

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 and Reputation.**

Please note all amendments/additional risks are indicated in Blue and text marked in red (strikethrough) is information no longer considered necessary or has been replaced with new.

	<p>Direction of Travel</p> <p>Pre Review Score</p> <p>Inherent 227</p> <p>Residual 167</p>	<p>Review Risk Score</p> <p>Inherent 227 ↔</p> <p>Residual 158 ↓ which includes a new environmental risk</p>
A	<p>Key Risks</p> <p>Strategic Risk</p> <ol style="list-style-type: none"> Changes to political balance or focus creating difficulties in the strategic and operational direction of the Service – External/Internal Collapse of key supplier/partnership Poor leadership leading to ineffective practices and failure to deliver services to required standard Inability to attract and/or retain key individual or groups of staff 	

B	Operational Risk <ul style="list-style-type: none"> 5. Death or serious injury to a member of staff (RIDDOR reportable) 6. Inability to maintain Operational functionality of Fire Control <ul style="list-style-type: none"> 6a Firelink Project 6bi Fire Control Project - Pre-cut over 6bii Fire Control Project - Post cut over 7. Failure to successfully defend legal action taken against the Authority 8. Failure to maintain adequate staffing levels 9. Failure of key ICT or other infrastructure system 10. Death or serious injury to member of the public through our actions (RIDDOR reportable) 11. Natural disaster or deliberate act effecting a major part of the local community including potential impacts of climate change on the Service 12. Maintain Risk Critical training 13. Failure of key item of equipment 14. Failure to integrate Local Resilience Forum Community risk register into the Service continuity planning 15. Inadequate Water Supplies 16. Failure to comply with key regulatory requirements, including Fire & Rescue Services Act/Civil Contingencies Act/Health & Safety at Work Act 17a Ineffective contingency in the Event of a Major Ill Health Epidemic affecting Service Level. 17b Industrial Action
C	Regulatory Risk <ul style="list-style-type: none"> 18. Failure to maintain CAA assessment
D	Financial Risk <ul style="list-style-type: none"> 19. Failure to maintain effective financial planning and management processes including ineffective budgetary control 20. Failure to manage major projects effectively 21. <i>Now incorporated into Risk 18 above</i> 22. Major fraud or corruption case 23. Change in economic and/or political environment causing a reduction in real terms of grants and/or other income 24. Failure of Financial System (i.e. payroll and payment to suppliers)

E	<p>Reputation Risk</p> <p>25. Failure to effectively manage the media and obtain the desired media coverage</p> <p>26. Inappropriate behaviour by employees or Members</p> <p>27. Poor quality key information provided to Members of the Authority</p> <p>28. Failure to communicate key information effectively</p>
F	<p>Environmental Risk</p> <p>29. Failure to comply with relevant environmental legislation and directives</p>

Risk Maps

Impact	High	<u>Important risks - may potentially affect provision of key services or duties</u> <u>6</u>	<u>Key risk- may potentially affect provision of key services or duties</u> <u>8</u>	<u>Immediate action needed - serious threat to provision and/or achievement of key services or duties</u> <u>9</u>
	Medium	<u>Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties</u> <u>3</u>	<u>Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties</u> <u>5</u>	<u>Key risks - may potentially affect provision of key services or duties</u> <u>7</u>
	Low	<u>No action necessary</u> <u>1</u>	<u>Monitor as necessary - ensure being properly managed</u> <u>2</u>	<u>Monitor as necessary- less important but still could have a serious effect on the provision of key services or duties</u> <u>4</u>
		<u>Low</u>	<u>Likelihood</u>	<u>High</u>

Risk Register

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
1	Changes to political balance or focus creating difficulties in the strategic and operational direction of the Service – External/Internal	8	Chairman of FRA and Chief Fire Officer	<ul style="list-style-type: none"> Group leaders meet regularly with CFO/DCFO Good communication channels Availability of local working groups Seminars and training take place to reinforce good communication Stable and competent Principal Managers Team Good Comprehensive Performance Assessment (CAA) results Effective management structure Interface with external bodies Formal structure of reporting to FRA membership Audit, Standards, Budget and BVPP Committee Chairman and Vice Chairman re-elected 2009-10 Committee Chairs remain static for 2008-09 	3 5 ↑	1	H22 H23 H24	<p>Monitor local and general election direction</p> <p>Monitor CLG and other legislation effecting Risk/Business Continuity/Emergency Planning</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</p> <p>Audit Committee (new members) Local Election 3 June. New Members who have had no Audit Training.</p>	<p>Monitor closely Department of Communities and Local Government (CLG) and regulatory guidance (PPP)</p> <p>link to new risk 23b</p> <p>Consult on a regular basis with Group Leaders</p> <p>Consult on a regular basis through Committee structure</p> <p>Continue to consult with the Service on a regular basis</p>	<p>Strengthen inter-agency relationships (LRF's)</p> <p>Engage with Category 2 Responders.</p>

