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# Risk Assessment Template 2009

## **North Wales Fire and Rescue Authority**



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## Risk Assessment Template

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 1: Vision for FRS in Wales</b>							
Sickness Absence	1.1	The Improvement Plan states that the service lost 8.1 days or shifts per person on 2007-08, above the Welsh target of 6.5 days	Potential risk to the overall performance of the service.	Medium	The Improvement Plan notes that there has been an overall reduction in the number of days lost through sickness and policies to control and reduce the level of sickness will be maintained. Employee health is also a corporate risk in the Risk Reduction Plan (RRP).	Medium	
Management Structures	1.2	Reorganisation of the Service as part of the modernisation programme has been completed and the current management structure is showing effectiveness.	Potential risk to the overall performance of the service.	Medium	The Fire and Rescue Authority (FRA) recognises the need to build on this work in terms of embedding the structure within the Services, and adapting the structure when required in response to good practice and external developments. The current review of the Retained Duty System (RDS) structures is an example of this approach.	Low	

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<b>Section 1 Vision for FRS in Wales</b>							
Project Management	1.3	The FRA has had several officer trained with Prince 2 to ensure compliance with best practice.	Potential lack of co-ordination in terms of delivery of policy and initiatives.	Medium	The FRA is undertaking a range of projects which either have been or will be project managed with trained staff, for example the Joint Communications Centre and proposals for a joint facility in Wrexham.	Medium	
Members	1.4 See 2.8 Below						
Financial standing	1.5	The Authority has a good track record of operating within its budget and its overall financial position is sound with actual expenditure in 2007-08 being below budget by only £2,000. Latest budget monitoring report estimates outturn for 2008-09 will be an underspend of £115,000.	Potential failure to ensure robust financial management.	Medium	The Service is aware of its financial pressures and its need to maintain effective financial standing to ensure the delivery of the Service.	Medium	Review progress as part of next Joint Risk Assessment (JRA) and Annual Audit Letter.

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<b>Section 1: Vision for FRS in Wales</b>							
Financial Management	1.6	<p>The 2007-08 Audit Letter concluded that effective financial management arrangements are in place. Arrangements for ensuring that the Authority only enters into lawful transactions are in place and continued to operate effectively. The Authority's ethical framework was also found to be operating effectively together with the arrangements for preventing and detecting fraud and corruption as evidenced by both the anti-fraud and corruption strategy and whistle blowing policy.</p> <p>Currently the Authority is in the process of establishing a formal Audit Committee to consider all matters related to scrutiny, risk management and audit.</p>	Potential failure to ensure robust financial management.	Low	The effectiveness of these arrangements will be monitored over the coming year.	Low	Review progress as part of next JRA and Annual Audit Letter.

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<b>Section: 1 Vision for FRS in Wales</b>							
Financial statements	1.7	KPMG's review of the Authority's financial systems has involved documenting the significant financial systems and where necessary testing the operation of internal controls. The Authority also gains assurance from the programme of work carried out by Internal Audit. It concluded that the Authority's significant financial systems can be relied upon to produce materially correct outputs. An unqualified opinion was issued on the last set of audited financial statements.	Potential failure to ensure robust financial management.	Low	The Service needs to maintain its current effective financial systems.	Low	Review progress as part of next JRA and Annual Audit Letter.

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<b>Section 1: Vision for FRS in Wales</b>							
IT Risk	1.8	<p>The FRA has had a review of its high-level IT risks in autumn 2008 which noted that they were effectively managing, maintaining and supporting their ITC needs. It was also found that they face new challenges:</p> <ul style="list-style-type: none"> <li>• Undertaking a Financial Aspects Control Environment (FACE) review on all in-house developed finance systems</li> <li>• Undertaking a review of the recent network developments using the network vulnerability probe.</li> </ul>	Potential risk of poor performance on the ICT infrastructure	Medium	The FRA is addressing the medium and high level risks identified in the Wales Audit Office's Review of its IT systems.	Medium	

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<b>Section 2: Governance and the relationship between FRA and Assembly Government</b>							
Wider Role of the Fire and Rescue Authorities	2.1 Contribution to the Assembly Government's social justice and supporting people agenda – <i>by working with health and social services to maximise the use of resources.</i>	Following on from a high level of accidental fire deaths and injuries in North Wales, a 'task group' was created which included the Chief Fire Officer (CFO), the Chief Constable of North Wales Police and the Chief Executive of Flintshire County Council. The output from the task group was 44 recommendations which are currently being implemented.	Potential risk around capacity to deliver the objectives from the CFO's Task Force.	High	Data sharing protocols have been agreed with all Unitary Authorities in North Wales, North Wales Police, Wales Ambulance Trust and the Three NHS Trusts. CFO has overall responsibility for implementation of the recommendations and gets regular updates of agreed action plans. Of the 44 recommendations 22 have been completed. <b>The Peer Assessment Team (2008) noted that:</b> Significant progress has been made in resourcing and implementing the recommendations of the CFO's Task Group (Risk 2). Undertake a review of the outcomes of the CFO Task Group recommendations supported by the Wales Audit Office's Smarter Ways of Working initiative, which will highlight the positive outputs from the work of the Task Group.	Medium	Peer Assessment Report 'area for development' – 'Reconvene Task Group in accordance with CFO's intention to review progress and produce new report with accompanying actions.' The Wales Audit Office is to commence short case study project to examine the effectiveness of the CFO Task Group as part of the Smarter Ways of Working project which will highlight the positive outputs from the work of the Task Group.

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<b>Section 2: Governance and the relationship between FRA and Assembly Government</b>							
	2.2 Contribution to the Assembly Government's social justice and supporting people agenda by <i>targeting activity at vulnerable groups</i> , making them safer in their homes.	See comments above re CFO Task Group.	Potential failure to meet the Assembly Government's community cohesion agenda.	High	See comments above.	Medium	

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<b>Section 2: Governance and the relationship between FRA and Assembly Government</b>							
	2.3 Contribution to Wales' economic future by protecting people and infrastructure.	The CFO's Task Group is directed at improving safety at home and the implementation of the Regulatory Reform (Fire Safety) Order 2005. It is beginning to show effect with a recorded reduction in non-domestic fires in 2007-08.	Potential risk of damage to property and risk to people in accidental fires.	Medium	A three-year Community Safety Strategy has been adopted by the FRA, one of the outcomes of the CFO's Task Group. While most objectives have been completed. <b>The Peer Assessment Team (2008) commented that:</b> A review of outcomes of current activities (around community safety) would help inform future strategy (Risk 5).	Low	Implementation of the 'areas of development' from the Peer Review Report.

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<b>Section 2: Governance and the relationship between FRA and Assembly Government</b>							
	2.4 Contribution to the Assembly Government's community cohesion agenda – by educating and using the positive role model provided by the FRA staff to re-engage the disaffected young and those who are, or are at risk, of exclusion and offending.	The FRA has been pro-active in working with communities across North Wales and has set up several initiatives, for example the Phoenix Project.	Potential risk of disengagement of certain groups within society leading to increased fires and potential injuries.	Medium	The service has established a range of initiatives and projects to engage with young people. This has included the completion of the Community Fire Station in Rhyl. Targeting young people through 'Crucial Crew (a multi-agency initiative) and the establishment of Community Safety Educationalists.  County Safety Managers are in post in each Command Area in North Wales who are responsible for engaging with all groups of society.	Low	

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<b>Section 2: Governance and the relationship between FRA and Assembly Government</b>							
	2.5 Contribution to the Assembly Government's environmental agenda by reactive and proactive activity that prevents fires, particularly those which threaten the <i>natural heritage and landscape of Wales</i> .	Focus on natural heritage and landscape eg, wildfire, woodland.	Potential for serious harm to the local environment due to grass and gorse fires.	Medium	The FRA has an established Arson Reduction Team which is a joint service run with North Wales Police. Its duties include a range of activities designed to reduce both accidental and deliberate gorse and grass fires. The FRA's Improvement Plan notes that the number of 'secondary' fires has reduced, partly due to variable weather conditions year on year but also due to the preventative and educational work that the FRA has invested in.	Low	

