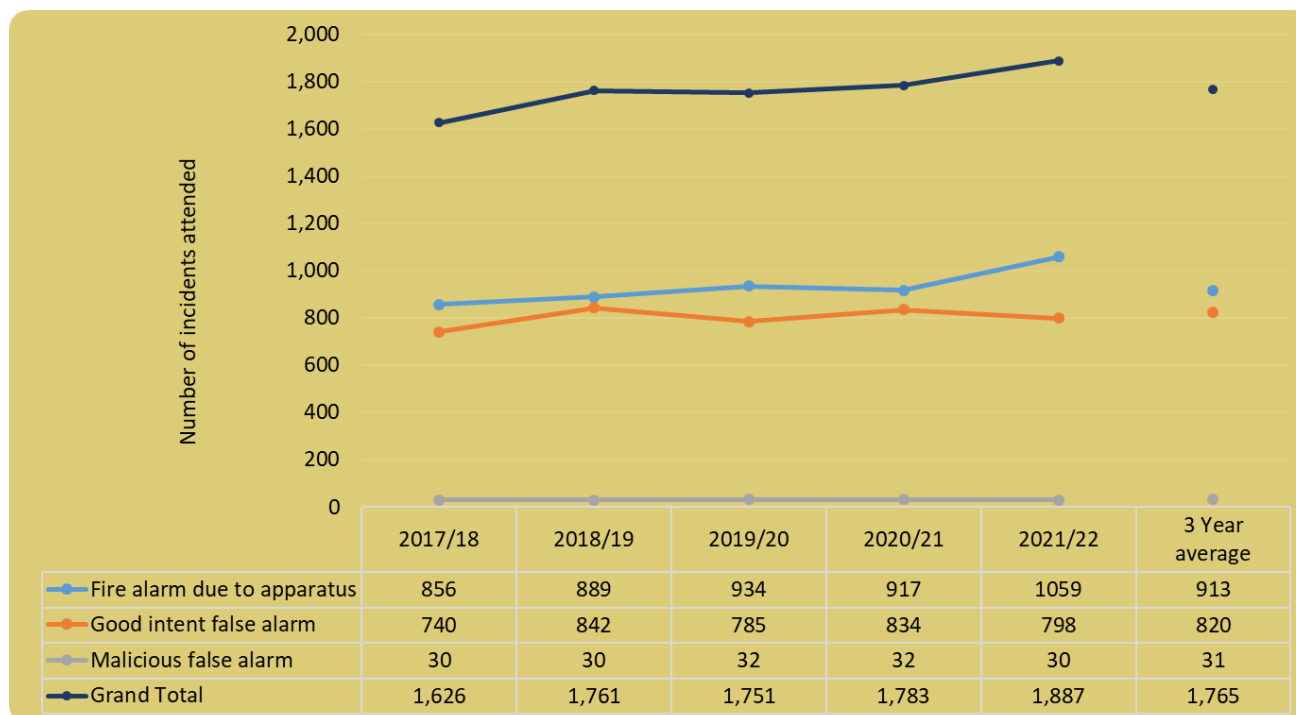
Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
All deliberate primary fires	2021-22	40	42	31		113	↓ 7.4%	162	↓ 30.4%
	2020-21	41	47	34		122			
All accidental primary fires	2021-22	211	187	169		567	↑ 11.4%	540	↑ 5.0%
	2020-21	183	170	156		509			

*The columns in grey show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.



4.0 False Alarms

4.1 In the first three quarters of 2021/22 there were 1,887 false alarms – a 5.8% increase from 1,783 during the same period last year. There was a 15.5% increase in AFAs from 917 to 1,059. False alarms made with good intent decreased from 834 to 798 (4.3%). False alarms made with malicious intent decreased from 32 to 30 (4.3%).