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3	Poor leadership leading to ineffective practices and failure to deliver services to required standard	6	Chairman of FRA	<ul style="list-style-type: none"> CAA measure Key Perf Indicators. Good support mechanisms Charter Mark Group Leaders support/assistance Communication Strategy Standards Committee Monitoring Officer Corporate Governance arrangements reviewed Service policies/ instructions Leadership Training Prog/ Centre of Excellence People Strategy (HR) Cultural change programme 	3 ↩ ↪	2, 3		Possible change in top layer management	CAA measures Standards/ Audit Committee monitoring Review Corporate Governance arrangements	
4	Inability to attract and/or retain key individual or groups of staff	9	Chief Fire Officer	<ul style="list-style-type: none"> Staff evaluation all personnel Awareness Days Intermediary system in place Flexible working arrangements Training and personal development Cultural work – Communication Strategy PDR' s Induction/Exit Interviews NFFST Review completed for RDS 	5 ↩ ↪	2		Staff shortages in key areas of the Service with the potential to affect operational delivery—critical staff identified within BC. Failure to maintain operational competence because of lack of skills base/operational experience/no succession planning. Retained recruitment	Succession planning for Retained personnel (HR) ongoing Regional Fire Control retention issues (HR) Monitor female/ethnic minority recruitment(HR)	

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
5	Death or serious injury to a member of staff (RIDDOR reportable)	8	Chief Fire Officer	<ul style="list-style-type: none"> Statutory compliance Health and Safety 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 Assurance Review completed Major Incident protocol in place Corporate manslaughter training completed 	6 ↔	1, 2	H1, H11, H12 H17 H18 H22 H23 H24 H28 H4 H5 H7 H8 H9 HL1 HL10 HL11 HL12 HL14 HL15 HL18 HL19 HL2 HL20 HL22 HL24 HL3 HL7		Consider further training implications for the Service (JH) Continue to monitor injury performance statistics Monitor equipment note information and subsequent guidance (JH)	

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
6	Inability to maintain Operational functionality of Fire Control	9	Assistant Chief Fire Officer – Service Delivery	<ul style="list-style-type: none"> Internal Operating procedures in place Mutual assistance arrangements with Shropshire Engagement with Regional Control ICT Secondary Fire Control Droitwich strengthened to enable resilient call handling to be maintained (Stand-alone laptop) Develop call-out arrangements which support ICT networks (internal/externally) Reviewed current Emergency Plan procedures Reviewed call-out arrangements which support ICT networks (external) Task & Finish group Regular FRA updates 	8 ← →	3	H18 H22 H23 H24	Incident call management arrangements Review all Fire Control functionality. (Priority) Timescales for migrations to regional Fire Control are moved 2012 cut-over Unable to support current mobilising equipment (Integrity of existing systems) Loss of control due to breakdown in call-management systems Failure to secure data. (PDA) Loss of key staff, knowledge and skills Retention arrangements for staff	Ongoing costs for maintaining Fire Control to account for potential delay in regional Fire Control asset potential costs	Regional Fire Control

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
6a	<p>Firelink Project</p> <p>Failure to meet the objectives of the project within agreed timescales</p> <p>Failure to secure ownership of equipment</p> <p>Failure to secure adequate maintenance agreements</p> <p>Failure to secure individual detailed design solution (IDDS) – service level agreement</p> <p>Inability to maintain Operational functionality of both current and new Radio system</p> <p>Loss of key staff, knowledge and skills</p> <p>Failure to manage interim period for FireLink – any delay in Fire Control will warrant a review on the interim arrangements</p> <p>Failure to complete project within the agreed timescales</p> <p>Failure to manage cost escalation – aligned with RCC Cut Over</p>	9	<p>Chief Fire Officer</p> <p>Deputy Chief Fire Officer</p> <p>Project Manager</p>	<ul style="list-style-type: none"> Dedicated staff and plan in place to oversee project Regional Risk Register developed Dedicated staff in place to oversee project <p>Airwave tested</p> <p>Risk Assessment provided</p>	6 ↓	1, 3, 4	<p>H17, H23 H22 H41 H45</p>	<p>Change in political direction</p> <p>Supplier implication</p> <p>Equipment owned by Airwave – annual service charge</p>		<p>Improved capability</p> <p>Improved resilience</p>