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<b>Section 2: Governance and the relationship between FRA and Assembly Government</b>							
	2.6 Contribute to the Assembly Government's environmental agenda by reducing the 'carbon footprint' of the FRAs.	The has made some progress towards meeting its obligations to assess and reduce its carbon footprint where possible. For example: <ul style="list-style-type: none"> <li>• Green Travel Plans.</li> <li>• Cycle to Work Scheme.</li> <li>• Monitoring of energy consumption across a range of usages.</li> <li>• Recycling schemes.</li> <li>• Tracking Fleet usage.</li> </ul>	Failure to ensure a realistic reduction of carbon footprint?	High	Maintenance of the vehicle fleet was reviewed as part of WAO review of fleet management. This identified some areas of good practice, for example the use of an external company to monitor oil use.  The FRA has introduced the 'Green Dragon' programme and has set up recycling facilities at its main stations.	Medium	

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<b>Section 2 Governance and the relationship between FRA and Assembly Government</b>							
	2.7 Contribute to the Assembly Government's cultural agenda by ensuring that the FRS is bilingual and reflective of the diversity in Wales.	<p>The FRA is continuing to make progress in meeting its legislative duties and has an embedded set of policies ensuring ready access to Welsh Language training.</p> <p>In addition the service has launched a Linguistic Skills Strategy which has included the introduction of Level 1 Welsh Language as an entry requirement for probation staff. In addition there has been an audit of language skills among staff and a useful output of this has been the identification of Polish speakers to use proactively in targeted areas.</p>	Failure to meet legislative requirements.	Medium	<p>The FRA has been commended by the Welsh Language Board (WLB) for its progress in the operation of the Welsh Language Scheme during 2007-08.</p> <p>The WLB also recognised elements of good practice, in particular the increase in the Service's Welsh Language Capacity.</p>	Low	

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<b>Section 2: Governance and the relationship between FRA and Assembly Government</b>							
	2.8 Contribute to the Assembly Government's good governance agenda by being reactive to community needs and in ensuring that decisions are taken in a democratic and transparent way.	Audit and Scrutiny Committee to be established in June 2009.	Failure to meet legislative requirements.	Medium	<p>The FRA undertook a wide consultation exercise on the proposals contained within the 2009/2010 Risk Reduction Plan Action Plan. Comments and replies were reported to Members at the Executive Panel Meeting of 22 September 2008 and subsequently to the full FRA on 20 October 2008.</p> <p>The FRA has adopted the recommendations of the Wales Audit Office's Scrutiny Report and is creating a new Audit and Scrutiny Committee.</p> <p>In addition the FRA is seeking accreditation under the WLGA Members' Charter and the vice chair of the FRA has been elected as the 'Members' Champion'.</p>	Medium	There is potential to follow-up the Scrutiny good practice report once the new arrangements have bedded in?

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<b>Section 2: Governance and the relationship between FRA and Assembly Government</b>							
Assembly Government's Making the Connections agenda	2.9 Citizens at centre stage – the Assembly Government expects the FRAs to place the citizen at the heart of their activities. Strategic decisions should be open and transparent. At a local level, fire stations should be open and accessible to the public.	The FRA has expended considerable resources in ensuring open consultation on all major documents and priorities. Stations are routinely open to the public and the Rhyl Community Fire Station is proving very successful with the local community.	Failure to address the real needs of the community.	Medium	The FRA is very active with local communities both through its own initiatives and through engaging with local media. This has included, for example, bespoke visits to nursing homes, student residences in Bangor, retail parks and more generic 'safety awareness schemes'.	Low	

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<b>Section 2: Governance and the relationship between FRA and Assembly Government</b>							
	2.10 Public Engagement – the Assembly Government expects that FRAs' services should be flexible and able to respond to the most excluded and vulnerable.	The FRA is very active within the local community to ensure that resources are targeted effectively. A Memorandum of Understanding has been agreed with a range of agencies to help identify vulnerable groups (See also 3.13 below, re RRP Consultation).	Potential failure to fully engage with the public.	Low	<b>The 2007 PAT Team noted that:</b> 'The Service delivers or participates in a wide range of community partnerships/initiatives such as the Multipurpose Educational Vehicle, FACE, Phoenix Project, Crucial Crew, Young Firefighters, Dangerpoint, environmental awareness days, Tani Schools Programme etc.'  Improvements in the targeting of these initiatives is being assisted by the CFO Task Group.	Low	

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<b>Section 2 Governance and the relationship between FRA and Assembly Government</b>							
	2.11 Working together as the Welsh Public Services – the Assembly Government expects that existing links, such as the Joint Emergency Services Group should be built on so that services can be delivered through the seamless co-ordination of providers.	<p>The FRA is currently drawing up a business case for a joint project with the Welsh Ambulance Services NHS Trust and North Wales Police to replace Wrexham Fire Station and County Office. The project would involve a Tri Service facility in the Wrexham Area for Emergency response and Administration for the Eastern part of the North Wales Police Area.</p> <p>The FRA is also considering the use of some of its sites for Emergency Ambulance deployment.</p> <p>The Joint Communications Centre (JCC) with North Wales Police is open and is already showing improvements to service and cost benefits.</p>	Failure to capture potential improvements to service delivery.	Low	<p>The FRA is working with other emergency services to co-locate facilities where possible, although there have been difficulties in progressing some schemes, largely through issues which are outside the Service's control.</p> <p>The FRA is not currently considering the implementation of co-responder facilities.</p>	Low	

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<b>Section 2 Governance and the relationship between FRA and Assembly Government</b>							
	2.12 Value for Money – FRAs should have in place plans (including Asset Management Plans) to meet the Assembly Government's priorities for delivering value for money improvements. Key areas should be smarter procurement; streamlining support functions; shaping services more effectively to meet public need; and making better use of the time, skills and expertise of staff.	The FRA has a Joint Facilities Management Team – jointly with North Wales Police – which has produced a five-year Asset Management Plan (AMP) and is surveying all facilities, including assessment for green dragon and the Disability Discrimination Act (DDA).	Potential failure to manage the estate	Low	The Improvement Plan records the level of efficiency gains made during 2007-08. The total savings made were £286,000 – and included a saving of £58,000 from rescheduling leases. Further gains are anticipated over the next two financial years.  To maintain operational capability the service has used non-operational staff to undertake Home Fire Safety Checks (HFSCs).	Low	

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<b>Section 3 Partnership Working: Prevention Protection and Response</b>							
Protect built environment – Domestic properties	3.1 Has the FRA examined the effectiveness of HFSC activity to date (and in particular how its preventative activity links with FRA Risk Reduction Planning and Service Standard requirements)?	The FRA has invested heavily in HFSC activity. The 2008-09 Improvement Plan records an increase in the number of activated smoke alarms at fires attended to by the service – 63 per cent in 2007-08 compared with 56 per cent in 2006-07. Additional work by the CFO Task Group is concentrating on targeting HFSC on at-risk households.	Potential loss of life.	High	The FRA is continuing with a significant programme of HFSCs – with additional targeting of vulnerable and at-risk households. The Improvement Plan target is for a 100 per cent coverage of fitted, active smoke alarms. County Safety Managers are heavily involved in publicising this and other safety initiatives and the service is making good use of other resources such as home fire safety support workers. <b>The Peer Assessment Team (2008) found that:</b> 'The recommendations requiring external change have been progressed by the organisation and resources have been allocated for the implementation of the recommendations.' (Risk 2). In addition, the Community Safety Strategy has been resourced and many objectives implemented. (Risk 5) More generally fire safety policies have been reviewed and the <b>Peer Assessment Team (2008) noted that:</b> Implementation of the new approach is progressing and would benefit from a review of fire safety resource and a suitable training strategy. (Risk 4)	Medium	The Wales Audit Office is to commence short case study project to examine the effectiveness of the CFO Task Group as part of the Smarter Ways of Working project which will highlight the positive outputs from the work of the Task Group in relation to the risks and reasons for fires in domestic properties.

