HEREFORD AND WORCESTER FIRE AND RESCUE AUTHORITY STRATEGIC RISK REGISTER

Appendix 1

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. 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:

	Severe (5)	5	10	15	20	25
	Major (4)	4	8	12	16	20
MPACT	Moderate (3)	3	6	9	12	15
IMP	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)
			LIKELIF	IOOD		



		Inh	erent	Risk		Res	sidual	Risk						
Number	Risk Description	Likelihood	Impact	Risk Score	Existing Control Measures	Likelihood	Impact	Risk Score	Outstanding Exposures	Actions	Date Assessed	Date Reviewed	Risk Owner	Approved by
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	epidemic	Implement contingency arrangements as set out in Business Continuity supplement.	28/01/2013	31/01/2014	CFO/ SMB (elevated by Director of Service Support Risk Register)	CFO
2	Industrial disputes	5*	5	25	Regular meetings with Representative Bodies     Good and effective industrial relations     National Guidelines     Constant review of actions and guidelines     Business Continuity Plan     National and Local Resilience Forum briefings     Work with National Joint Council     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 Director of Service Support Risk Register)	CFO
3	Death of Member of Public through Service activities	2	5	10	Professional training standards & Rolemaps     Risk Management     High quality operational equipment and Personal Protective Equipment     Operational procedures and Standard Operating Procedures     Firefighter Safety top Organisational objective     Robust Health and Safety Arrangements, Policy, Training     Major Event Response Protocol.	1	4	4	Directive 3. Risk Assessment	Monitor National Guidance.     Monitor De- brief information     Review Operational Guidance     Maintain Equipment and Personal Protective Equipment     Training and Development     Policy Review     Communications	28/01/2013	31/01/2014	CFO/SMB (elevated by Director of Service Support and Director of Service Delivery Risk Registers)	CFO

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		Likelihood	lmpac lmpac	Risk Score		Ri Likelihood	sidual Impac	Risk Score	Outstanding		Date	Date		Approved
4	Risk Description  Death of Firefighter as a consequence of an operational incident	<u>a</u> 2	5	10	Existing Control Measures  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	Exposures  1. Unforeseeable terrorist or other activity	Actions  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	Assessed 28/01/2013	31/01/2014	Risk Owner CFO/ SMB (elevated by Director of Service Support and Director of Service Delivery Risk Registers)	CFO
5	Reputation damage (challenge to reputation/ employee scandal)	2	3	6	Appointment of Head of Legal Services (Legislation and Governance)     Policy, Procedure and Protocol     Code of Conduct, Ethical Framework and related disciplinary toolkit     Communications Strategy	1	2	2	Unpredictable actions of staff     Service unaware of staff actions	Professional standards     Communications strategy     Education and awareness	20/02/2013	31/01/2014	CFO/ SMB (elevated by Director of Service Delivery Risk Register)	CFO
6	Inability to respond effectively to major operational challenges (local or national)	2	5	10	Legislation and Governance     National, Regional and Local     Frameworks     Risk Management - gap analysis e.g.     Mariie Farm     Policy, Procedure and Protocol     Asset Management	1	5	5	Event of Service wide or national significance/ Major terrorism/ environmental/ severe flooding or cultural significance	Training and Development     Policy review     Communications strategy	20/02/2013	31/01/2014	CFO/ SMB (elevated by Director of Service Delivery 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. Note: Residual risk is the same as inherent risk because neither likelihood or impact are changed by the control measures	5	4	20	Extent of     Austerity Cuts     What does     post-Austerity     look like     S. National,     regional and     local financial     pressures.     4. Consequential     inability to deliver     corporate/     business     objectives.	Continue to monitor all sources of data.     Continue to plan for significant resource reductions     Staff briefings timely/ accurate	20/02/2013	31/01/2014	CFO/SMB (elevated by Director of Finance and Assets 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	Appointment of Head of Legal Services     Right systems and processes in place     Insurance for third party losses     Annual review of insurance provision     External legal advice available	2	4	8	Need to raise awareness of Head of Legal Services' role     Make arrangements for cover during absences	Maintenance of CPD for Head of Legal Services (ongoing)     Potential collaboration with other agencies to improve resilience 3. Raise awareness of Head of Legal Services' role     Make arrangements for cover	18/09/2012	31/01/2014	SMB/ CFO (elevated by Legal Services Risk Register)	CFO
9	Significant changes to national policy which mean local reaction outside of planned work loads	2	5	10	Horizon scanning through Chief Fire Officers Association, Local Government Association and other networks.     Cultural acceptance of need to be flexible.     Limited reserves to use on unplanned or unforeseen work.     Maintenance of local and regional 'decision influence' networks.	2	2	4	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 CFO)	CFO