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6b i	<p>Fire Control Project – <i>Pre-cut over</i></p> <p>Failure to secure sufficient funding for the transition plan</p> <p>Failure to deliver the objectives of the project</p> <p>Failure to complete project within the agreed timescales</p> <p>Loss of key staff, knowledge and skills (there is a regional management structure for the project)</p> <p>Timescales for migrations to regional fire control are moved</p> <p>Failure to measure impact on the Service</p> <p>Failure to secure data (PDA)</p> <p>RCC</p>	8	<p>Chief Fire Officer/ Deputy Chief Fire Officer / Project Manager</p> <p>Dedicated Fire Control Project Co-ordinator</p>	<p>Shared option with neighbouring Services</p> <p>RCC Members agreement</p> <p>New contract extension in place based on an “annual” contract renewal basis due to the uncertainty of RCC cut over date. Contract will be split into 2 parts: a) MIS, b) Mobilising to ease transition to RCC.</p> <p>All existing Fire Control functions/assets and components report in place.</p> <p>Clear technical understanding of contractual agreements with key suppliers must be secured to measure the resilience of call handling. Business Continuity arrangements with those suppliers must be in place</p>	8 ↔	1, 3, 4		<p>Within pre-cut over period Fire Control ICT failure</p> <p>Change in political direction</p> <p>Cut-over date change 2012</p>	<p>Sufficient Funding required Regional</p> <p>Risk Assessment for Integrity of transitional arrangements and the Security of data</p>	<p>Improved capability</p> <p>Live Regional Fire Control</p> <p>Improved resilience</p> <p>Last fire control to move to RCC – potential to benefit from others</p> <p>Recruit substantive staff for project role</p>

Risk	Risk Description KEY RISKS	Inherent	Risk Owner/s	Key Controls	Residual	Strategic Objectives	Community Risk Register	Emergency Planning and resilience issue	Actions	Opportunities
6b ii	<p>Fire Control Project – <i>Post cut-over</i></p> <p>Inability to maintain Operational functionality of Fire Control</p> <p>Lose of control due to breakdown in call-management systems</p> <p>Failure to secure data (PDA)</p> <p>Loss of key staff, knowledge and skills</p> <p>Failure to deliver the objectives of the project</p> <p>Failure to complete project within the agreed timescales</p> <p>Timescales for migrations to regional fire control are moved (plan for completion 2012)</p> <p>Failure to measure impact on the Service</p> <p>Failure to convert data (PDA)</p>	9		<p>Implement exhaustive testing procedure to ensure functionality and resilience</p> <p>CFO must be satisfied with functionality prior to Cut Over</p> <p>Implementation funding</p>	9 ↔	1, 3, 4		<p>Within pre-cut over period Fire Control ICT failure</p> <p>General Election implications</p> <p>Time gap between Go- Live date for Regional Fire Control and existing contracts with mobilising suppliers - current contract with AssetCo expires on 31Dec 2014 with option to block extend for 6 monthly periods</p> <p>It is “critical” that a full report of ALL existing Fire Control functions/assets and components is undertaken without delay, in order to measure the likely impact upon call/incident management</p> <p>Clear technical understanding of contractual agreements with key suppliers must be secured to measure the resilience of call handling. Business Continuity arrangements with those suppliers must be in place</p>	<p>Sufficient Funding required Regional</p> <p>Risk Assessment:- a. Integrity of transitional arrangements b. Security of data c. Contracts to be reviewed</p>	<p>Improved capability</p> <p>Live Regional Fire Control</p> <p>Improved resilience</p> <p>Last Fire Control to move to RCC – potential to benefit from others</p> <p>Recruit substantive staff for project role</p> <p>Shared resources (Mutual Aid)</p>