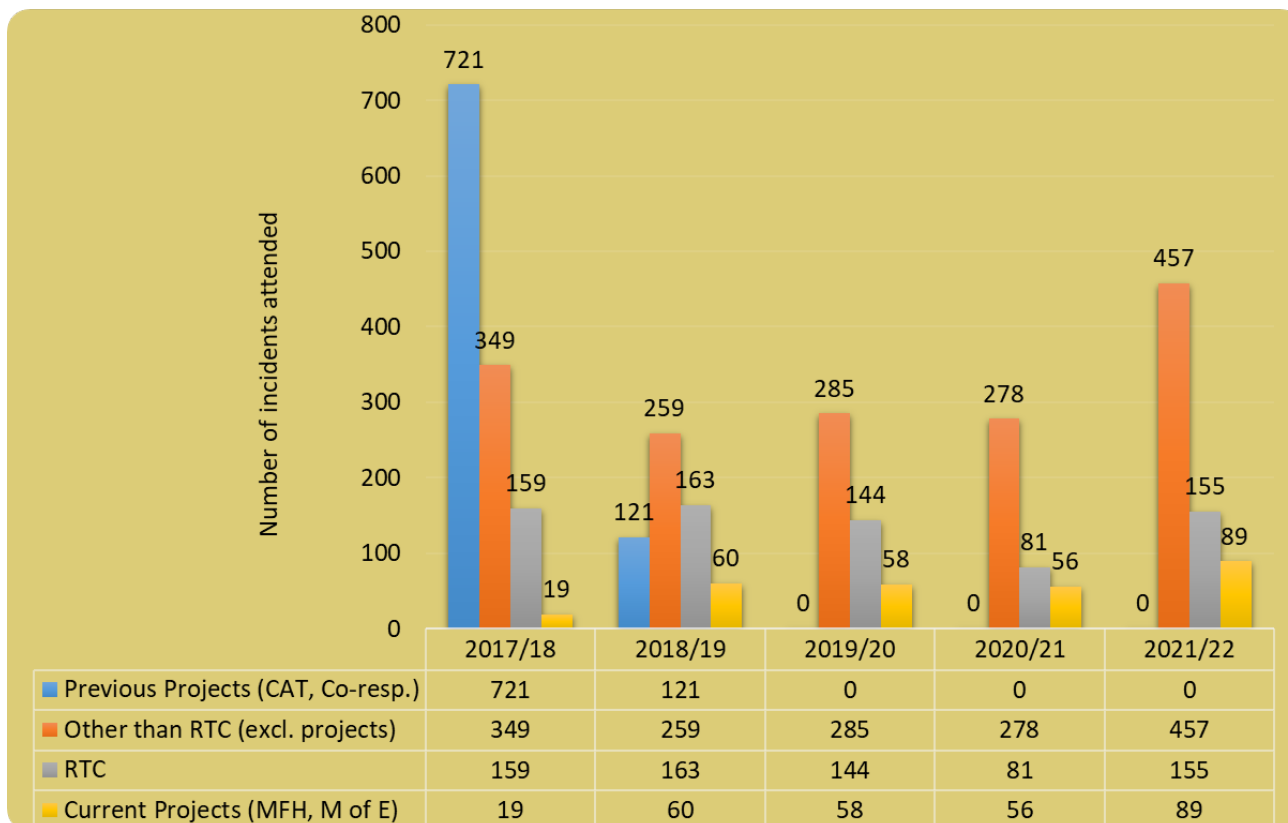
Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
Total false alarm	2021-22	595	702	590		1,887	↑ 5.8%	1,765	↑ 6.9%
	2020-21	629	617	537		1,783			
AFA	2021-22	311	403	345		1,059	↑ 15.5%	913	↑ 16.0%
	2020-21	282	331	304		917			
False alarms made with good intent	2021-22	278	287	233		798	↓ 4.3%	820	↓ 2.7%
	2020-21	330	285	219		834			
Malicious	2021-22	6	12	12		30	↓ 6.3%	31	↓ 3.2%
	2020-21	17	1	14		32			

*The columns in grey show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.



5.0 Special Service Incidents

5.1 Special service incidents increased by 68.9% to 701 during the reporting period, compared to 415 during the same period in the previous financial year. Road traffic collisions recorded a 91.4% increase from 81 to 155 whilst 'Other than RTC' incidents increased by 63.5%, from 334 to 546.



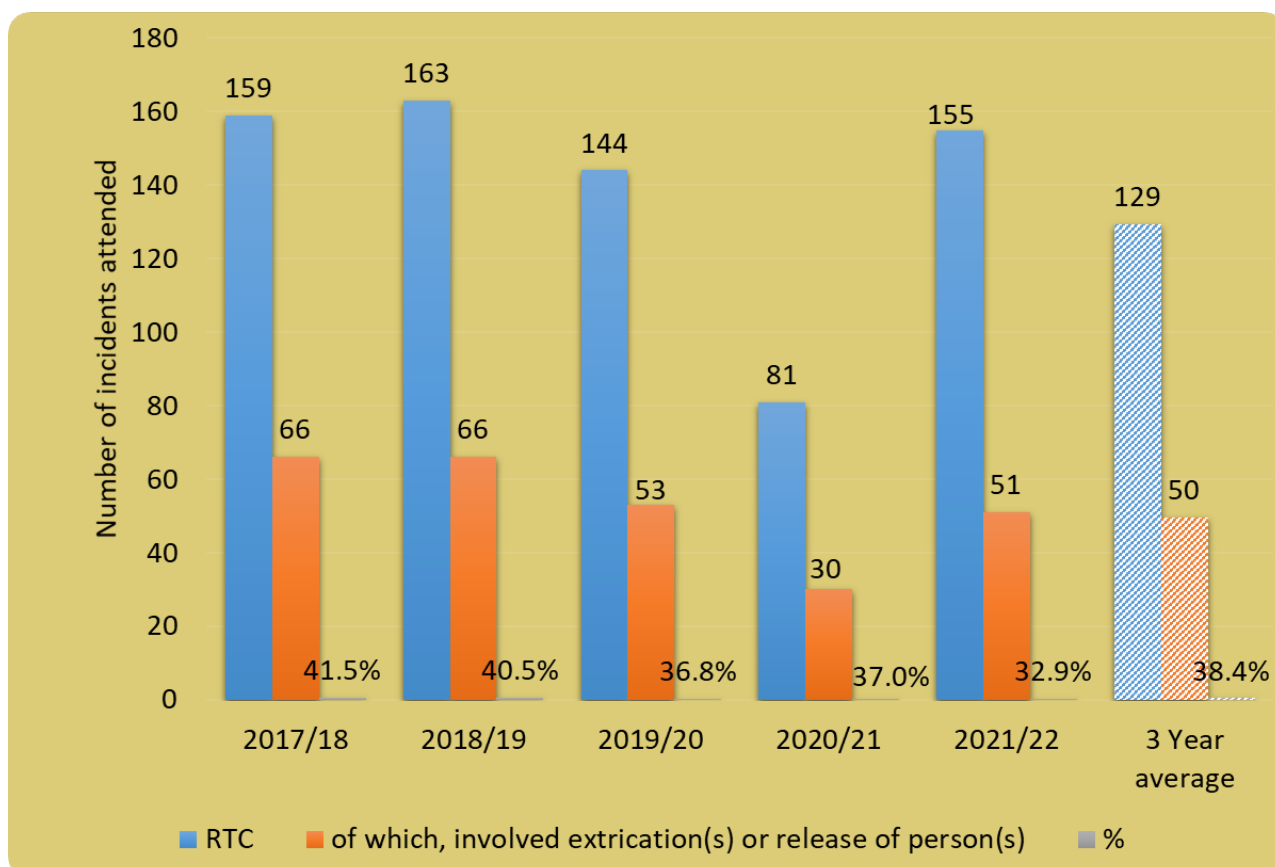
Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD/Average of 3 previous years
Total special service incidents	2021-22	152	233	316		701	↑ 68.9%	502	↑ 39.6%
	2020-21	96	182	137		415			
Road traffic collisions (RTC)	2021-22	31	56	68		155	↑ 91.4%	129	↑ 20.2%
	2020-21	17	32	32		81			
Other than RTC	2021-22	121	177	248		546	↑ 63.5%	372	↑ 46.8%
	2020-21	79	150	105		334			

