

Hereford & Worcester Fire and Rescue Authority Strategic Risk Register

This register details key risks which the Service has identified and links into the Local Resilience Forum Community Risk Register and National Risk Register. These risks are supported by departmental and project risk registers. They are live documents which are updated on a regular basis to reflect changes in the Service and levels of risk and aligned to the Strategic objectives. To assist in the management of key risks they have been placed in the following sections: **Strategic, Operational, Regulatory, Financial, Reputation and Environmental**. [Please note all amendments/additional risks are indicated in blue.](#)

Review Risk Score

(2011 Inherent Score 141) 2011 Residual 116

Overall Direction of Travel continues downwards - suggests stronger management, control mechanisms and continuity

A Strategic Risk	Key Risks	Likelihood	Impact	Score	Direction of Travel
	1. Changes to political balance or focus creating difficulties in the strategic and operational direction of the Service	Medium	Medium	5	↔
	2. Loss of key supplier/partnership	Medium	Medium	5	↔
	3. Poor leadership leading to ineffective practices and failure to deliver services to required standard	Low	Medium	3	↓
	4. Inability to attract and/or retain key individual or groups of staff	Low	Medium	3	↔
B Operational Risk	5. Death or serious injury to a member of staff (RIDDOR reportable)	Low	High	6	↔
	6. Inability to maintain Operational functionality of Fire Control	Low	Medium	5	↓
	7. Failure to successfully defend legal action taken against the Authority	Medium	Medium	3	↓
	8. Failure to maintain adequate staffing levels	Medium	Medium	3	↔
	9. Failure of key ICT or other infrastructure system	Low	Medium	3	↔
	10. Death or serious injury to member of the public through our actions (RIDDOR reportable)	Low	Medium	3	↔
	11. Natural disaster or deliberate act effecting a major part of the local community including potential impacts of climate change on the Service	Medium	Medium	5	↔
	12. Maintain Risk Critical training	Low	Medium	3	↔

B Operational Risk (cont'd)	13. Unavailability of key item of equipment	Low	Medium	3	↓
	14. Failure to integrate Local Resilience Forum Community risk register into the Service continuity planning	Low	Medium	3	↔
	15. Inadequate Water Supplies	Low	High	3	↓
	16. Failure to comply with key regulatory requirements, including Fire and Rescue Services Act/Civil Contingencies Act/Health & Safety at Work Act	Low	Medium	3	↔
	17. Ineffective contingency in the Event of an emergency under CCA	Medium	High	8	↑
C Regulatory Risk	18. Failure to maintain satisfactory audit assessment	Low	Medium	3	↔
D Financial Risk	19. Failure to maintain effective financial planning and management processes including ineffective budgetary control	Low	High	6	↔
	20. Failure to manage major projects effectively	Low	Medium	5	↑
	21. <i>Now incorporated into Risk 18 above</i>				
	22. Major fraud or corruption case	Low	Medium	3	↔
	23. Change in economic and/or political environment causing a reduction in real terms of grants and/or other income	High	Medium	7	↓
	24. Failure of Financial System (i.e. payroll and payment to suppliers)	Low	High	3	↔
E Reputation Risk	25. Failure to effectively manage the media and obtain the desired media coverage	Medium	Medium	5	↔
	26. Inappropriate behaviour by employees or Members	Medium	Medium	5	↔
	27. Poor quality key information provided to Members/Personnel of the Authority/Service	Low	Medium	3	↔
	28. Failure to communicate key information effectively				
F Environmental Risk	29. Failure to comply with relevant environmental legislation and directives	Medium	Medium	5	↔

Key: ↑ Risk escalated, ↔ Risk unaltered, ↓ Risk decreased over last 12 months.