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7	Failure to successfully defend legal action taken against the Authority	6	Chief Fire Officer	<ul style="list-style-type: none"> Right systems and processes in place. Good professional advisors and act upon legal advice (SLA approved/adopted) Investigation in to original reports is sound: case studies Strong records in place. Debrief documentation available 	5 ↑	3		<p>Outcome of tribunals</p> <p>Potential increase insurance claims</p>	<p>Review service providers annually (JH)</p> <p>Quarterly meeting with SLA provider needs monitoring (JH)</p> <p>H&S advisor monitoring</p> <p>H&S interest (LP)</p>	
8	Failure to maintain adequate staffing levels	6	<p>Members. Chief Fire Officer</p> <p>Assistant Chief Fire Officer – Service Support</p> <p>Area Managers/ Dept Heads</p>	<ul style="list-style-type: none"> Reg. Mtg with RB's NJC direction developed Trade Union Protocol National resilience (Mutual aid/new dimensions) BCM Plan Supplements (pandemic/severe weather) Home working policy ICT Portal access for critical staff Command structure Resilience Register live Monitoring sickness SharePoint operational resilience arrangements (degradation) Critical departmental BC plans in place 	6 3 ↓	2	HL47		<p>Driving and working Time directives</p> <p>IRMP efficiencies</p>	

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9	Failure of key ICT or other infrastructure system	8	Assistant Chief Fire Officer – Service Support	<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 	6 3 ↓	3	H40 H41 H43 H45	IRS Project	<p>Review of current structure ongoing</p> <p>Monitor Business Continuity arrangements</p> <p>Absence of systems administrator</p> <p>Lack of a centralised database management</p>	

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10	Death or serious injury to member of the public through our actions (RIDDOR reportable)	6	Chief Fire Officer	<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 	3 ← →	1, 2	H1 H4 H5 H7 H8 HL1 HL10 HL11 HL12 HL14 HL18 HL19 HL2 HL20 HL22 HL3 HL7 HL8	Confirm outside hours available for legal services	Continue to track trends in statistics (LP)	


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11	Natural disaster or deliberate act effecting a major part of the local community including potential impacts of climate change on the Service	8	Chief Fire Officer - Members	<ul style="list-style-type: none"> Business continuity plan developed, 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 completed Scrutiny BVPP report National Risk Register amended 2009 Work with National resilience Board to embed national resilience protocols into the Service standard operating protocols Response to Governments response to Pitt (GRIP) ongoing SPI Spate conditions Scrutiny Report FloodEx and other exercises/training Experience bank expanded New Dimensions USAR Severe Weather plans FloodEX 	6 5 ↓	1, 3, 4	HL17 HL18 H22 H22 H24 HL14 HL15 HL18 HL19 HL20 HL22 HL4 HL7	Build Business Continuity Supplements Review/Monitor/Exercise plans. Monitor potential impact to climate change Attend appropriate RRF & LRF meetings and contribute to Regional planning Pitt's Final Report on Flooding—awaiting Government response and action plan	Produce internal exercise programme (LRF) JERA Review ongoing (LP) Produce Flood Plan for know risk areas (LP)	

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12	Maintain Risk Critical training	8	Assistant Chief Fire Officer – Service Support	<ul style="list-style-type: none"> PDR's Competence levels monitored Service Performance Indicators National Guidelines Operational assurance Hot fire training Recruitment programme developed People strategy published Training programme in place Strengthen training Programme possibility using Resilience Register Monitoring protocol for assessing operational competencies utilising Vector and Minerva Systems Active incident monitoring based on West Midlands model (JH) Training calendar in place Internal IPDS review 	6 3 ↓	1, 2, 3		Staff shortages in key areas of the Service	Identify key players for BCM	

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13	Failure of key item of equipment	6	Assistant Chief Fire Officer Service Support	<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 register. 	6 3 ↓	3, 4				Purchasing power / resilience through FIREBuy
14	Failure to integrate Local Resilience Forum Community risk register into the Service continuity planning	6	Chief Fire Officer	<ul style="list-style-type: none"> Community Risk Register Members of LRF forums Collation of lower tier Risk Register partners 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 Populate FSEC with flood risks Water Rescue/flood linked into IRMP 	3 → →	3			<ul style="list-style-type: none"> Continue to monitor risks including membership of the groups <p>Monitor Industrial action</p>	

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15	Inadequate Water Supplies	8	Assistant Chief Fire Officer Service Support	<ul style="list-style-type: none"> Hydrant inspections based on risk. Two full time technicians employed. Report completed for inspection program based on national risk based model – awaiting adoption 	6 ↗ ↘	3	H39 H45HL15	Hydrant checks risk based. Monitor supply failure		

