

Strategic Risk	Consequences	Controls	Residual Score
<b>Risk 1</b> <b>A widespread event or situation that leads to a significant loss of workforce in the workplace</b>	Inability to deliver core purpose and over a longer term the inability to maintain core systems and/or deliver Service infrastructure and obligations (e.g. financial, legislative, departmental such as Fleet and ICT)	Business Continuity Plans Section 13/16 agreements Temporary staffing arrangements National guidelines/support Regular meetings with relevant stakeholders or Rep Bodies Participation in joint seasonal flu exercises and similar Staff consultation processes	9 Low
<b>Sub Risk 1A - Major ill health epidemic affecting service levels</b>	Loss of a percentage of front line and/or support staff resulting in a reduction or loss in the ability to deliver the service that Hereford and Worcester Fire and Rescue Service provides, including but not exhaustive to Prevention and Service Delivery	See above	6 Low
<b>Sub Risk 1B – Severe weather event(s) affecting service delivery</b>	Loss of a percentage of staff due to several factors including but not exhaustive to: a) Inability for staff to travel into work b) School closures leading to a reduction in service delivery	See Above and National mutual aid arrangements and over the border agreements between Fire and Rescue Services are in place	6 Low
<b>Sub Risk 1C - Industrial disputes</b>	1) Strike action for an unknown period of time of a percentage of frontline and or support staff 2) A period of action short of strike for an indefinite period of time which may result in a loss of extra activities such as but not including overtime. These may potentially result in an inability to provide services to the public as outlined in the FRSA 2004	Regular meetings with Representative Bodies to proactively maintain working relationships' National guidelines/support Regular review of actions and guidelines Business Continuity Plan for Industrial Action National and Local Resilience Forum briefings Work with National Joint Council	9 Low
<b>Risk 1D - Inability to recruit or retain key parts of the workforce.</b>	An inability to deliver and maintain core functions and systems, and/or significant impact on service delivery in core areas	Cover arrangements for operational stations BCP for loss of key departments Changes to Recruit training to create a more flexible approach Section 13/16 agreements to facilitate service provision.	8 Low
<b>Risk 2</b> <b>Continuous pressure of reductions in real terms of grants and/or other income affecting service delivery</b>	1) Unable to deliver the same level of service/ Reduction in service 2) Having to source funding from elsewhere 3) Potential redundancies/ voluntary redundancies	1. Sound financial planning and horizon scanning for future developments in budget constraints 2. Strategic planning to prepare for budget alterations. 3. Vigilant to future implications through monitoring 4. Senior Management Board team preplanning options 5. Workshops with staff 6. CRMP 7. HWFRS efficiency plan has now been submitted and confirmed by the Government.	8 Low

