

This is the Strategic Risk Register for Hereford and Worcester Fire and Rescue Authority. It is reviewed regularly through Senior Management Board/ Middle Management Board meetings and is intended to be a working document driving the business of the Authority. The scoring is intended to provide a guide to the likelihood and impact of the risk, although the highest scored risks are not necessarily those which are of most concern to the Authority. Below is a list of the three risks of most concern to the Authority (in order of priority). All of these risks are included within the Strategic Risk Register:

RISKS OF MOST CONCERN TO THE AUTHORITY (IN ORDER OF PRIORITY):

1. DEATH OF FIREFIGHTER AS A CONSEQUENCE OF AN OPERATIONAL INCIDENT
2. DEATH OF MEMBER OF PUBLIC THROUGH SERVICE ACTIVITIES
3. REDUCTION IN REAL TERMS OF GRANTS AND/OR OTHER INCOME AFFECTING SERVICE DELIVERY

RISK MATRIX:

IMPACT	Severe (5)	5	10	15	20	25
	Major (4)	4	8	12	16	20
	Moderate (3)	3	6	9	12	15
	Minor (2)	2	4	6	8	10
	Minimal (1)	1	2	3	4	5
		Low (1)	Low/ Medium (2)	Medium (3)	Medium/ High (4)	High (5)
	LIKELIHOOD					

High Risk

Medium Risk

Low Risk

Number	Risk Description	Inherent Risk			Existing Control Measures	Residual Risk			Outstanding Exposures	Actions	Date Assessed	Date Reviewed	Risk Owner	Approved by
		Likelihood	Impact	Risk Score		Likelihood	Impact	Risk Score						
1	Major ill health epidemic affecting service levels	2	4	8	1. Business Continuity Plan 2. Occupational Health 3. Flu Pandemic Plan 4. Vehicle dealership support 5. Multi skilled maintenance staff 6. Temporary staff arrangements 7. Existing backup plans in place for delivery services provided by external agency 8. Section 13/16 agreements	2	3	6	Chance of external agencies affected by same epidemic	Implement contingency arrangements as set out in Business Continuity supplement.	28/01/2013	31/01/2014	CFO/ SMB  (elevated by <b>Director of Service Support</b> Risk Register)	CFO
2	Industrial disputes	5*	5	25	1. Regular meetings with Representative Bodies 2. Good and effective industrial relations 3. National Guidelines 4. Constant review of actions and guidelines 5. Business Continuity Plan 6. National and Local Resilience Forum briefings 7. Work with National Joint Council 8. Industrial Action Management Group meetings and pre-planning	5	3	15		Implement contingency arrangements as set out in Business Continuity supplement. Impact lessened due to experience of 9 separate strike periods.	28/01/2013	31/01/2014	CFO/ SMB  (elevated by <b>Director of Service Support</b> Risk Register)	CFO
3	Death of Member of Public through Service activities	2	5	10	1. Professional training standards & Rolemaps 2. Risk Management 2. High quality operational equipment and Personal Protective Equipment 3.Operational procedures and Standard Operating Procedures 4. Firefighter Safety top Organisational objective 5. Robust Health and Safety Arrangements, Policy ,Training 6. Major Event Response Protocol.	1	4	4	1. Reputational issues 2. Working Time Directive 3. Risk Assessment	1. Monitor National Guidance. 2. Monitor De- brief information 3. Review Operational Guidance 4. Maintain Equipment and Personal Protective Equipment 5. Training and Development 6. Policy Review 7. Communications Strategy	28/01/2013	31/01/2014	CFO/SMB  (elevated by <b>Director of Service Support</b> and <b>Director of Service Delivery</b> Risk Registers)	CFO