*The columns in grey show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.



6.0 Road Traffic Collisions and Extrications/Release

6.1 Out of the 155 road traffic collisions attended in the first three quarters of 2021/22, 32.9% involved the Service using equipment to extricate at least one casualty from the vehicle whilst 51 resulted in injuries, although the majority of casualties sustained only slight injuries.



155	RTC incidents attended
76	incidents where people sustained injury
51	incidents involved extrication / release

Severity of Injury *	Number of people
Precautionary check	7
First Aid	11
Injuries - Slight	56
Injuries - Serious	39
Fatalities	11

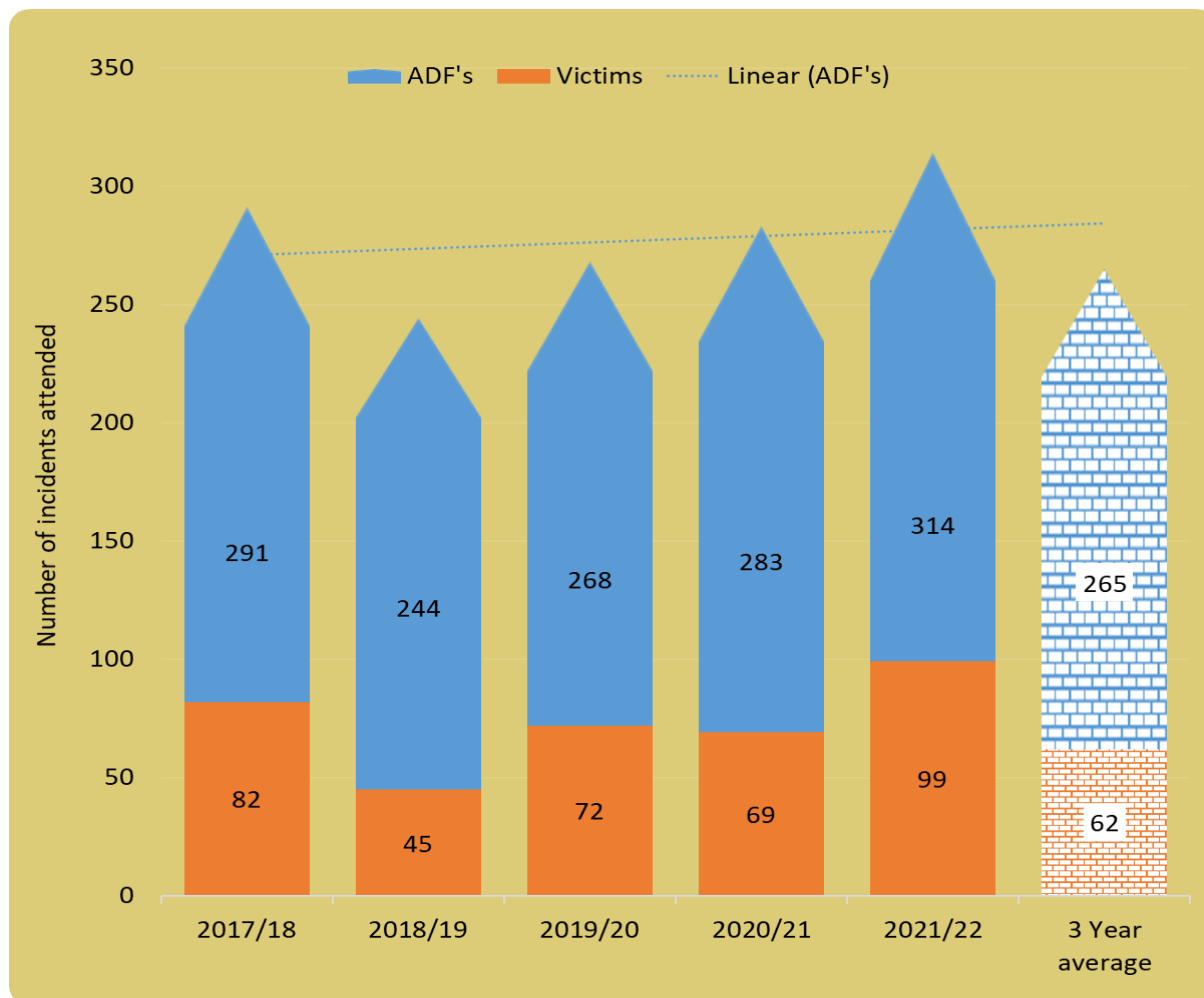
*RTC injuries - where available are recorded in the IRS in the same categorisation as fire injuries