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
Protect built environment – Non domestic properties	3.2 Is the FRA working with local authorities to promote the use of sprinklers in domestic and non-domestic properties. [Regulatory Reform (Housing Assistance) (England and Wales) Order 2002]	The FRA has match funded Domestic Sprinklers in Ynys Môn, Denbighshire and secured funding from the Assembly Government to work with a Housing Association in Conwy to fit £45,000 of Domestic Sprinklers. Working with the North West Housing Services (NWHS) to fit domestic sprinkler system in one of their high-risk premises.	Potential risk of loss of life.	Medium	The FRA is maintaining its wider strategic purpose to invest in fire prevention activity through a wide range of actions.	Medium	

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<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
	3.3 What specific Arson Reduction Team work is being undertaken to reduce risk in education facilities?	The FRA is continuing to work with the Local Education Authorities to promote the installation of Sprinklers in New Build Schools and extensions, whilst continuing to work on fitting sprinkler systems to existing school buildings.	Potential risk of loss of life.	Medium	The FRA has an established Arson Reduction Team that is a partnership with North Wales Police. Using crime and fire statistics they are able to identify those premises most vulnerable. In conjunction with LEAs they conduct site surveys giving appropriate crime prevention advice, securing funding for target hardening initiatives.  They work with partners to patrol high-risk premises eg, Operation Gingerbread with schools and school watch.	Low	

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<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
Protecting rural environment: Deliberate grass and forest fires	3.4 What has the FRA done to change the attitude of the young (eg., through learning and awareness)?	An Arson Reduction Team (ART) is in place with specific policies around grass and gorse fires. Dangerpoint have a specific section to address this risk and educationalists have a teachers pack and lesson plan they deliver in schools that have been identified as at risk.	Potential drain on resources and potential loss of life.	Medium	Improvement Plan records a reduction in 'secondary fires' partly due to weather but also due to education and awareness initiatives undertaken by the ART such as the All Wales School Liaison Core Programme, Crucial Crew, Forest Schools Safety Zone.	Low	

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<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
Protecting rural environment: Uncontrolled land management	3.5 How has the FRA engaged with owners and/or managers to reduce impact?	The FRA has established a joint Arson Reduction Team with North Wales Police.	Potential loss of life and wider economic damage.	Medium	As noted above the ART has worked with the police and Environment Agency to identify at-risk rural premises. In addition the service has adopted the All Wales Fire Investigation Strategy (Peer Review (2008) report. (Risk 6)	Low	

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<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
Risk Reduction Planning and Service Standard. FRAs should establish RRP's aimed at:	3.6 Reducing the number of fires and other emergency incidents.	The RRP identifies the seven key priorities contained with the national framework. <b>The Peer Assessment Team found that:</b> A significant increase in the resources has been dedicated to the provision of operational intelligence within the service.	Potential failure to identify and mitigate against risk.	Medium	The Improvement Plan 2008-09 includes the RRP which highlights 28 actions with comments on the progress made against each. In addition the FRA undertook a review of risks in 2003, updated in 2006, which identified five 'community risks' such as Fire and Emergency incidents, and three 'Corporate Risks' such as Resilience in Service Delivery. The Risk Reduction Plan is to be reviewed in 2009. <b>The Peer Assessment Team noted that:</b> The service would benefit from communicating currently held data to key stakeholders and could further explore interoperability issues. (Risk 9)	Medium	Wales Audit Office facilitated review of RRP?

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<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
	3.7 Reducing the loss of life in fires and other emergency incidents.	The RRP identifies the seven key priorities contained with the national framework. A major part of the CFO's Task Group activity.	Potential failure to identify and mitigate against risk.	High	Reducing the risk of loss of life is the key priority of the service and as noted considerable effort and initiatives have been undertaken to reduce these incidents. In 2007-08 the number of fire deaths in North Wales per 100,000 population was 1.5 compared to an Welsh average of one. (Local Government Data Unit (LGDU), Fire and Rescue Service Performance 2007-08). The Service recognises this as a priority issue and will maintain the current efforts and programmes which have been designed to reduce fire deaths	High	
	3.8 Reducing the number and severity of injuries in fires and other emergency incidents.	The RRP identifies the seven key priorities contained within the national framework.	Potential failure to identify and mitigate against risk.	High	As noted above, the service is active in trying to reduce injuries which, in 2007-08, remain higher than the Welsh average – 11.48 injuries per 100,000 population compared to a Welsh average of 10.5 (LGDU 2007-08).	High	

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<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
	3.9 Reducing the commercial, economic and social impact of fires and other emergency incidents.	The RRP identifies the seven key priorities contained with the national framework.	Potential failure to identify and mitigate against risk.	High	There are around 27,000 non-domestic premises in the Service's area. The Service has implemented significant changes to its approach to these premises as a result of the Regulatory Reform (Fire Safety) Order (RRO) 2005. A service target has been set of 2,496 Fire Safety Audits in non-domestic properties in 2008-09. The number of prosecutions have increased since the publication of the Order by the Assembly Government.	Medium	
	3.10 Safeguarding the environment and heritage, both built and natural	The RRP identifies the seven key priorities contained with the national framework.	Potential failure to identify and mitigate against risk.	Medium	Covered as part of the FRA's more general approach to fire safety.	Low	
	3.11 Integrating the activities of the FRA within the wider social justice agenda.	The RRP identifies the seven key priorities contained with the national framework.	Potential failure to meet the wider public agenda.	Medium	The Improvement Plan outlines the FRA's wider role in the community through making people safer, greater education and awareness raising of the danger of accidental fires, malicious and hoax calls, etc.	Medium	

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<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
	3.12 Addressing the equality and diversity proposals set out in this Framework.	Equality and diversity policies are outlined in the current Improvement Plan and is included in the RRP Action Plan to secure a more diverse workforce.	Failure to achieve national standards of employment and recruitment	Medium	The Improvement Plan records the diversity of the workforce and the objectives to improve the gender race, disability and language balance of the FRA. For example the Improvement Plan recognises that disability does not preclude a successful career in the fire service and recruitment and employment policies are now in place to ensure that a disability does not prevent employment.	Low	
	3.13 All responses to public consultation should be evaluated and formally considered by the FRA.	Risk Reduction Plan outlines key risks and the proposal to consult and review risks during 2009.	Failure to address improvement	Medium	The FRA has been very transparent in its consultation of the improvement plan with detailed reports being presented to the Executive Panel and the full Authority. A review of community and corporate risk is planned for 2009 and this will include a full and thorough consultation period.	Low	

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<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
	3.14 The FRA should discuss its proposals with the Assembly Government after it has consulted the public but before formal adoption to ensure that Ministers' views can be taken into account in the final production of the Plan, before formal adoption.	The FRA has consulted with the Minister and comments have been taken on-board.	Failure to engage with the wider political agenda.	Low		Low	
	3.15 The FRA should publish its RRP by 31 October of each year.	Improvement Plan was published in accordance with national guidance.	Failure to comply with legislation.	Low	The Improvement Plan published and on web site. Summary plan also produced (December 2008).	Low	

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<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
Service Standards. The Assembly expects	3.16 The FRAs to comply with existing Service Standards to respond to 80 per cent of fires in homes in Wales within 10 minutes. (FRS/EFR/S/001)	Since the publication of the Improvement Plan, the FRA has calculated performance retrospectively for 2007-08 against FRS/EFR/S/001 (90.34 per cent) and FRS/EFR/S/002 (49.44 per cent). These were reported internally to the Executive Group (meeting 28 November 2008) and will be reported in the next Improvement Plan by 31 October 2009.	Potential failure to meet agreed National Standards.	High	The FRA did not report against the National Strategic Indicators FRS/ERF/S/001 and 002 for 2007-08. However, the Improvement Plan presents proxy indicators giving the average time to attend a dwelling fire. The Improvement Plan also states that due to the geography of the service area, many properties lie further than 10 minutes away from a fire station, and the FRA seeks to reduce the overall risk through greater emphasis on community safety initiatives as highlighted in other sections of the Improvement Plan.	High	