Risk Maps

<u>IMPACT</u>	<u>High</u>	<p>IMPORTANT RISKS - MAY POTENTIALLY AFFECT PROVISION OF KEY SERVICES OR DUTIES</p> <p><u>6</u></p>	<p>KEY RISK- MAY POTENTIALLY AFFECT PROVISION OF KEY SERVICES OR DUTIES</p> <p><u>8</u></p>	<p>IMMEDIATE ACTION NEEDED - SERIOUS THREAT TO PROVISION AND/OR ACHIEVEMENT OF KEY SERVICES OR DUTIES</p> <p><u>9</u></p>
	<u>Impact</u>	<p>MONITOR AS NECESSARY - LESS IMPORTANT BUT STILL COULD HAVE A SERIOUS EFFECT ON THE PROVISION OF KEY SERVICES OR DUTIES</p> <p><u>3</u></p>	<p>MONITOR AS NECESSARY - LESS IMPORTANT BUT STILL COULD HAVE A SERIOUS EFFECT ON THE PROVISION OF KEY SERVICES OR DUTIES</p> <p><u>5</u></p>	<p>KEY RISKS - MAY POTENTIALLY AFFECT PROVISION OF KEY SERVICES OR DUTIES</p> <p><u>7</u></p>
	<u>Low</u>	<p>NO ACTION NECESSARY</p> <p><u>1</u></p>	<p>MONITOR AS NECESSARY - ENSURE BEING PROPERLY MANAGED</p> <p><u>2</u></p>	<p>MONITOR AS NECESSARY- LESS IMPORTANT BUT STILL COULD HAVE A SERIOUS EFFECT ON THE PROVISION OF KEY SERVICES OR DUTIES</p> <p><u>4</u></p>
		<u>Low</u>	<u>LIKELIHOOD</u>	<u>High</u>

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
1	Changes to political balance or focus creating difficulties in the strategic and operational direction of the Service	Chair of FRA CFO	8	<ul style="list-style-type: none"> Group leaders meet regularly with CFO/DCFO Good open communication channels Availability of local working groups Members seminars and training take place to reinforce good communication Stable and competent SMB Effective SMB structure Interface with external bodies Formal structure of reporting to FRA Audit, P & R, Committee Chairman and Vice Chairman re-elected 2010 Reviewed and audited Governance arrangements Strong link to new risk 23 Member Communication strategy Committees and reporting structure CFO group total place 	5 5 ↔	<p>Monitor central government guidance etc/circulars/bulletins</p> <p>Extend links/communication with partners/groups both internally and externally (e.g. LRF)</p> <p>Regularly update Members/Officers on Risk/Business Continuity/Emergency Planning issues Privatisation (part or full)</p> <p>Change in political direction/policy changes</p> <p>Impact of Comprehensive spending review</p>	Monitor closely political activity local, regional and national government agencies and regulatory guidance	March 2012	<p>Strengthen inter-agency relationships (LRFs)</p> <p>Improved engagement with Category 2 Responders</p> <p>CFO group total place</p>


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3	Poor leadership leading to ineffective practices and failure to deliver services to required standard	Chair of FRA	6	<ul style="list-style-type: none"> • Key Performance Indicators • Good support mechanisms • Internal/External Audit • Charter Mark • Group Leaders support/assistance • Member Champions • Communication Strategy • Standards Committee Audit Committee monitoring • Monitoring/Clerk Officer • Reviewed Corporate Governance arrangements • Service policies/ instructions • Leadership Training Programme • Centre of Excellence • People Strategy (HR) • Cultural change programme • Members communication strategy • SMB formed/integrated (live) Refocused senior management team • Live SMB Sharepoint site • SMB departmental visits/discussion 	6 ↓ 3	Restructure of individual directorates	Member and Officer Training	March 2012	

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
4	Inability to attract and/or retain key individual or groups of staff	CFO	6	<ul style="list-style-type: none"> Staff evaluation all personnel Recruitment awareness days Intermediary system in place Flexible working arrangements Training and personal development Cultural work – Communication Strategy IPDR' s Induction/Exit Interviews National firefighters standard testing (FFST) Improved arrangements for RDS Waiting lists – awaiting appointment wholetime Rolling programme recruitment and awareness days Performance indicators (female/ethnic minority recruitment. Succession planning for Retained personnel (HR) 	3 ← → 3	Failure to maintain operational competence because of lack of skills base/operational experience/no succession planning. Retained recruitment	<p>Monitor female/ethnic minority recruitment (HR)</p> <p>Introduce succession planning for support staff</p>	<p>Ongoing</p> <p>October 2011</p>	<p>Large pool of potential staff due to the current economic climate</p> <p>Monitor apprentice scheme opportunities</p> <p>Accelerated training opportunities enhanced</p>