7.0 Monitoring against Improvement and Well-being objective A: *To support people to prevent accidental dwelling fires and stay safe if they do occur.*

7.1 Accidental fires in dwellings

The Service attended 314 accidental dwelling fires during the first three quarters of 2021/22 - 31 more than in the first three quarters of 2020/21 and 18.5% above the three-year average of 265.



Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
Accidental fires in dwellings	2021-22	113	95	106		314	↑ 11.0%	265	↑ 18.5%
	2020-21	104	83	96		283			

*The columns in grey show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.

8.0 Fatalities and casualties from accidental fires in dwellings

8.1 There was one less fatality and two more serious injuries in accidental dwelling fires during April to December of 2021/22 compared with the same period last year. The number of slight injuries was 11 more than during the same period in 2020/21 while the number of precautionary checks and the number of people requiring first aid at the scene increased from 23 to 27 and from 21 to 35, respectively.

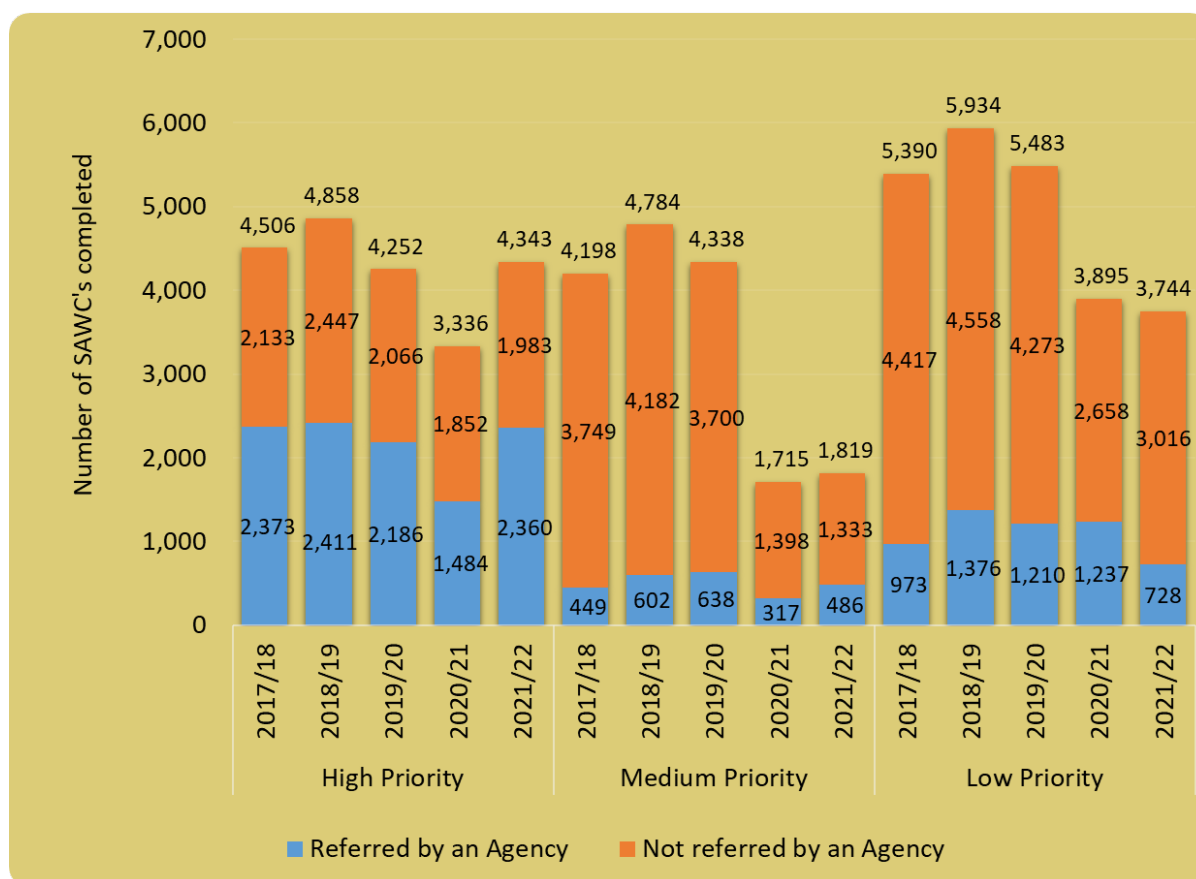
Severity of injury	2017/18	2018/19	2019/20	2020/21	2021/22
Precautionary Check	24	10	14	23	27
First Aid	20	17	32	21	35
Injuries - Slight	35	11	20	19	30
Injuries - Serious	2	2	3	2	4
Fatality	1	5	3	4	3
Total	82	45	72	69	99

Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	Change YTD	Average of 3 previous years	Change YTD / Average of 3 previous years
Injuries from accidental fires in dwellings	2021-22	43	23	30		96	↑ 31	58	↑ 38
	2020-21	26	15	24		65			
Deaths from accidental fires in dwellings	2021-22	3	0	0		3	↓ 1	58	↑ 38
	2020-21	3	0	1		4			



9.0 Safe and Well Checks

9.1 The Service completed 9,906 Safe and Well Checks during the reporting period, of which 3,574 (36%) were undertaken in response to a referral from a partner agency.