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<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
	3.17 Where there is a greater risk to life a faster response of five minutes should be met. (FRS/EFR/S/002)	See comments above.	Potential failure to meet agreed National Standards.	High	See above.	High	
	3.18 For those properties outside the Standard, preventative activity and initiatives should be implemented by the FRA. (FRS/RRC/S/004).	The FRA has maintained its ambitious target of achieving 30,000 HFSC per year. Current provisional outturn figures report that over 31,000 HFSCs have been delivered in 2008-09.	Potential failure to meet agreed National Standards.	Medium	As noted above, considerable effort has been placed on HFSCs particularly targeting vulnerable and at-risk households in both urban and the extensive rural areas of the Service.	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
	3.19 The FRAs to ensure that appropriate levels of resources are deployed to incidents within certain timescales.	The FRA is working closely with the other emergency services to improve response times to achieve Assembly Government standards as far as possible.	Potential failure to meet agreed National Standards.	Medium	The Joint Communication Centre with North Wales Police will greatly assist co-ordination and deployment of resources. The Service is also working with the Ambulance Trust to improve the time taken to be informed about Road Traffic Collisions (RTCs) by, for example, the use of text messaging facilities from the Ambulance service to the JCC to inform the service of incidents and to improve the decision making process on whether to mobilise a fire engine.	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
Children and Young People: Long-term fire safety/education programmes with young people	3.20 The Children Act 2004 and its associated statutory guidance documents, places a duty to co-operate on local authorities and a range of partners to improve the well being of children in each LA area. Has the FRA engaged with Children and the Young People's Partnership?	The FRA has fully engaged with its constituent Local Authorities to improve the well being of Children through all relevant agencies eg, Youth Justice Service.	Potential risk to Children and Young People.	Medium	The FRA has a Child Protection Policy currently in draft form.	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
	3.21 Work with vulnerable groups. Disaffected young, exclusions and youth offending work (Phoenix and Dragon schemes particularly).	The FRA has recognised the need to engage with a range of communities including the young and vulnerable. Firesafe project is an example of a targeted, focused and high-profile approach to identify high-risk people within the community. Properties are provided with safety equipment pertaining to the degree of risk and need assessed.	Potential lack of engagement with at-risk groups.	Medium	The FRA invested considerable resources in education and awareness raising amongst young people.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
Prevention and raising awareness	3.22 Statutory duty to promote fire safety nationally via Fireflash with a focus on vulnerable sectors, older people and minority ethnic (migrants, refugees, asylum seekers, Gypsies, travellers). Children and young people (Assembly Government funding available – materials, national curriculum activities.	All Wales Education Group (AWEG) links all 3 Welsh Fire and Rescue Services. Education departments have developed Key Stage 1, 2, 3 and 4 development packages in line with the National Curriculum. Key Stage 3 and 4 still has work in progress. Phoenix Project and Youth Coordinator have had bids submitted to the Assembly Government for continued funding for 2009/2012, which are awaiting approval. Dangerpoint has continued to grow with increased numbers visiting the facility.	Potential risk of loss of life.	Medium	Undertaking 26,504 HFSC in 2007-08 (an increase of just over 10,000 on the year before) through the effective use of non-operational staff to undertake HFSCs. There is improved focus on HFSCs through better targeting of vulnerable households via the Wales Accord for Sharing of Personal Information and the output from the CFO's Task Group.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
Arson reduction	3.23 How are Arson Reduction teams progressing against Wales Arson Reduction Strategy objectives? Ie., focus on grass and mountain fires). (Assembly Government funding until 2011 for Arson Reduction Teams.)	An ART is in place and a range of activities are undertaken to reduce the level of arson.	Risk of damage to property and the environment and potential loss of life.	Medium	The FRA has a well established joint Arson Reduction Team which has shown its effectiveness by reducing deliberate fires by almost 25 per cent during 2008-09. The Team consists of officers from both the FRS and North Wales Police.	Medium/ Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
Protecting Firefighters carrying out their duties	3.24 Does the FRA make use of violence at work guidance (prepared by Chief Fire Officers Association (CFOA))?	<p>The CFOA document is used for recording of attacks utilising the Fires Of Special Interest (FOSI) form and submitted to the Communities and Local Government Department (CLG).</p> <p>Currently the Service has completed the Draft Civil Unrest Policy and Domestic Violence Policy.</p> <p>The service has not been able to associate any individual cases to particular persons so therefore not progressed through the criminal justice system to date. All instances are reported to the NW Police.</p> <p>Seven attacks have been recorded against crews in North Wales for the Financial Year 2008-09.</p> <p>These attacks have been recorded as physical and verbal.</p>	Potential injury to firefighters.	High	Incident reports are studied by the service operational support department and any best practice is used to improve the safety of our Firefighters.	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
	3.25 Does it work with the criminal justice system to bring offenders to justice? (Eg, using the Emergency Workers (Obstruction) Act 2006.)	The FRA has received presentations on the Corporate Manslaughter and Homicide Act (2007). Chair of FRA and ACFO also attended a briefing on the requirements of the Act via a Local Government Association sponsored event.	Potential risk of prosecution under the Act.	Medium	The FRA has taken account of the Act in its wider policies covering health and safety.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
	3.26 Has it adopted a lessons learned approach to national incidents?	The FRA is very active in gathering information from incidents in other service areas.	Risk that experience is not shared and learned from.	Medium	<p>The FRA has a number of examples:</p> <ul style="list-style-type: none"> <li>• The Industrial Hazards Group, a sub group of the Local Resilience Forum, which the service chair is producing a joint piece of work with the Police Ambulance and Local Authorities on the implementation of the recommendations from Buncefield, specifically how they impact on COMAH sites.</li> <li>• Hertfordshire (Harrow Court) incident resulted in: <ul style="list-style-type: none"> <li>– 1) a Review of the NW High Rise Policy; and</li> <li>– 2) an increased level of Dynamic Risk Assessment (DRA) Training to all stations across service.</li> </ul> </li> <li>• A Hertfordshire (RTC) incident has resulted in a review of the RTC response policy.</li> <li>• A Warwickshire incident has resulted in a significant drive to implement a Policy that supports Ops Intelligence gathering.</li> </ul>	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
Reducing RTCs	3.27 Is the FRA a Member of the Welsh Road Safety Forum?	A Community Safety Manager is the representative for the service.	Potential failure to learn from events outside the service area.	Low	Issue raised as part of the road safety forum are circulated to County Commands.	Low	
	3.28 What work has the FRA done that contributes to the RTC preventative agenda?	The FRA is part of an all – Wales Fire and Rescue Service Road Safety Strategy. <b>The Peer Assessment Team (2008) noted that:</b> Considerable investment has been made by the service to mitigate the effects of road traffic collisions within its service area. (Risk 19)	Potential risk of injury and deaths from RTCs.	Medium	The FRA has adopted the all-Wales Strategy and supports the national road safety strategy and the CFO's Road Safety Strategy Group. All frontline engines now have hydraulic rescue equipment. Death and injury from RTCs is an indentified Community Risk.	Low	Communicate the Road Traffic Collision Reduction Strategy to all relevant staff as stated by the 2008 Peer Assessment Team.

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
	3.29 Road safety casualty reduction (targets locally?)	The FRA is working towards the targets as per the All Wales Strategy.	Potential risk of injury and deaths from RTCs.	Medium	The FRA has implemented a range of localised initiatives addressing. Local Authority Road Safety Departments figures including Pass Plus Cymru, 2 Impact Roadshow Displays and the Road Safety Initiative at Dangerpoint.	Low	
Fire Safety Order Regulatory Reform (Fire Safety Order – FSO) 2005	3.30 Is the FRA using the Assembly Govt's Fire Safety Risk Assessment Guides?	The FRA instigated a new approach to safety orders to reflect the change of emphasis in the new order	Failure to comply with national legislation.	Medium	The FRA undertook 583 audits of premises in 2007-08 resulting in 52 enforcement notices and 10 prohibition notices being served. The target for 2008-09 is 2,496.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
	3.31 Is the FRA working with other FRAs to develop a common approach to their duties under the FSO?	Collaborative working with the other 2 Fire and Rescue Services in Wales on Enforcement Training and Policy development to ensure a consistent approach nationally across Wales.	Failure to learn from other services' experience.	Low	The FRA is continuing to liaise with the other two FRSs as appropriate.	Low	
Automatic Fire Alarm Signals: Unwanted fire signals in non-domestic properties	3.32 Is the FRA following guidance (Wales circular 06 for guidance on reducing and responding to Unwanted Fire Alarms)?	Position Paper being prepared on the FRA's future plans on dealing with Automated Fire Alarms (AFA). A Report is to be presented at the Wales Fire and Rescue Forum on 23 February 2009.	Potential risk of wasting resources in dealing with AFAs.	Medium	<b>The Peer Review Team (2008) noted that:</b> The service recognises the need to develop a service wide strategy to build upon local successes in unwanted fire alarms reduction. (Risk 18).	Medium	The service needs to follow-up on the peer reviews 'area for development'.