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5	Death or serious injury to a member of staff (RIDDOR reportable)	CFO	8	<ul style="list-style-type: none"> Statutory compliance Operational procedures in place Regular Training given Information readily available Operational debriefs Near miss reports Personal protective equipment - first class equipment (Total Care package) Research and development on any equipment that is purchased Senior Accident Investigators Operational assurance Peer review Debriefs Operational/Risk Assurance in place Major Incident protocol in place/tested Corporate manslaughter training completed Monitor equipment note information and subsequent guidance 	6 ↔ 6		<p>Consider further training implications for the Service</p> <p>Continue to monitor injury performance statistics</p> <p>Training element of RDS plan</p>	<p>October 2011</p> <p>Ongoing</p> <p>October 2011</p>	Funding opportunity for RDS

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
6	<p>Inability to maintain Operational functionality of Fire Control</p> <p>1. Technical Director of Finance and Assets</p> <p>2. Staff Director of Corporate Services</p> <p>3. Operational Director Service Delivery</p> <p>4. Fire Control Project Director of Corporate Services</p> <p>5. Financial Director of Finance and Assets</p>	Director Service Delivery	9	<ul style="list-style-type: none"> Internal Operating procedures in place Mutual assistance arrangements with Shropshire Regular testing of evacuation arrangements. ICT Secondary Fire Control Droitwich strengthened to enable resilient call handling to be maintained (Stand-alone laptop) Call-out arrangements which support ICT networks (internal/externally) in place Reviewed current Emergency Plan procedures/exercised Task & Finish group Regular FRA updates 	6	<ul style="list-style-type: none"> Incident call management arrangements Review all Fire Control functionality. (Priority) Resilience Fire Control Project Unable to support current mobilising equipment (Integrity of existing systems) Loss of control due to breakdown in call-management systems Failure to secure data. Loss of key staff, knowledge and skills Retention arrangements for staff See project risk register 	<p>Ongoing costs for maintaining Fire Control</p> <p>Evaluation of tenders/ for transitional resilience mobilising arrangements</p> <p>Implement mobilising equipment (Integrity of existing systems)</p> <p>Control resilience project SHQ</p> <p>Data Sharing – (Replacement Fire Control Contractor)</p>	<p>March 2012</p> <p>February 2012</p> <p>March 2012</p> <p>January 2012</p>	<p>Shared MOU with Shropshire</p> <p>CLG Grant Funding</p>

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7	Failure to successfully defend legal action taken against the Authority	CFO	6	<ul style="list-style-type: none"> Right systems and processes in place. Good professional advisors and legal advice (SLA approved/adopted/reviewed and monitored annually) Incident investigated with trained personnel Strong case studies records in place. Debrief documentation available Insurance for third party losses Annual review of insurance provision Investigation systems in place/tested Preventative training in place Legal support for employment matters Reviewed process in place External legal advice available Dedicated Clerk arrangements 	5 ↓ 3	<p>Outcome of tribunals</p> <p>Potential increase insurance claims</p> <p>Compliance levels within technical fire safety</p> <p>Ongoing staff training required for investigative/legal procedures (interviewing/note taking information gathering)</p> <p>Employment tribunals training</p>	<p>Live Outstanding claims</p> <p>Quarterly meeting with SLA provider needs monitoring</p> <p>Track costs</p>	<p>As required</p> <p>October 2011</p> <p>Quarterly</p>	Collaboration with other agencies