<b>Risk 2A – Loss of Section 31 National Resilience grant</b>	<p>Loss of funding causes:</p> <p>1) Removal of assets and capabilities provide for NR incidents.</p> <p>2) Inability to utilise these assets in local response plans a reduction in the services ability to provide an operational response to Local and National Section 31 incidents.</p> <p>3) Additional staff paid for through NR funding would become over establishment and require removal from Service establishment</p> <p>4) Interim funding would be required to manage these posts to avoid redundancy.</p>	<p>1) Amalgamation of the two separate units of USAR (Sec 31 funded) and Droitwich fire station staff to create a combined fire and technical rescue team.</p> <p>2) Loss of posts via natural wastage.</p> <p>3) Explore the chance to reclaim finances through offering responses to other services.</p> <p>4) Reserve Funding available</p>	8 Low
<b>Risk 3 Death or serious injury of a member of staff whilst at work as a result of their work activities</b>	<p>1) Impact on other employees carrying out similar duties (e.g. Driving). 2)</p> <p>Reputational loss</p> <p>3) Investigations and legal proceedings and prosecutions.</p> <p>4) Financial implications of claims</p> <p>5) Departmental resilience issues</p>	<p>1. Professional training standards &amp; Role maps being developed and maintained</p> <p>2. High quality of training in work related activities and quality PPE provision when required</p> <p>3. Robust Health and Safety Arrangements</p> <p>4. Legislation and Governance</p> <p>5. National, Regional and Local Frameworks</p> <p>6. Risk Management</p> <p>7. Asset Management</p> <p>8. Internal Assurance</p>	6 Low
<b>Risk 3A – Death of a member of staff as a consequence of an operational incident</b>	<p>1) Impact on other employees carrying out similar duties (e.g. BA wearing).</p> <p>2) Reputational loss</p> <p>3) Governmental and HSE scrutiny</p> <p>4) Investigations and legal proceedings and prosecutions.</p> <p>5) Financial implications of claims made</p> <p>6) Workforce loss of confidence in organisation</p> <p>7) Media Scrutiny</p>	<p>1. Professional training standards &amp; Role maps being developed and maintained</p> <p>2. High quality operational equipment and Personal Protective Equipment alongside robust Health and Safety Arrangements (Policies and Training in place)</p> <p>3. Operational procedures and Standard Operating Procedures</p> <p>4. Firefighter Safety remaining the top Organisational objective</p> <p>5. Major Event Response Protocol in place and up to date</p> <p>6. Legislation and Governance</p> <p>7. National, Regional and Local Frameworks</p> <p>8. Risk Management</p> <p>9. Asset Management</p> <p>10. Internal Operational Assurance</p>	8 Low
<b>Risk 3B – Death or serious injury of Member of Public through Service activities</b>	<p>1) Impact on other employees carrying out similar duties (e.g. Driving). 2)</p> <p>Reputational loss</p> <p>3) Investigations, legal proceedings and prosecutions.</p> <p>4) Financial implications of claims made</p> <p>5) Departmental resilience issues</p>	<p>1. Professional training standards</p> <p>2. Risk management- Gap analysis using past incidents to tailor training and development</p> <p>2. High quality operational equipment and Personal Protective Equipment</p> <p>3. Operational Procedures and Standard Operating Procedures</p> <p>4. Robust Health and Safety Arrangements including Policy and Training</p>	8 Low

		5. Major Event Response Protocol in place. 6. Graded Response Policy	
<b>Risk 4</b> <b>Significant changes to national policy which mean local reaction outside of planned work loads</b>	Not correctly adhering to national policy which could mean that Hereford and Worcester Fire and Rescue Service are not fulfilling statutory or legal or moral duties, under one or more national policies.	1. Horizon scanning through NFCC, Local Government Association and other networks. 2. Cultural acceptance of the need to be flexible. 3. Limited reserves to use on unplanned or unforeseen work. 4. Maintenance of local and regional 'decision influence' networks.	10 Low/Med
<b>Risk 5</b> <b>20/20 Project Risk: Kidderminster Wyre Forest</b>	1) Inability to complete project with incurred abortive financial losses 2) Industrial Action 3) Reputational damage	Monthly highlight reporting and management control / Programme board oversight/SMB awareness/Fire Authority oversight/consultation engagement with staff and local communities	Closed
<b>Risk 6</b> <b>20/20 Project Risk: Hindlip</b>	1) Inability to complete project with incurred abortive financial losses 2) Reputational damage 3) Potential efficiency savings not met	Monthly highlight reporting and management control / Programme board oversight/SMB awareness. Early dialogue with staff and partners to explain HWFRS position	10 Low/Med
<b>Risk 7</b> <b>Evesham project (new fire station)</b>	1) Political and reputational risk alongside additional cost burden that is outside predicted budgetary allocations. 2) Potential accumulative effect on capital allocations that may result in a lack of funding in future years for other capital projects	As above; plus treasurer and head of legal engagement on how this develops. Costs to be defined and finalised however reserve funds may need to be allocated which are available.	Closed