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
	3.33 Is the FRA working in partnership with businesses and other organisations to reduce hoax calls, unwanted signals and introduce a log of callers and properties creating the greatest demand?	Control Call Challenging procedures are in place along with audits under the FSO.  Local initiatives by County Managers to address particular premises with repeated calls.	Potential risk of unnecessary call-outs.	Medium	The FRA is working towards the recommendations in the CFOA guidance.	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 3 Partnership Working: Prevention Protection and Response</b>							
	3.34 What issues does the service have on AFAs and what actions has it taken to address them?	The FRA has taken action that has reduced AFAs across all seven county commands with further local initiatives in dealing with AFAs. Local County Management arrangements are in place for dealing with the 'top 10' offenders in the Command area.	Potential risk of AFAs reducing overall service effectiveness.	Medium	The AFAs recorded in 2007-08 are below the Welsh average. FRS/RRC/C/022 records 0.97 malicious false alarms per 1,000 population compared to 1.59 in Wales. Other AFA data shows that the service is performing above the Welsh Average. However local information shows the scale of the challenge – Bangor Fire Station responded to 157 false alarm signals from Bangor University in 2007-08 – an illustration that this issue needs constant attention.	Medium	
Fire investigation	3.35 How are FRAs working collaboratively to share experience, costs, best practice and ensure consistency of approach?	All Wales Fire Investigation Strategy has been developed. There is agreement to assist other FRSs with serious and larger Fire Investigations.	Potential risk that improvements for joint working are not realised.	Medium	A Joint training strategy has been developed and has taken place. In addition an all Wales Training package for levels 1 and 2 is being agreed.	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
Co-responding (First Responder schemes)	3.36 Is there a current Memorandum of Understanding (MOU) in place with the Ambulance Trust?	The FRA has stated in its Improvement Plan that 'co-responding' is not being actively pursued, but may be reconsidered as part of future risk reduction plans.	Potential risk that opportunities for increased performance are missed.	High	The issue for co-responding is not being currently considered. While most engines carry oxygen equipment and training on its use is given this is not related to specific co-responding initiatives.	High	
	3.37 How does the FRA identify areas that could be included in a co-responder scheme?	See above.			See above.		
	3.38 How does it evaluate the benefits of the current schemes it operates?	See above.			See above.		

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
Research	3.39 Has the FRA collaborated on research and development projects relating to technology and equipment trials, tactical planning and policy reviews?	Yes. Breathing Apparatus procurement utilised trial results from other FRSs to influence the decision. Holmatro Cutting Equipment utilised an FRS in South West England for trial purposes. Standard Operating Procedures (SOPs) are developed with the other FRSs in Wales and other areas of the UK. Example of joint development includes the specification and roll out of the all-Wales Fire Appliances.	Potential lack of collaboration which may lead to the FRA falling behind the progress of other FRAs.	Medium	The FRA is active in collaboration with the other Welsh FRSs and further afield.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 3 Partnership Working: Prevention Protection and Response</b>							
Statistics	3.40 Has the FRA fully implemented the Incident Recording System (IRS) (expected by April 2009).	Financial support has been secured from the Assembly Government to employ data input clerks for the first 12 months to support Control in the initial phase. Line management by Control Manager – Job Descriptions developed, and posts advertised.	Potential risk that data is not recorded and used.	Medium	A Strategy has been developed to implement an IRS.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 3: Partnership Working: Prevention Protection and Response</b>							
	3.41 Is the FRA supplying data to CLG as required by S26 of the Fire Services Act 2004?	Incident data (FDR1, 2, 3) routinely sent to CLG. Also, indicator data sent to the Assembly Government via annual returns process, with the exception of FRS/EFR/S/001 and 002 last year.	Potential risk that data is not recorded and used.	Medium	Relevant data will be collected for the year 2009-10.	Medium	
	3.42 How does the FRA use CLG statistics to inform the planning process?	Ad hoc reference made to CLG and Wales statistics for decision-making (eg., RRP process).	Potential risk that data is not recorded and used.	Low	In addition to the RRP local data is used to compare with the 'family group'.	Low	
	3.43 Has the FRA implemented a spate condition policy?	See 5.8 Below.					

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 4: Working Together Effectively</b>							
Community Safety through Collaboration	4.1 How has the FRA increased its collaborative activity with others across the public sector generally with regards to community safety?	The FRA has a strong management structure in place with good links to community safety. Examples include: <ul style="list-style-type: none"> <li>• co-working with other FRAs;</li> <li>• pooling of resources, for example with North Wales Police; and</li> <li>• contribution to the work of Local Service Boards as required.</li> </ul>	Potential failure to contribute to the wider public agenda.	Medium	Each county command is led by a Community Safety Manager who has developed strong links with local Community Safety Partnerships and other local safety initiatives. In addition the work of the CFO's Task Group has also resulted in a more community and citizen-based approach to community safety. <b>The Peer Assessment Team (2008) found that:</b> Improved performance management systems have driven increased community safety activity and co-ordination of targeted activity. (Risk 5)	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 4: Working Together Effectively</b>							
All-Wales policy development and delivery	4.2 Is the FRA developing and delivering policies on an-all Wales basis by co-working with other FRAs?	The FRA is represented on many all Wales Groups, for example eg, Operational Risk Management (ORM) Liaison, All Wales Performance Management Framework (AWPMF), All Wales HR Strategy, All Wales Recruitment.	Potential that all Wales policies are not progressed.	Medium	Current examples include: <ul style="list-style-type: none"> <li>• ORM Liaison, AWPMF, All Wales HR Strategy, All Wales Recruitment.</li> <li>• Wales Operations Forum.</li> <li>• All Wales Water Policy (Draft).</li> <li>• All Wales Procurement examples are Appliances Breathing Apparatus.</li> </ul>	Low	
Sharing and pooling resources	4.3 Sharing and pooling of both human and physical FRA resources in such a way that brings <i>increased capacity and efficiencies</i> which can be redirected according to risk.	The FRA is active in ensuring sharing and pooling resources with other agencies provide value for money and increased efficiencies.	Failure to increase capacity and efficiencies through sharing and pooling resources.	Medium	Examples of how the FRA is sharing and pooling resources include: <ul style="list-style-type: none"> <li>• the JCC for call handling with NW Police;</li> <li>• the use of NW Police Procurement arrangements; and</li> <li>• the FRA provides First Aid Training to NW Police in return for Officer driver training from NW Police.</li> </ul>	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 4: Working Together Effectively</b>							
	4.4 Playing a full part in working with partners and other agencies to create safer communities.	The FRA is seeking ways to improve its performance through joint working	Potential failure to gain improvements to local communities.	Medium	For example: <ul style="list-style-type: none"> <li>• Co-working with other FRAs.</li> <li>• Pooling of resources, for example with North Wales Police.</li> <li>• Contribution to the work of Local Service Boards as required.</li> <li>• Arson Reduction Team.</li> <li>• Road Safety (impact Roadshow) with LA Road Safety Department.</li> <li>• Bike Safe project.</li> <li>• Environment Action Days on a multi-agency basis.</li> </ul>	Low	
Procurement	4.5 Has the FRA achieved level 3 of the sustainable procurement assessment framework (produced by Value Wales)? If not does it have plans to achieve it by 2009?	The FRA has not achieved this level.	Failure to comply with the framework.	Medium	The FRA is currently in negotiation with NW Police Procurement Department to see whether they can undertake this on behalf of the service.	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 4: Working Together Effectively</b>							
	4.6 Has the FRA developed action plans to implement the delivery themes identified in the Procurement Strategy for Wales?	As above.					
	4.7 Does the FRA use Firebuy?	Certain contracts exist under Firebuy, and examples include negotiation with the Integrated Clothing Project (ICP) and purchase of the 'Stabfast Kits'.	Potential failure to achieve savings.	Low	Ongoing review of purchase as required.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 4 Working Together Effectively</b>							
Climate Change and Sustainability	4.8 How has the FRA contributed to a sustainable Wales by demonstrating statutory compliance with, and corporate responsibility on, environmental issues?	The FRA is progressing with Green Dragon and other initiatives.	Potential failure to contribute to wider public initiatives.	Medium	The FRA is seeking to achieve level 1 of the Green Dragon programme. In addition the Wales Audit Office's Fleet Management Review noted some areas of good environmental practice.	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 4: Working Together Effectively</b>							
	4.9 Has the FRA considered their own activities and are they aiming to reduce their impact by taking opportunities presented to improve energy consumption across their estate and vehicle fleet?	The FRA is reviewing its operations and estate.	Potential failure to contribute to wider public initiatives.	Medium	As noted above the review of fleet management noted some areas of good practice and the joint facilities management group is assessing energy use in buildings as part of its wider asset management plan.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 4: Working Together Effectively</b>							
	4.10 Is the FRA taking part in multi-agency work as part of bodies such as the Welsh Forum for the Control of Countryside Fires?	The FRA is undertaking a range of initiatives.	Potential failure to contribute to wider public initiatives.	Medium	The FRA is working collaboratively with the Countryside Council for Wales and the Snowdonia National Park Authority in order to develop protocols for reducing the risk of fire in the countryside.  Liaising with local authority Countryside Wardens to raise awareness of how accidental fires start in the countryside and control measures for controlled burning.  Welsh Joint Arson Group working has a Forestry Commission Wales representative.  There is a national co-ordinator who links into the Assembly Government.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 4 Working Together Effectively</b>							
Sharing Information among Agencies	4.11 How does the FRA use information received and shared with other organisations to improve effectiveness and efficiency in the delivery of both response and prevention services?	The FRA has achieved a data sharing protocol with a range of local service providers. The FRA has fully adopted the Assembly Government's Wales Accord for the Sharing of Personal Information (WASPI).	Potential failure to provide improved service provision.	Medium	The FRA has agreed a data sharing protocol with North Wales Police, Ambulance Service, three NHS Trusts and the six unitary authorities. This will allow for a targeted HFSC with people who are identified as vulnerable by other agencies.	Low	
	4.12 Are there formal data sharing agreements in place for each data set?	The FRA has agreed a data sharing protocol.	Potential failure to provide improved service provision.	Medium	See above.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 5: Resilience</b>							
Contingency Planning	5.1 Does the FRA have robust and effective business continuity management arrangements in place for all key strategic functions (eg, control, ICT, operations, payroll etc)?	The FRA is progressing towards an effective coverage of business continuity arrangements.	Potential failure to deliver the service	High	Some business continuity plans are in place. <b>The Peer Assessment Team (2008) noted that:</b> further progress could be made in terms of staff awareness in key areas (eg, Control), robust testing of plans and the development of a risk management policy. (Risk 7 and 17)	Medium	Review progress in implementing Peer Assessment Team's 'areas for development'.