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
8	Failure to maintain adequate staffing levels Likelihood increased	Members CFO Director Service Delivery Director Corporate Services Director of Finance and Assets	6	<ul style="list-style-type: none"> Regular meetings with Representative Bodies NJC direction developed Trade Union Protocol National resilience (Mutual aid/new dimensions) BCM Plan Supplements Critical departmental BC plans in place including fall-back arrangements Home working policy ICT Portal access for critical staff Command structure Resilience Register live Monitoring sickness/absence SharePoint operational resilience arrangements (degradation) Employment contractual arrangement Monthly establishment review meeting Skills Audit Consultation forums 	3 	Potential budget reduction Succession planning Link to funding reduction possibility IRMP reviews (potential risk rise)	Monitor resource levels through monthly SMB	ongoing	Multi-skilling Shared Services

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
9	Failure of key ICT or other infrastructure system For Fire control see Risk 6	Director of Finance and Assets	8	<ul style="list-style-type: none"> Continuity plans in place Secondary/Mirror back up systems in place 24/7 technical cover in place Annual Heath check – major supplier Alternative internet route in place Business contingency and disaster recovery arrangements finalised Critical equipment checks/register Training and specialist skills ongoing Debriefs – lesson learnt 	3 8 power outage ← → 3	<p>Potential budget cuts - some ICT problems may take longer to resolve</p> <p>Insufficient server capacity for maintenance arrangements</p> <p>ICT interdependencies</p> <p>Link to RCC project</p>	<p>Monitor Business Continuity arrangements</p> <p>Absence of systems administrator</p> <p>Lack of a centralised database management</p> <p>Purchase back-up server</p>	<p>Dec 2011</p> <p>March 2011</p>	

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10	Death or serious injury to member of the public through our actions (RIDDOR reportable)	CFO	6	<ul style="list-style-type: none"> Dedicated programme for training of drivers Incident Command system in place Operational procedures in place Legal guidance available Operational assurance Command training Reviewed Operational Assurance Debriefs/Accident investigation Major incident Protocol in place External legal services available outside of office hours for hours 	3 ← → 3		Continue to track trends in statistics		

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
11	Natural disaster or deliberate act effecting a major part of the local community including potential impacts of climate change on the Service	Members CFO	8	<ul style="list-style-type: none"> Business continuity plan implemented and exercised Regional and Local Resilience Forum in place (RRF & LRF) Corporate Risk Group in place Joint Emergency response arrangements (JERA) National Coordination arrangements LRF exercise programme in place Member scrutiny report in place National Risk Register updated Work with National resilience Board embed protocols into the Service standard operating arrangements Governments response to Pitt (GRIP) ongoing SPI Spate conditions Exercises/training/Watermark/Hydra/Unite/Fireplace Experience bank expanded New Dimensions USAR Severe Weather plans 	5 ↕ 5	Build Business Continuity Supplements Review/Monitor/Exercise plans. Monitor potential impact to climate change Public/Civil disturbances	Exercises Debriefs Exercise Sully		Audits: National Capability, Audit Commission) Enhancement programme External Agencies


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12	Failure to maintain Risk Critical training	ACFO Service Support Director of Service Delivery	6	<ul style="list-style-type: none"> IPDRs Competence levels monitored Service Performance Indicators National Guidelines Operational assurance Hot fire training Recruitment programme People strategy Training programme Resilience Register Monitoring protocol for assessing operational competencies utilising Vector and Minerva Systems Active incident monitoring based on West Midlands model Training calendar Identified key players for BCM Assurance project group monitoring risks RDS training following RDS review Skills Audit 	3 ↓ ↓ 3	Potential budget implications could affect training volume and standard	Prioritise training requirements		

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13	Unavailability of key item of equipment	ACFO Service Support Director of Finance and Assets	6	<ul style="list-style-type: none"> Asset Manager appointed Procurement systems in place Firebuy in place Back-up suppliers Maintenance agreements in place Contract Directory Equipment testing programme in place Audit of equipment on a regular basis Monitor Contracts on a regular basis Redkite/Asset registers. Communication tool (sharepoint for BA) Vehicle maintenance records Management of Fire Kit resilience BA kit interoperability with border Services Improved testing protocols for all equipment (mitigating actions strong) 	6 3 ↓	VMDs Link to Resilience Fire Control Project Ladder maintenance (RL)	<p>A number of injuries with new BA under investigation</p> <p>Review current contractual arrangements</p> <p>Cross border mutual aid for key items of equipment</p> <p>BA cylinder investigation ongoing</p>		<p>Purchasing power/ resilience through FIREBuy/</p> <p>Shared Services combining with other FRS</p>