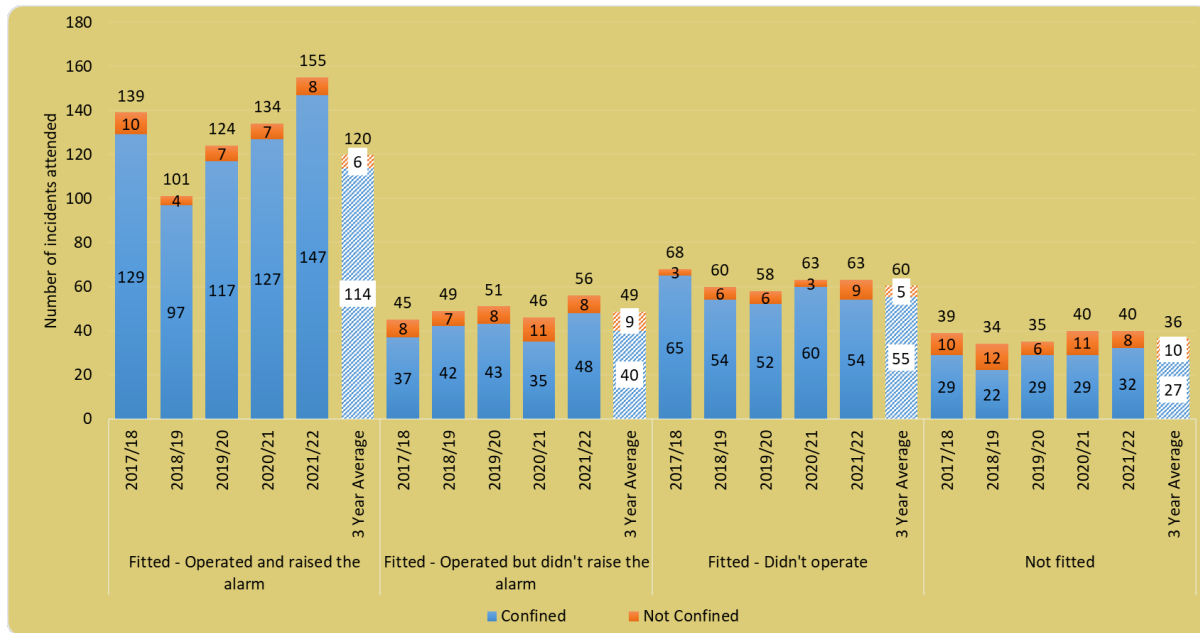


Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	Change YTD	Average of 3 previous years	Change YTD / Average of 3 previous years
% of all Safe and Well Checks undertaken that originated from a referral from a partner organisation	2021-22	40%	35%	35%		36%	↑ 2pp	30%	↑ 6pp
	2020-21	30%	37%	36%		34%			
*The columns in grey show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.									



10.0 Smoke Detectors – Accidental Dwelling Fires (ADFs)

- 10.1 Smoke/heat detectors were present at the majority of ADF's, although not all went on to operate; at 40 of the ADFs, no detector was fitted.
- 10.2 Of the 314 ADFs, 281 were confined to the room of origin, the item first ignited, or there was heat/smoke damage only.



Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
Smoke detector fitted which operated and raised alarm	2021-22	54	46	55		155	↑ 15.7%	120	↑ 29.2%
	2020-21	48	36	50		134			
Smoke detector fitted which operated but didn't raise the alarm	2021-22	20	20	16		56	↑ 21.7%	49	↑ 14.3%
	2020-21	18	15	13		46			
Smoke detector didn't operate	2021-22	26	16	21		63	→ 0%	60	↑ 5.0%
	2020-21	22	21	20		63			
Smoke detector not fitted	2021-22	13	13	14		40	→ 0%	36	↑ 11.1%
	2020-21	16	11	13		40			

*The columns in grey show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.