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 5: Resilience</b>							
Resilience	5.2 Delivering resilience capability that is sufficient for the type and nature of threats facing Wales and which can also contribute to the national resilience of the UK.	The FRA recognises its role in terms of wider national resilience.	Potential failure to contribute to national resilience.	Medium	Increased resilience from the Operation of the Joint Control Centre with NW Police. On an all-Wales basis all three FRAs now operate the same mobilising system for our resources. All three FRAs are working towards the introduction of the Airwave Communications system. These initiatives will increase resilience locally and nationally. High Volume Pumps (HVPs) and Incident Response Unit (IRU) deployment in North Wales has already demonstrated contributing to National Resilience by incorporating into the National Strategy for deployment.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 5: Resilience</b>							
	5.3 Ensuring that procurement strategies deliver efficiencies as a result of increased purchasing power. Key aspects include consideration/ use of Value Wales and Firebuy, flexibility to support the vision of the 'Opening Doors' charter and focus on sustainability, value for money and resilience.	While a review of standing orders has not yet been undertaken the FRA is actively engaged in national initiatives.	Failure to address procurement issues.	Medium	The FRA is using Value Wales and recent examples include Firebuy for the ICP procurement planned for 2010.  The FRA intend to use the Opening Doors charter in future purchases.	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 5: Resilience</b>							
	5.4 Development of Local Polices.	The FRA has adopted a local policy on spate conditions. The Improvement Plan notes that a spate conditions policy is in place and has been tested operationally.	Failure to maintain an operational response.	Medium	In addition the FRA has developed a 'key station' plan to increase the continuity of service in extreme conditions.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 5: Resilience</b>							
Mutual Assistance	5.5 Does the FRA have effective arrangements to support other FRAs when needed?	Section 13 and Section 16 formal agreements have been signed with Mid and West Wales FRS and Shropshire FRS.  Local procedures are in place for deploying resources beyond the neighbouring FRS areas when required.	Potential failure to engage with other agencies.	Medium	Cheshire agreement yet to be signed off.	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 5: Resilience</b>							
	5.6 How interoperable are the current working practices of the FRA?	Standard Operating Procedures have been developed and continue to be developed to ensure consistency with other FRSs. Section 13 and Section 16 agreements seek to ensure consultation takes place to ensure working practices are interoperable. This work is ongoing.	Potential failure to engage with other agencies.	Medium	Practice and exercises are used to ensure compatibility.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 5: Resilience</b>							
	5.7 Has the FRA developed arrangements to support a potential deployment of operational staff at Gold and Silver Command levels across Wales and across borders?	The FRA has undertaken a range of reviews of operational procedures and competencies.	Potential failure to provide the service.	Medium	The FRA has undertaken audits of key roles and competencies at all levels including silver and gold. <b>The Peer Assessment Team (2008) noted that:</b> a debrief process to capture and communicate outcomes has been implemented and the development of these processes will allow the organisation to learn from itself. The Team also noted five areas for further development. (Risk 16)	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 5: Resilience</b>							
Flooding and Water Rescue	5.8 Assembly Government issues initially for whether this should be statutory function for FRAs.	The HVP capability for local and national deployment. Level 2 Water capability with non-motorised boat capability. Level 1 capability for all crews. The FRA is also contributing to an all-Wales water Strategy being developed by the Assembly Government in response to the Pitt Report.	Failure to maintain operational response.	High	The Improvement Plan notes that a spate conditions policy is in place and has been tested operationally. In addition the Service has developed a 'key station' plan to increase the continuity of service in extreme conditions.	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 5: Resilience</b>							
Civil contingencies Act 2004	5.9 Does the FRA participate in all Local Resilience Forums (LRFs) in its area?	The FRA is a Category 1 responder and supports and contributes to the North Wales LRF, for example through chairing of sub-groups of the LRF and jointly funding and facilitating an LRF co-ordinator role who ensures that the LRF is effective in carrying out its functions.	Potential failure to meet legislation requirements.	Medium	In terms of its own business continuity, the Service has produced a consolidated corporate risk register with relevant actions plans reviewed and updated via the LRF. Further progress need to be made, however, as noted by the <b>Peer Assessment Team</b> . (Risks 7 and 17)	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 5: Resilience</b>							
	5.10 Are arrangements in place to co-operate with other organisations engaged in response in the same LRF area?	The FRA has long standing arrangements in place with other key partners.	Potential failure to meet legislation requirements.	Medium	A wide range of partnerships are in place along with mutual aid agreements with other services. The FRA is now operating a joint communication room with North Wales Police which is intended to enhance its ability to respond effectively to incidents and emergencies.	Low	
	5.11 Does the FRA participate in the Welsh Resilience Forum (WRF)?	The three fire services are represented by the CFO of North Wales.	Potential risk of non-participation.	Low	The FRA has a route to influence the WRF.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 5: Resilience</b>							
New Dimensions	5.12 Is the FRA committed to maintaining its New Dimensions capabilities?	The FRA has established procedures in place for its New Dimension assets.	Potential capacity risks in management of new dimension assets.	Medium	<b>The Peer Assessment Team (2008) noted that:</b> a policy for the deployment of new dimension assets has been developed and is understood within the organisation. (Risk 10)	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 5: Resilience</b>							
	5.13 What arrangements has the FRA put in place to meet its obligations under the Emergency Wales Order 2007?	<p>The FRA has provision for the purpose of removing 'CBRN' contaminants from people in the event of an emergency and containing for a reasonable period any water used ensuring that reasonable steps are taken to prevent or limit serious harm to the environment.</p> <p>Training provision for ensuring that competencies are maintained for the purpose.</p> <p>For the purposes of collapse of a building or other structure or an emergency involving a train, tram or aircraft where that emergency is likely to require the FRA to use its resources beyond the scope of its day-to-day operation, provision has been made by utilising the Mutual Assistance agreements.</p> <p>There is no provision of equipment for Urban Search and Rescue within the North Wales area, although personnel have been trained.</p> <p>High Volume Pump provision is available in North Wales and has been deployed locally and nationally in response to widespread flooding incidents.</p>	Potential risk of not meeting national legislation.	Medium	<p>An New Dimension policy has been produced incorporating mobilisation policies. These include welfare policies for crew.</p> <p>Elected members have been included in awareness days.</p>	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 5 Resilience</b>							
	5.14 Are New Dimension assets fully integrated into the FRA's service response protocols?	The New Dimension assets are integrated effectively in the FRA's response procedures.	Potential failure to manage the New Dimension assets.	Medium	Deployment of New Dimension assets has been tested and undertaken operationally and a 'lessons learned' approach adopted. Mutual aid agreements have been agreed with two neighbouring services.	Low	
	5.15 Is the FRA co-operating and participating in the Long Term Capability Management (LTCM) arrangements for the maintenance, repair and replacement of the New Dimension vehicles and equipment in their possession.	Currently part of the LTCM arrangements on an ad hoc basis. This is due to New Dimension Assets still currently under the Communities and Local Government programme.  The Assembly Government is consulting on the preferred option of signing up to LTCM or joining the England option.	Potential lack of co-operation in national initiatives leading to an increased threat to the FRS.	Medium	Transitional Committee set up represented by Principal Managers from each of the three FRSs in Wales to progress the LTCM approach.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 5: Resilience</b>							
Firelink	5.16 How has the FRA collaborated with the Welsh Assembly's Firelink Project Management Team and Airwave Solutions Ltd to assist the roll-out of Firelink? <i>(The Wales Firelink Regional Roll-out Board and Regional Change Control Board will be the forum for monitoring and evaluating the delivery of Firelink to Wales.)</i>	The FRA has achieved a TEA2 licence approval (a standard encryption algorithm) which ensures Firelink consent to continue with the installation of Airwave at the new Joint Control Room.	Potential failure to respond to national initiatives.	Medium	The FRA has successfully moved to a Joint Communication Centre. <b>The Peer Assessment Team (2008)</b> made a series of recommendations for improvement to ensure service resilience and new mobilising systems. (Risk 12 and 13)	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 5: Resilience</b>							
Control Rooms (resilience and Tri-control)	5.17 How have FRAs engaged in exploring long-term partnerships and collaborative joint working arrangements with the other emergency services to enhance operational effectiveness and best value. (The arrangements should provide for resilience in respect of command, control, mobilisation and an all-Wales 'fall-back' through integration and mutual support).	A new joint communication centre has been developed with North Wales Police which will improve resilience and response to incidents both within the FRA own area and provide for wider 'all-Wales' resilience.	Potential failure to maintain control functions.	High	A new JCC went live in October 2008. This is a joint arrangement with North Wales Police. Longer-term it is intended to accommodate the ambulance service into the communications centre. <b>The Peer Assessment Team (2008)</b> made several recommendations to support the resilience of the Control function. (Risks 12 and 13) <b>The Peer Assessment Team also noted that:</b> the Service recognises the need to commence the review of its Control special procedures. (Risk 14) The Service is currently actively involved in the all Wales Resilience Project to link all three Fire and Rescue Controls.	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 6: People and People Development</b>							
Workforce Diversity	6.1 Is the FRA continually developing a diverse workforce that has equality of opportunity? Recruitment.	The FRA's commitment to diversity is a core value.	Potential that the workforce does not reflect its local community.	Medium	A positive action campaign has taken place in service for recruitment. Opportunity for progression is being offered to all members of staff through the national Assessment and Development Centre (ADC) process.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 6: People and People Development</b>							
	6.2 Is the FRA continually developing a diverse workforce that has equality of opportunity? Retention.	The FRA has a Corporate objective to – 'create an organisation that practices our values'.	Risk of non-compliance with statutory duty and consequent failure to embed equalities fully.	Medium	Examples of initiative include: <ul style="list-style-type: none"> <li>• Race equality scheme was reviewed and re-launched in 2008.</li> <li>• The FRA has implemented an anti-harassment/bullying policy and a programme of diversity training has been undertaken at all levels.</li> <li>• Equality Steering Group established following internal audit review.</li> <li>• Colleague support team arrangements strengthened.</li> </ul>	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 6: People and People Development</b>							
Human Resource Strategy	6.3 Has the FRA developed local plans to support the implementation of the collaborative 'HR Strategy' both in terms of its wider strategy and the various strands?	A strategy is being developed.	Failure to develop local plans to support the implementation of the collaborative 'HR Strategy' both in terms of its wider strategy and the various strands.	Medium	The FRA has a local HR strategy in draft form. This has been drawn down from the 2008 all-Wales HR Strategy which will be incorporated into the 2009-10 business plan for HR and the Skills Learning and Development Centre.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 6: People and People Development</b>							
	6.4 Has the FRA collaborated to share local HR policy and good practice across Wales?	The FRA has been collaborating with the other FRSs.	Failure to share local HR policy and good practice across Wales	Medium	All Wales HR Strategy was developed by officers from the three FRSs in Wales and submitted to the Chartered Institute of Personal Development (CIPD) to ensure its contents reflected good practice.  An example of good practice has been the current secondment of an Assistant Chief Fire Officer (ACFO) from Merseyside FRS.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 6: People and People Development</b>							
	6.5 Has the FRA adopted the Welsh Assembly's Corporate Health standard, striving to achieve the highest award possible?	The FRA has achieved the Gold level.	Failure to maintain 'best practice'.	Medium	The FRA will make a submission in Autumn 2009 for the Platinum award whilst maintaining the Gold award.	Low	
Workforce development	6.6 Has the FRA fully and consistently implemented Integrated Personnel Development System (IPDS) for all staff employed under Grey and Gold book conditions?	<b>Peer Assessment Team (2008) found that:</b> The FRA has introduced Personal Drill Records in support of risk critical training and has made recent arrangements to support station based training from the centre. (Risk 8)	Potential failure to fully engage with the workforce.	Medium	The FRA has continued to develop its support and training to operational staff with improved co-ordination between HR and Training. <b>The Peer Assessment Team (2008) found that:</b> The Service has audits of core operational competencies at all levels and active incident monitoring. A debrief process to capture and communicate development outcomes has been implemented. (Risk 16)	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 6: People and People Development</b>							
	6.7 Has the FRA applied IPDS principles to the recruitment, development and progression of all other staff?	Individual Development Reviews are undertaken by all non operational staff ie, Green Book.  The FRA has reviewed operation policies, including equality impacts and incident monitoring.	Potential failure to fully engage with the workforce.	Medium	The FRA needs to implement the key areas for development contained in the Peer Assessment Team report.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 6: People and People Development</b>							
	<p>6.8</p> <p>Has the FRA ensured that all duty systems and staff groups have equal access to opportunities for development and progression?</p> <p>This should include annual individual performance reviews, including an assessment against National Occupational standards and ensuring that employees have clear training and development plans that take account of lessons learnt from research and service incidents.</p>	The FRA is implementing a range of strategies.	Failure to engage the workforce.	Medium	<p>The FRA has adopted the National ADC process.</p> <p>The most recent Assessment process saw Retained Duty System personnel move to whole-time as part of the supervisory management within the Service.</p> <p>Personnel on all duty systems have access to development opportunities linked to the National Occupational Standards (NOSs) and are subject to work place assessments linked to the NOS.</p>	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 6: People and People Development</b>							
	<p>6.9</p> <p>Has the FRA developed collaborative approaches to workforce development and the delivery of IPDS through the Organisation Development Strategic Group?</p> <p>This should include undertaking national recruitment drives where feasible using the National Point of Entry Selection Tests.</p>	All Wales recruitment programme underway in 2009.	Potential recruitment failure.	Medium	<p>FRA personnel access operational development opportunities with colleagues from the other 2 FRAs in Wales at the Fire Service College as part of All Wales Vertical Training.</p> <p>North Wales FRA, in partnership with Mid and West Wales FRA, is currently engaged in a whole-time recruitment campaign utilising the National Fire Service tests.</p>	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 6: People and People Development</b>							
	6.10 Has the FRA used verified Assessment Development Centre (ADC) approaches to progression to ensure transferability and interoperability of skills and competencies?	The FRA facilitates transferability between duty systems and interoperability with other services by using the National ADC process at all three levels of Management.	Potential failure to engage the workforce.	Medium	This process is kept under review by the training centre.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 6: People and People Development</b>							
Leadership development	6.11 Has the FRA made use of 'Aspire' or other developmental programmes as part of a modular approach ? (Eg., management and leadership programmes provided through Public Sector Management Wales (PSMW).)	The FRA has two participants on the Extended Leadership Programme (ELP) and plans to have a third member of staff in the 2009 cohort.	Potential failure to engage the workforce.	Medium	The ELP is part of the Centre of Leadership Principal Officers Development Opportunities offering. Management developments at supervisory and middle levels have been cross mapped to ensure compliance with PSMW's Aspire Model.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section: 6 People and People Development</b>							
Equality and Diversity Strategy	6.12 Has the FRA undertaken work to close any gaps that may exist between the current and required level of bilingual skills that will enable staff to reach out to communities and deliver services in line with statutory schemes?	The FRA has an adopted Welsh Language Scheme (2006/2009) This scheme include policy, action plans and current performance. Introduction of Welsh self development in the form of 2 levels of Audio CD.	Potential failure to comply with national policy.	Medium	The FRA is making strong progress is developing language skills amongst its staff and was commended on its progress by the WLB in 2008.	Low	
	6.13 Does the FRA provide training for staff who wish to learn Welsh and recruit staff with bilingual skills to specific posts?	A Linguistic Skills Strategy is in place, which requires all new members of staff and those successful in promotion to learn a basic level of Welsh.	Potential failure to comply with national policy.	Medium	Ongoing work should improve the service bilingual skill base.	Low	
	6.14 Single Equality Scheme.		Speak to Shan.				