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
14	Failure to integrate Local Resilience Forum Community risk register into the Service continuity planning	Chief Fire Officer Director Corp Services	6	<ul style="list-style-type: none"> Community Risk Register Members of LRF forum Collation of lower tier Risk Register Improved resilience performance with LRF partners Silver/Gold training Embed INTEL process into CRR including exercise and training Sites identified within critical National RR to be included into INTEL process FSEC populated with flood risks Water Rescue/flood linked into IRMP Severe weather/Fuel plan implemented Local risk register (Identifies multi agency lower tier risk) Reviewed BC plans Improved monitoring and reporting of risk through the LRF 	3 → 3		Monitor Industrial action		Shared specialist information

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15	Inadequate Water Supplies	ACFO Service Support Director of Assets	8	<ul style="list-style-type: none"> Hydrant inspections based on risk. Two full time technicians employed. Mains water failure notification Water Officer resources increased 	6 → ← 3	<p>Hydrant checks risk based.</p> <p>Monitor supply failure</p> <p>Report completed for inspection program based on national risk based model – awaiting PMM decision</p>	<p>Hydrant checking resources</p> <p>Consider outsourcing</p>		

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
16	Failure to comply with key regulatory requirements, including Fire & Rescue Services Act/Civil Contingencies Act/Health & Safety at Work Act, Equalities Act & Regulatory Reform Act	Members Chief Fire Officer	6	<ul style="list-style-type: none"> Assigned to individual POs Personnel pick up ongoing employment issues Single point of contact to the Clerk of the FRA Better Governance Forums Annual Review of Code of Corporate Governance – statement of internal control Annual Governance Statement Fire and Rescue Services monthly bulletin are logged, actioned and monitored Action plans produced for new regulations and legislations. FRA members have access to minutes of SMB/Group Leaders meetings Performance and continuous scrutiny Strengthened Committee structure and support Risk Champions appointed LRF Forum membership Standing Orders reviewed on an regular basis Service Policy and Instructions to reflect changes in legislation Continuity Planning in place Data Security in place Outcomes of H & S Audits actioned 	3 → ← 3	<p>Issues arising from Atherstone Incident and any other improvement notices identified</p> <p>Outcome of H&S audit</p>	<p>Action audit trail required for CLG correspondence</p> <p>Internal audit of work surrounding other Service's improvement notices</p> <p>Action plan H&S audit (prioritising)</p>		Streamline processes and procedures


Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
17	Ineffective contingency in the Event of an Emergency under CCA (2004) eg <ul style="list-style-type: none"> Major Ill Health Epidemic Industrial Action Severe loss of ICT Fuel shortages Severe Weather Natural Disaster Terrorist Incident Loss of Utilities/Comms 	Director of Corp. Services	9	<ul style="list-style-type: none"> Pandemic Flu Plan Business Impact Analysis completed Membership of Herefordshire & Worcs - Influenza pandemic planning group (IPPG) Internal exercise completed Participate in national, regional and local exercises COBR/Top line brief/Regional coordination/Silvers multi agency/HPA Live experience BC triggered – Pandemic Resilience Register Reviewed BC departmental plans Critical functions indentified Fall-back arrangements agreed CRMG/SRWG activated SharePoint – generic resilience arrangements Enhanced Industrial Action arrangements Severe weather plans developed Fuel plan refreshed Local monitoring of ongoing events through active silvers in Worcs/Hfd SMB training workshops as required. 	3  8	BC Training ongoing Plans for terrorist incident Industrial action likelihood increased – impact dependant which union and different combinations Industrial action plan reviewed Monitoring Civil disturbances Middle East conflict (fuel etc)	Monitor current activity and national picture Induction and refresher training Exercise Programme: Finance HR ICT Facilities Ops logistics Industrial action Test JOCC arrangements		Streamline processes and procedures Regional/local collaboration

Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
18	Failure to maintain satisfactory audit assessment and/or local transparency	Deputy Chief Fire Officer Director of Corporate Services	6 ↓	<ul style="list-style-type: none"> • Audit self assessment • Annual Charter Mark status maintained • IRMP consultation and action plan • Performance Framework in place • Quarterly Performance update to Senior Officers • Peer assessment and feedback • Members updated on a regular basis • CORVU performance software in place • Consultation workshops in place • Updated Key Lines of Enquiries • Annual Governance Statement/Evidence • Continue to review through performance planning • Annual Corporate planning 	3 → ← 3	Retention of key staff Internal audit	<p>Identify areas for improvement from CAA process</p> <p>Charter Mark status</p>		<p>Improved results</p> <p>Potential cost savings</p> <p>Potential for increased productivity</p> <p>Informs budget planning process</p> <p>Governments relaxation of Auditing (light touch)</p>

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19	Failure to maintain effective financial planning and management processes including ineffective budgetary control	Director of Finance and Assets Treasurer Members	8	<ul style="list-style-type: none"> Finance System SLAs reviewed Payroll/Pensions/Tres Management Budget Planning Asset Management Plan Monthly meetings with budget holders Regular reports to PMM Financial regulations in place Data Quality process Reports to the FRA/Budget/Audit Committee Procurement strategies agreed Budget monitoring reports Maintain effective budgetary control Internal /External Audit Annual Governance Statement/Code of Corporate Governance Qualified professional staff Medium term financial strategy in place Cost benchmarking SLA Assurance monies securely invested (Financial Investment Controls) Bank of England Financial BC Plan in place 	6 ↓ 6	Financial Signatory protocol Corporate Credit Card	<p>Monitor current economic downturn</p> <p>Exercise finance BC arrangements</p> <p>Insufficient funding to address planned and audited work</p>		

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20	Failure to manage major projects effectively	Deputy Chief Fire Officer	6	<ul style="list-style-type: none"> • Officer responsible for project office • Risk assurance/monitoring • Reporting mechanisms in place including risk escalation - residual risk rating above 7 • SMB & P&R, Audit and FRA reports • Identification of current and project forecasting in place. Programme management and specialist support available • Project managers trained • CDM regs used in management of building project • Leadership with clear understanding of project responsibility • Robust arrangement for contractual monitoring • Improved resources/specialism in facilities to manage new building projects • External scrutiny where appropriate 	3 ↑ 5	<p>Fire Control Project</p> <p>ICP/PPE absolute deadline for replacement is 31 March 2011</p> <p>Risk Assurance indicates resource capacity shortfall with numerous projects coming on line at the same time</p> <p>CARP snagging issues</p> <p>ICT interdependencies</p> <p>Likelihood increased SMB minutes</p>	<p>FireBuy awareness of deadline of ICP/PPE replacement</p> <p>Control resilience Project on Red</p>		Improved efficiency


Risk	Risk Description KEY RISKS	Risk Owner	Inherent	Key Controls	Residual	Emergency Planning and resilience issue	Actions	Complete Date	Opportunities
21	Now incorporated into Risk 18 above								
22	Major fraud or corruption case	Director of Finance and Assets Treasurer Members	5	<ul style="list-style-type: none"> Financial regulations in place Policies/Instructions in place and reviewed regularly Audit investigation protocol ICT controls Audit anti-fraud checklist (Good Practice) National Fraud Initiative Reviewed Policies Fraud Corruption/ Whistleblowing Insurance arrangements in place SLAs with specialist Advisors Money laundering policy Audit plan Staff Training/Awareness SPI reviewed 	3 → ← 3	Monitor closely	Continue staff Training		