Glossary

Fires	All fires fall into one of three categories – primary, secondary or chimney.
Primary Fires	<p>These are fires that are not chimney fires, and which are in any type of building (except if derelict), vehicles, caravans and trailers, outdoor storage, plant and machinery, agricultural and forestry property, and other outdoor structures such as bridges, post boxes, tunnels, etc.</p> <p>Fires in any location are categorised as primary fires if they involved casualties, rescues or escapes, as are fires in any location that were attended by five or more fire appliances.</p>
Secondary Fires	<p>Secondary fires are fires that are neither chimney fires nor primary fires. Secondary fires do not involve casualties, rescues or escapes, and will have been attended by four or fewer fire appliances.</p> <p>Secondary fires are those that would normally occur in locations such as open land, in single trees, fences, telegraph poles, refuse and refuse containers (but not paper banks, which would be considered - in the same way as agricultural and forestry property - to be primary fires), outdoor furniture, traffic lights, etc.</p>
Chimney Fires	<p>These are fires in occupied buildings where the fire is confined within the chimney structure, even if heat or smoke damage extends beyond the chimney itself.</p> <p>Chimney fires do not involve casualties, rescues or escapes, and will have been attended by four or fewer fire appliances.</p>
Special Service Incidents	<p>These are non-fire incidents which require the attendance of an appliance or officer and include:</p> <ul style="list-style-type: none"> a) Local emergencies e.g. flooding, road traffic incidents, rescue of persons, 'making safe' etc; b) Major disasters; c) Domestic incidents e.g. water leaks, persons locked in or out etc; d) Prior arrangements to attend incidents, which may include some provision of advice and inspections.
False Alarm (general guidance)	<p>Where the FRS attends a location believing there to be an incident, but on arrival discovers that no such incident exists, or existed.</p> <p>Note: if the appliance is 'turned around' by Control before arriving at the incident it is not classed as having been attended and does not need to be reported.</p>
False Alarms - Malicious	These are calls made with the intention of getting the FRS to attend a non-existent incident, including deliberate and suspected malicious intentions.
False Alarms – Good Intent	These are calls made in good faith in the belief that the FRS really would attend a fire or special service incident.
False Alarms - AFA	These are calls initiated by fire alarm and fire-fighting equipment. They include accidental initiation of alarm apparatus or where an alarm operates and a person then routinely calls the FRS as part of a standing arrangement, i.e. with no 'judgement' involved, for example from a security call centre or a nominated person in an organisation).

Report to	Executive Panel
Date	14 February 2022
Lead Officer	Shân Morris, Assistant Chief Officer (Corporate Policy and Planning)
Contact Officer	Pippa Hardwick, Head of Corporate Planning
Subject	Strategic Risk Management



PURPOSE OF REPORT

1. To summarise the content of the Authority's strategic risk register in accordance with the Strategic Risk Management Policy.

EXECUTIVE SUMMARY

2. Through regular review, a number of risks are identified as having the potential to prevent the Authority from achieving its planned outcomes and/or delivering its core functions. Of the full range of risks, the ones that are currently considered to be the highest relate to the Authority's level of resilience to either an attack on its computer systems or to a sudden loss of staff with specialist knowledge and/or experience of the Service's business. Even with planned countermeasures, these are likely to remain at a High risk level.

RECOMMENDATIONS

3. That Members note the identified strategic risks that are facing the Authority.

BACKGROUND

4. The Authority's adopted Strategic Risk Management Policy defines strategic risk as "an event that, should it occur, would impact on the achievement of the Authority's planned outcomes and/or the delivery of its core functions".
5. The Authority's Strategic Risk Register lists known risks that could potentially prevent the Authority from achieving its planned outcomes and/or delivering its core functions. Register entries are ascribed risk scores that are regularly re-evaluated by officers to reflect the current state and the predicted effect of planned countermeasures.

6. Under this policy, the Executive Panel receives a summary report on strategic risks at least twice a year. Between times, the Chair and Deputy Chair of the Authority are able to view the full detail of the register with officers.
7. The Strategic Risk Register records both current risk levels and future risk levels (based on an assumption that planned countermeasures will have had the desired effect).
8. Risk levels are based on an evaluation of the likelihood that something might happen and the consequences if it did. Descriptions are provided for information at Appendix 1.

INFORMATION

9. Officers continue to review and update the risk register, adding, removing and re-scoring risks as appropriate. A summary of the current register entries is provided at Appendix 2.

IMPLICATIONS

Well-being Objectives	Maintaining the register and taking action to manage risk increases the likelihood that the Authority's well-being objectives will be achieved.
Budget	Maintaining the register helps prioritise spending decisions that would reduce risk levels.
Legal	Maintaining the register helps to ensure the Authority's compliance with laws that define its functions and how it operates.
Staffing	No specific implications identified.
Equalities/Human Rights/Welsh Language	No specific implications identified.
Risks	An accidental release of the register could expose the Authority to harm.