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		Inher	ent Risk		Re	sidua	l Risk	<u>c</u>					
		ΕĶ	Risk		Ę		Ris						
		eliho	k Sco		eliho	Impa	k Sco	Outstanding		Date	Date		Approved
Number 4	Risk Description Death of Firefighter	2	5 10		xisting Control Measures 8  Professional training standards & 1	<b>ct</b> 5	- 5		Actions 1. Monitor National		Reviewed 3 31/01/2014		<b>by</b> CFO
	as a consequence of an operational			R	olemaps . High quality operational equipment				Guidance. 2. Monitor De- brief			(elevated by	
	incident			aı	nd Personal Protective Equipment Operational procedures and Standard			,	information 3. Review			Director of Service	
				0	perating Procedures				Operational			Support and	
				ol	. Firefighter Safety top Organisational bjective				Guidance 4.Maintain			Director of Service	
					. Robust Health and Safety rrangements, Policy, Training				Equipment and Personal Protective			<b>Delivery</b> Risk Registers)	
				6.	. Major Event Response Protocol . Legislation and Governance				Equipment 5. Operational Gap			(Negisters)	
				8.	. National, Regional and Local				Analysis				
				9.	rameworks . Risk Management				Enhanced interoperability				
					Asset Management     Internal Operational Assurance								
5	Reputation damage (challenge to	2	3 6	1.	. Appointment of Head of Legal 1 ervices (Legislation and Governance)	2	2		Professional standards	20/02/201	3 31/01/2014	CFO/ SMB	CFO
	reputation/ employee			2.	. Policy, Procedure and Protocol			2. Service	2. Communications			(elevated by	
	scandal)			aı	. Code of Conduct, Ethical Framework nd related disciplinary toolkit			unaware of staff actions	strategy  3. Education and			Director of Service	
				4.	. Communications Strategy				awareness			<b>Delivery</b> Risk Register)	
•				1		<u> </u>		5 1 10	4 7	00/00/00	0.1/0.1/05::		050
6	Inability to respond effectively to major	2	5 10	2.	. Legislation and Governance 1 . National, Regional and Local	5	5	wide or national	Development	20/02/201	31/01/2014		CFO
	operational challenges (local or				rameworks . Risk Management - gap analysis e.g.				Policy review     Communications			(elevated by Director of	
	national)			M	larlie Farm . Policy, Procedure and Protocol				strategy			Service Delivery Risk	
					. Asset Management			or cultural				Register)	
								significance					
7	Reduction in real terms of grants	5	4 20		. Good financial planning 5 . Strategic planning	4	20	1. Extent of     Austerity Cuts	Continue to monitor all sources	20/02/201	3 31/01/2014	CFO/SMB	CFO
	and/or other income			4.	. Vigilant to future implications through			2. What does	of data.			(elevated by	
	delivery			6.	nonitoring . Senior Management Board team			look like	Continue to plan     for significant			Director of Finance and	
				7.	replanning options . Meeting the challenge workshops with			regional and	resource reductions 3. Staff briefings			Assets Risk Register)	
				al	Il staff . Integrated Risk Management Plan				timely/ accurate			.5 ,	
				re	efers and Service streamlining.			Consequential inability to deliver					
				in	herent risk because neither			corporate/					
					kelihood or impact are changed by ne control measures			business objectives.					
8	Failure to obtain/	4	4 10			4	8		Maintenance of	18/09/201	2 31/01/2014	SMB/ CFO	CFO
	unavailability of professional (legal/			2.	ervices . Right systems and processes in place			Head of Legal	CPD for Head of Legal Services			(elevated by	
	financial) advice resulting in poor				. Insurance for third party losses . Annual review of insurance provision				(ongoing) 2. Potential			Legal Services Risk	

Appendix 1