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 6: People and People Development</b>							
	6.15 Has the FRA undertaken a self assessment using the WLGA Equality Improvement Framework (EIF) tool?	The Framework states that during 2008 Assembly and CFOA will consider whether to introduce EIF to FRAs as well as equality and diversity recruitment targets at local and all Wales level.					
Retained Duty System	6.16 Is the FRA working towards establishing a sustainable RDS system which recognises the importance of the individual's commitments and rewards them sufficiently for that?	The Improvement Plan highlights the importance of RDS staff.	Potential failure to fully engage with the workforce.	Medium	The FRA has no current plans to change the RDS payment system as any salary system is currently unaffordable.	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 6: People and People Development</b>							
	6.17 Does the FRA have innovative approaches to improve the recruitment of RDS staff?	<i>Assembly Government committed to reviewing operation of RDS in Wales by 2011 and make recommendations to Ministers.</i>	Potential failure to recruit RDS.	Medium	The FRS is currently developing a business-to-business programme with other public service bodies to assist in recruitment. Some measured success in South Gwynedd has been achieved as part of the trial.	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 7: Performance Management to Drive Improvement</b>							
Systems and structures	7.1 Does the FRA have in place systems and structures to monitor performance and ensure value for money of the service they provide?	The JRA in 2008 recorded that the FRA has a good track record of operation within its budget. The Improvement Plan and the RRP give the overall strategic approach of the service	Potential Failure to ensure robust financial management.	High	As recorded in the JRA the service is aware of its financial pressures and its need to maintain effective financial standing to ensure the delivery of the Service.	Medium	
	7.2 Does the service have a programme in place to delivery its Fire Services Emergency Cover (FSEC) data acquisition and roll-out.	The FRA is progressing with data acquisition and has a dedicated team in place.	Potential risk that FSEC is not to inform the service.	Medium	FSEC is being used to better inform the targeting of resources and activities. <b>The Peer Assessment Team (2008) noted that:</b> Progress has been made in the use of FSEC and resources attributed to this area. The service recognises the potential for greater use of this tool in the future once the data has been validated. (Risk 1)	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 7: Performance Management to Drive Improvement</b>							
Public Sector Efficiencies	7.3 Is the FRA on track to deliver the one per cent efficiency target?	The FRS has recorded £286,000 worth of savings for 2007-08 in its Improvement Plan relating to efficiencies in a range of areas including a large saving in making better use of staff time and skills.	Potential Failure to ensure robust financial management.	Medium	The FRS is continuing to address the need to make savings. Its Improvement Plan notes that it has forecast £61,000 savings for 2008-09 and is also forecasting longer term savings for 2009-10.	Medium	
	7.4 Has the FRA reported their performance against the one per cent efficiency target in their annual improvement plan and separately to the Welsh Assembly?	This was reported against in the Improvement Plan and Annual RRP Action Plan for 2008-09. [Page 60]	Potential Failure to ensure robust financial management.	Medium	Ongoing reporting as part of the Improvement Plan process.	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 7: Performance Management to Drive Improvement</b>							
	7.5 Has the FRA collaborated through the CFOA Wales Procurement Group to ensure that innovative proposals for achieving efficiencies are shared across Wales?	The FRA has sought to collaborate on the All Wales specification appliances but have agreed to procure the new generation of Personal Protection Equipment (PPE) through a separate means.	Potential failure to ensure robust financial management	Medium	The FRA will continue to assess its needs with collaboration in mind but also recognising the need for local efficiencies.	Low	