Number	Risk Description	Inherent Risk			Existing Control Measures	Residual Risk			Outstanding Exposures	Actions	Date Assessed	Date Reviewed	Risk Owner	Approved by
		Likelihood	Impact	Risk Score		Likelihood	Impact	Risk Score						
4	Death of Firefighter as a consequence of an operational incident	2	5	10	1. Professional training standards & Rolemaps 2. High quality operational equipment and Personal Protective Equipment 3. Operational procedures and Standard Operating Procedures 4. Firefighter Safety top Organisational objective 5. Robust Health and Safety Arrangements, Policy, Training 6. Major Event Response Protocol 7. Legislation and Governance 8. National, Regional and Local Frameworks 9. Risk Management 10. Asset Management 11. Internal Operational Assurance	1	5	5	1. Unforeseeable terrorist or other activity	1. Monitor National Guidance. 2. Monitor De- brief information 3. Review Operational Guidance 4. Maintain Equipment and Personal Protective Equipment 5. Operational Gap Analysis 6. Enhanced interoperability	28/01/2013	31/01/2014	CFO/ SMB  (elevated by <b>Director of Service Support</b> and <b>Director of Service Delivery</b> Risk Registers)	CFO
5	Reputation damage (challenge to reputation/ employee scandal)	2	3	6	1. Appointment of Head of Legal Services (Legislation and Governance) 2. Policy, Procedure and Protocol 3. Code of Conduct, Ethical Framework and related disciplinary toolkit 4. Communications Strategy	1	2	2	1. Unpredictable actions of staff 2. Service unaware of staff actions	1. Professional standards 2. Communications strategy 3. Education and awareness	20/02/2013	31/01/2014	CFO/ SMB  (elevated by <b>Director of Service Delivery</b> Risk Register)	CFO
6	Inability to respond effectively to major operational challenges (local or national)	2	5	10	1. Legislation and Governance 2. National, Regional and Local Frameworks 3. Risk Management - gap analysis e.g. Marie Farm 4. Policy, Procedure and Protocol 5. Asset Management	1	5	5	Event of Service wide or national significance/ Major terrorism/ environmental/ severe flooding or cultural significance	1. Training and Development 2. Policy review 3. Communications strategy	20/02/2013	31/01/2014	CFO/ SMB  (elevated by <b>Director of Service Delivery</b> Risk Register)	CFO
7	Reduction in real terms of grants and/or other income affecting service delivery	5	4	20	1. Good financial planning 2. Strategic planning 4. Vigilant to future implications through monitoring 6. Senior Management Board team preplanning options 7. Meeting the challenge workshops with all staff 8. Integrated Risk Management Plan refers and Service streamlining. <b>Note : Residual risk is the same as inherent risk because neither likelihood or impact are changed by the control measures</b>	5	4	20	1. Extent of Austerity Cuts 2. What does post-Austerity look like 3. National, regional and local financial pressures. 4. Consequential inability to deliver corporate/ business objectives.	1. Continue to monitor all sources of data. 2. Continue to plan for significant resource reductions 3. Staff briefings timely/ accurate	20/02/2013	31/01/2014	CFO/SMB  (elevated by <b>Director of Finance and Assets</b> Risk Register)	CFO
8	Failure to obtain/ unavailability of professional (legal/ financial) advice resulting in poor decisions, leading to financial loss and damage to the Authority's reputation.	4	4	16	1. Appointment of Head of Legal Services 2. Right systems and processes in place 3. Insurance for third party losses 4. Annual review of insurance provision 5. External legal advice available	2	4	8	1. Need to raise awareness of Head of Legal Services' role 2. Make arrangements for cover during absences	1. Maintenance of CPD for Head of Legal Services (ongoing) 2. Potential collaboration with other agencies to improve resilience 3. Raise awareness of Head of Legal Services' role 4. Make arrangements for cover	18/09/2012	31/01/2014	SMB/ CFO  (elevated by <b>Legal Services</b> Risk Register)	CFO
9	Significant changes to national policy which mean local reaction outside of planned work loads	2	5	10	1. Horizon scanning through Chief Fire Officers Association, Local Government Association and other networks. 2. Cultural acceptance of need to be flexible. 3. Limited reserves to use on unplanned or unforeseen work. 4. Maintenance of local and regional 'decision influence' networks.	2	2	4	1. Non-predicted changes within National Framework or other pseudo statutory documents.	1. Continued horizon scanning and contribution to consultations.	19/03/2013	31/01/2014	SMB/ CFO  (elevated by <b>CFO</b> )	CFO

\* Likelihood score will fluctuate depending on local and national industrial relations