Risk analysis

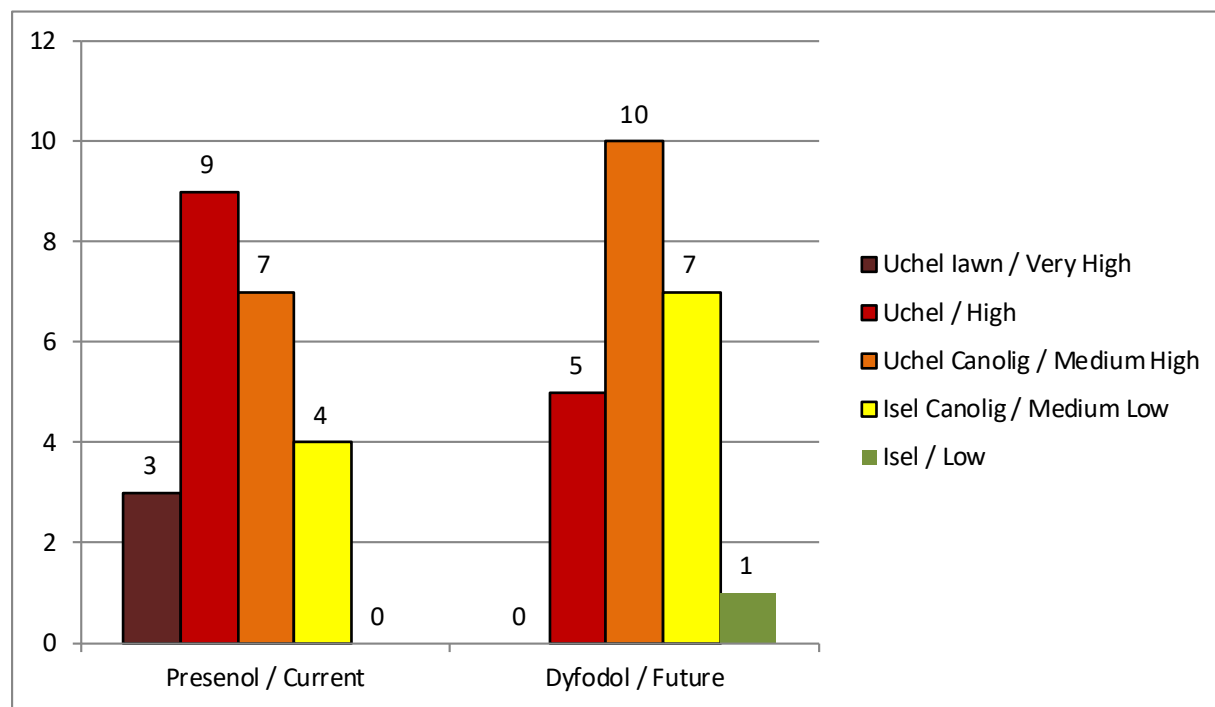
LIKELIHOOD	5 Almost certain	5	10	15	20	25
	4 Likely	4	8	12	16	20
	3 Possible	3	6	9	12	15
	2 Unlikely	2	4	6	8	10
	1 Very unlikely	1	2	3	4	5
		1 Insignificant	2 Minor	3 Moderate	4 Significant	5 Major
		CONSEQUENCE				

Risk priority scale

Value	Priority scale
20-25	Very high - risk is intolerably high
12-16	High - risk is substantial
8-10	Medium high - risk is moderate
4-6	Medium low - risk is tolerable
1-3	Low

Strategic Risk Register

I. The chart below illustrates the current and future levels ascribed to identified strategic risks facing the Authority as at February 2022.



II. Very High risks x 3

Three risks have been identified as presenting a Very High risk to the Authority. With planned countermeasures it is anticipated that these will reduce to a High risk level.

Risk	Countermeasures
An attack on the Service's computer systems.	<ul style="list-style-type: none"> • additional cyber security software introduced in 2021; • cyber security review undertaken and actions implemented; • independent ICT health check completed in April 2021; • third party professional virus software guidance sourced to ensure the best protection and upgrades; • active professional networks maintained with other fire and rescue and county council ICT departments to share learning on cyber security and ICT policies; • active involvement in Warning, Advice and Reporting Point (WARP) for exchange of up-to-date advice on information security threats, incidents and solutions; • constant vigilance maintained by ICT staff, and ICT policies regularly reviewed.

Risk	Countermeasures
Being unable to deliver core services or to recruit and train new staff quickly enough to maintain current capacity in the event of a viral pandemic, such as coronavirus.	<ul style="list-style-type: none"> • Co-ordinated business continuity management, including at gold and silver levels; • Service policies and procedures introduced to help control the spread of viruses e.g. use of PPE, social distancing, home and agile working; • active participation in Local Resilience Forum and Strategic Co-ordinating Group, with further sector oversight and scrutiny through National Fire Chiefs Council. Monitoring of national and local developments; • adaptation of some aspects of prevention and protection work e.g. through telephone consultations; • adaptation of some aspects of training delivery e.g. through on-line platforms.
Insufficient corporate capacity to provide resilience to a sudden loss of staff with specialist knowledge and/or experience of the Service's business.	<ul style="list-style-type: none"> • Active planning of the Service's future structure to increase its resilience to this risk; • Increase in budget for 2022/23 to help increase corporate capacity; • succession planning arrangements form part of the training department's annual plan; • additional information provided on the Service's website about employee benefits package (in the 'Why Work for Us' section); • agile working policy introduced to enable staff to work more flexibly; • emphasis on simplifying processes to reduce or avoid complexity and extensive/resource-heavy projects where possible.

III. High risks x 9

Two of the High risks have been identified are likely to remain at High, despite the below countermeasures. These are:

Risk	Countermeasures
Terrorist and/or criminal misappropriation of assets.	<ul style="list-style-type: none"> • Close working relationship with North Wales Police; • security review completed for all Service premises, including raising awareness of potential risks; • audits of building security arrangements are conducted and improvements implemented; • a Premises Security Group established and actions put in place to enhance security; • intruder alarms upgraded at Service premises, and key coded safes installed.

Risk	Countermeasures
Unanticipated (permanent or semi-permanent) depletion of staff affecting emergency response capability.	<ul style="list-style-type: none"> • Resource planning includes using alternatives e.g. the WDS Rural duty system, and apprenticeships; • regular monitoring of resourcing requirements through Operational Resourcing Board of senior managers to anticipate and plan for future need; • business continuity plans in place; • additional focus on recruitment to On-call roles.