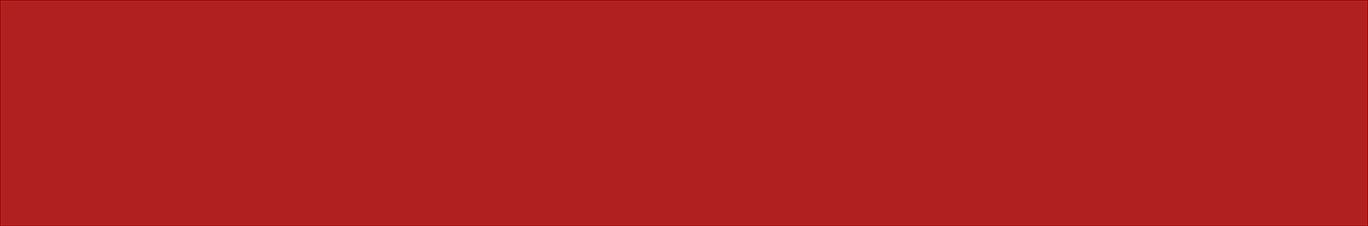
		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 7: Performance Management to Drive Improvement</b>							
Managing Performance and Improvement.	7.6 Has the FRA used the WPI and associated guidance to present a clear and cohesive picture of its performance and areas where it plans to improve, alongside its proposals for risk reduction in terms of service delivery?	<p>The FRA has completed statistical returns on its performance with the exception of FRS/EFR/S/001, FRS/EFR/S/002 and FRS/RRC/S/004. Proxy indicators have been presented in the Improvement Plan to give an account of average and actual response times to dwelling fires, and of the extent of the resources allocated to HFSC and issuing other safety guidance.</p> <p>The Service intends to report against EFR/001 and EFR/002 for 2008-09. As regards reporting against FRS/RRC/S/004 for 2008-09, the Service is currently undertaking a manual check of databases of over 70,000 free-text records of home fire safety checks since April 2006 in order to identify matches against dwelling fire addresses. The 2008-09 results will be reported in the Improvement Plan, but the service accepts that under-reporting may be an issue when dealing with such a large database of free-text addresses.</p>	Potential failure to meet targets due lack of effective monitoring.	Medium	The Improvement Plan lays out the approach that the FRA is taking to ensure improvement of the Service and gives a range of details about the structure, performance and funding of the FRA. In addition the Improvement Plan lays out the range of Community and Corporate risks along with actions and progress made. The Current RRP Action Plan contains four proposals which were approved by the FRA with the exception of the proposal to review catering arrangements.	Medium	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 7: Performance Management to Drive Improvement</b>							
Performance Measurement Framework and Software	7.7 Has the FRA made use of the performance framework (statutory, core and local indicators)?	With the exception noted above the Service has reported on the whole range of indicators.	Potential failure to meet targets due to lack of effective monitoring.	Medium	See above comments.	Medium	
	7.8 Has the FRA made use of Fynnon (the Welsh Assembly's preferred performance management system)?	The FRA is seeking a common approach with the other two FRSs and is discussing methodologies with the Assembly Government.	Potential failure to meet targets due lack of effective monitoring.	Medium	The FRA is to assess its approach subject to advice / assistance from the Assembly Government	Medium	
Charging	7.9 Has the FRA determined whether they will charge for a particular service (using powers under the FRS Charging Wales order 2006)?	The FRA continues to charge for Special Service Calls (SSCs) as per the legislation.	Potential opportunity to realise income.	Low	Ongoing review of charges.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 7: Performance Management to Drive Improvement</b>							
	7.10 Where and FRA has made a charge for its services has it been done in accordance with the FRS Charging Wales Order 2006?	The FRA is continuing to charge for SSCs as per the legislation.	Potential opportunity to realise income.	Low	Ongoing review of charges.	Low	
Trading	7.11 Has the FRA undertaken any activities using the powers of the Local Government (Best Value Authorities) (Power to Trade) (Wales) Order 2006?	No progress as yet.	Ongoing review of charges.	Low	The FRA is not intending to progress in this area in the near future.	Low	

		Evidence (current situation)	Potential impact	Inherent Risk	FRS risk reduction measures and/or controls	Residual Risk	Regulator's risk reduction measures
<b>Section 7: Performance Management to Drive Improvement</b>							
Asset Management Plans	7.12 Has the FRA developed and provided the Welsh Assembly with a copy of an Asset Management Plan (AMP) in accordance with Welsh Assembly guidance.	Yes, joint facilities with North Wales Police.	Potential failure to manage the estate.	Medium	The joint unit is producing an AMP and undertaking an assessment of buildings in terms of energy and water usage.	Low	





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