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23	Change in economic and/or political environment causing a reduction in real terms of grants and/or other income	CFO Treasurer Chairman	8	<ul style="list-style-type: none"> Good financial planning Strategic planning Financial Investment Controls in place with SLA with Worcs CC Vigilant to future implications through monitoring Total Place SMB team preplanning options Meeting the challenge workshops with all staff IRMP refers and Service streamlining. 	9	Change of Government policy Economic downturn  Comprehensive Spending Review outcomes 7 National, regional and local financial pressures Changes in funding formula/allocation Inability to deliver corporate/business objectives	Staff briefings timely/accurate		Funding opportunities

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24	Failure of Financial System (i.e. payroll and payment to suppliers)	Director of Finance and Assets	6 ↓	<ul style="list-style-type: none"> Finance System in place SLA with Worcestershire County Council Resilience arrangements in place 	3 → ← 3	Signatory	Test BC plan		Shared services
25	Failure to effectively manage the media and obtain the desired media coverage	Members Clerk Chief Fire Officer	5 ↓	<ul style="list-style-type: none"> Press and PR Officer in place Good relationships with media Media training for key staff/member Media/ centrally coordinated Communications strategy in place Media manager Media Manager member of LRF communication working group Members handbook Prepared press releases for major events 	5 → ← 5	Effective 24 hour cover Use of Social media			Shared Services

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26	Inappropriate behaviour by employees or Members	Chairman of FRA Clerk Chief Fire Officer	5 ↓	<ul style="list-style-type: none"> Revised Code of Conduct in place Sufficient systems to reduce the likelihood of inappropriate behaviour in the workplace Regular reports to Standards Committee Management and Members training Ethical Framework adopted and cascaded through Service Behavioural standards included in Contracts of employment Rank to role including core values Whistleblowing Inductions and Exit Interviews Policies reviewed annually Continuation training Discipline procedures in place Complaints procedure Investigation protocol in place 	5 ↑ ↓ 5	Abolition of standards board for England Resilience Project Use of Social media	Monitor behavioural standards by reference to internal/external complaints and discipline actions Improved protocol and guidance arrangements for YFA		

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27	Poor quality key information provided to Members/Personnel of the Authority/Service	Chief Fire Officer Chairman of Authority Clerk Group Leaders	8	<ul style="list-style-type: none"> • Open and accessible organisation • Members training and handbook • Meetings Minutes, matrix and action plans • Minutes of PMM available to staff/Members • Business Impact Analysis • Review policies annually • Group Leaders meet with CFO • Dedicated Committee Service team in-house • SharePoint • Members bulletin with key information published monthly • Staff Communications Strategy inc staff bulletin • Effective ICT infrastructure • Developed effective communication with partner agencies through the LRF • Information Sharing protocol in place • BCM Exercise programme implemented • Service Policy and Instructions eg Data Quality • IPDRs • Press & PR role • PO visits to Service location • Information Governance Group • Staff Workshops • H & S Liaison Committee • Consultation with Representative Bodies • SMT News • Authority Plan • NVQ process • VMDs information • IRS 	3 ↓ 3	Management of e-mail Social media	Further development of Intranet communication (Sharepoint)		Commercial opportunities? Commitment to improve Intranet capability (portal)

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28	<i>Now incorporated into Risk 27 above</i>								
29	Failure to comply with relevant environmental legislation and directives	Members CFO Director of Finance and Assets	8	<ul style="list-style-type: none"> Asset Manger conducted a gap analysis Skills internally Member of Worcestershire/Herefordshire Partnership Climate Group Insurance covers specific actions. 		Limited insurance for clean up costs. Provided standard industry insurance conditions are met.	Energy Manager Real time energy monitoring Carbon footprint		

Completed by:	Head of Corporate Risk
Date completed/Version Control	September 2011 Version V4.13
Risks reviewed	29
New Risks added	0
Risk escalated in the previous 12 month period	0
Risk removed	
Reviewed by:	PO Consultation SMB Risk Champion Group Leaders Audit Committee FRA Membership
Date reviewed:	24 October 2014
Interim review	May 2012
FRA approved	December 2010
Next FRA Approval due	December 2011