With the planned countermeasures, the five High risks below will be reduced to Medium-High risks.

Risk	Countermeasures
Insufficient funds or resources to deliver core services or to maintain risk-critical systems.	<ul style="list-style-type: none"> • The FRA's budget-setting and financial strategy processes consider likely requirements alongside planning assumptions and the known risks at the time; • finance reports presented to the Service Leadership Team (SLT) and FRA for approval; • regular budget monitoring by qualified finance staff; • regular monitoring of specific aspects of spending (e.g. for additional hours) and reported to the SLT; • financial management training delivered to relevant members of staff; • Scheme of Financial Delegation introduced in 2020; • contract procedure rules in place; • specialist financial advice sought as appropriate (e.g. in relation to tax and treasury management and employment law); • unified corporate planning and financial planning cycle aligns departmental planning which in turn informs the Medium-Term Financial Strategy.
Failing to secure sufficient operational resources.	<ul style="list-style-type: none"> • The Service's Operational Resourcing Board regularly monitors resourcing requirements, which are then considered by senior managers to ensure recruitment occurs in advance of need; • additional focus on increasing the availability of On-call crews, with increased budget in 2022/23 to address this issue as one of the Authority's key challenges; • careful and realistic planning for operational wholetime recruitment, given that the process can be long and resource intensive; • some flexibility to allocate existing resources to provide additional resilience as necessary.

Risk	Countermeasures
<p>Insufficient capacity to deal with additional (externally imposed) burdens, including the environmental sustainability agenda;</p>	<ul style="list-style-type: none"> • Officers can contribute to draft legislation, statutory guidance and fire and rescue national frameworks to raise issues such as public sector capacity; • evolving new demands and their resource implications are considered by the Service Leadership Team; • pinch points can be anticipated to an extent through the financial/corporate planning process so that resources can be allocated to deal with them; • careful consideration is given to the level of compliance that would constitute 'sufficiency' rather than always assuming a need to go beyond minimum compliance levels; • availability of resources issued by the Well-being of Future Generations Commissioner's Office, e.g. self-reflection/peer assessment toolkits to evaluate effects.
<p>A personal data breach under GDPR.</p>	<ul style="list-style-type: none"> • Trained staff with specialist knowledge of Data Protection Act 2018 requirements; • data security measures are designed into Service systems; • mandatory awareness-raising of responsibility for information through on-line module for staff to complete; • additional ongoing awareness-raising through internal communications to staff, both electronically through 'Weekly Brief' and in person from the Service's Data Protection Officer; • the Service is a signatory to the Wales Accord on the Sharing of Personal Information (WASPI) and all sharing with other signatories is documented accordingly; • Information Asset Registers compiled by nominated departmental staff; • supplementary guidance issued during COVID 19 to remind staff to ensure all security protection is up to date on Service devices.
<p>Disruption of established relationships with local government partners;</p>	<ul style="list-style-type: none"> • Working relationships with partner organisations are maintained and open discussions encouraged about plans and intentions; • professional networks and continuous horizon scanning for possible local government reforms.

Two High risks will be reduced to Medium-Low through the countermeasures below.

Risk	Countermeasures
The impact(s) of an ageing workforce profile.	<ul style="list-style-type: none"> • The Service promotes healthy ageing by supporting and encouraging staff (including with the support of full-time fitness advisors) to maintain a healthy lifestyle and a good standard of fitness; • occupational health services and fitness equipment provided for staff; • a comprehensive package of health-related support is provided, including web-based and on-line facilities; • the Service's Attendance Management Panel meets regularly to review individual cases of long-term sickness and consider how best to encourage and support a safe and timely return to work; • fitness testing of staff helps identify health problems; • guidance provided to support staff and their line managers with matters associated with an ageing workforce profile.
Failing to maintain a sufficiently fit and healthy workforce for service delivery.	<ul style="list-style-type: none"> • Close monitoring of the Service's workforce profile, fitness and sickness levels; • succession planning and pathways for workforce progression objectives; • staff are supported and encouraged to maintain a healthy lifestyle and a good standard of fitness, specialist support and guidance from full-time fitness advisors; • occupational health services are provided with regular fitness testing. Fitness equipment is also available for staff to use; • a comprehensive package of health-related support is available for staff, including through web-based and on-line facilities; • the work of the Service's Attendance Management Panel (as above).

IV. Medium-high risk x 7

Five of the seven Medium-High risks relate to: the impact of changes to governance arrangements for FRAs in Wales; a serious injury to a member of staff whilst at work; a delay in the planned national communications project; insufficient grant funding to continue to deliver fire prevention activities; the inherent risks associated with diversifying services. With planned countermeasures it is anticipated that these will remain as Medium-high risks due to their nature and potential severity, and the limited scope for further countermeasures.

Two of these seven Medium-High risks are likely to reduce to Medium-Low after countermeasures: involvement in partnership projects and maintaining operational consistency with other UK Fire and Rescue Services; and the ability to record and report on the skills of operational employees.

V. Medium Low risk x 4

Four Medium Low risks have been identified. In summary, these relate to: ineffective or deficient decision-making at Authority level; ineffective corporate communications; failing to anticipate and tackle problems in good time; and the impact on services of strike or industrial action.

With planned countermeasures, three of these risks would remain at medium low risk level and one would be reduced to a low risk level.