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16	Failure to comply with key regulatory requirements, including Fire & Rescue Services Act/Civil Contingencies Act/Health & Safety at Work Act	6	Chief Fire Officer	<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 Annual Governance Statement Fire Services Circulars are logged, actioned and monitored Action plans produced for new regulations and legislations, they then become report in progress to Principal Managers Team and FRA FRA members receive full minutes of PMM meetings Performance and continuous scrutiny Strengthened Committee structure and support Risk Champion appointed LRF Forum membership Standing Orders reviewed on an annual basis Service Policy and Instructions to reflect changes in legislation Continuity Planning in place Data Security in place 	3 → ←	1,2 3, 4		<p>Loss of data</p> <p>Issues arising from Atherstone Incident and any other improvement notices identified</p>	<p>Action audit trail required for CLG correspondence</p> <p>Internal audit of work surrounding other Service's improvement notices</p>	Streamline our processes and procedures

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17a	Ineffective contingency in the Event of a Major Ill Health Epidemic affecting Service Level	9	Assistant Chief Fire Officer – Service Support	<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 & /Snow event Resilience Register BC departmental plans Critical functions identified Fall-back arrangements CRMG/SRWG activated SharePoint – generic resilience arrangements 	6 3 	1, 3	H22 H23 H24 HL24	BC Training ongoing Refresh Industrial Action Procedure CFOA Model	Monitor current activity Induction and refresher training	

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17b	Ineffective contingency in the Event of Industrial Action	9		As 17a	3	1,3			Monitor National picture	
18	Failure to maintain CAA assessment	9	Deputy Chief Fire Officer	<ul style="list-style-type: none"> CAA self assessment Annual Charter Mark status maintained IRMP consultation and action plan 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 	6 ← →	1 - 4		Retention of key staff	Identify areas for improvement from CAA process	<p>Improved results</p> <p>Potential cost savings</p> <p>Potential for increased productivity</p> <p>Informs budget planning process</p>

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19	Failure to maintain effective financial planning and management processes including ineffective budgetary control	8	Director of Finance Treasurer Members	<ul style="list-style-type: none"> Finance System SLA's reviewed 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 ➡ ⬅	4		Change in Auditor	<p>Monitor current economic downturn</p> <p>Exercise BC plan</p>	

[illegible]

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22	Major fraud or corruption case	5	Treasurer/ Members	<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 	5 3 ↓	3, 4			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	8	CFO Treasurer Chairman	<ul style="list-style-type: none"> Good financial planning Strategic planning Financial Investment Controls in place with SLA with Worcs CC 	6 → ←	4		Change of Government and policy Economic downturn Regional Financial pressure	Monitor general elections	Identify opportunities for additional funding
24	Failure of Financial System (i.e. payroll and payment to suppliers)	8	Director of Finance	<ul style="list-style-type: none"> New Finance System in place SLA with Worcestershire County Council Resilience arrangements in place 	6 → ←	4		Staff shortages relating to a major health epidemic – inability to sustain key services (Refer to Risk 20)	Test BC plan	
25	Failure to effectively manage the media and obtain the desired media coverage	7	Group Leaders Clerk to the Authority Chief Fire Officer	<ul style="list-style-type: none"> Press and PR Officer in place Good relationships with media Media training for key staff/member Media/ Communications strategy in place Media manager Media Manager member of LRF communication working group Members handbook 	5 → ←	1, 3		Staff Shortages	Review Member media strategy	

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26	Inappropriate behaviour by employees or Members	8	Chairman of FRA Chief Fire Officer	<ul style="list-style-type: none"> Revised Code of Conduct in place Sufficient systems to reduce the likelihood of inappropriate behaviour in the workplace Reports to Standards Committee Management & Members training Ethical Framework adopted and cascaded through Service Behavioural standards included in Contracts of employment Rank to role including core values Whistleblowing Exit Interviews Policies reviewed annually Continuation training 	6 ↗ ↘	2, 3			Monitor behavioural standards by reference to internal/external complaints and discipline actions	
27	Poor quality key information provided to Members of the Authority	8	Chief Fire Officer Chairman of Authority Group Leaders	<ul style="list-style-type: none"> Open and accessible organisation Members training Action plans following meetings Meetings matrix in place Minutes of PMM sent to Members 	6 3 ↓	1, 3				

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	KEY RISKS									
				<ul style="list-style-type: none"> • Business Impact Analysis • Review policies annually • Members handbook • Group Leaders meet with CFO • Dedicated Committee • Service team in-house • SharePoint • Members bulletin with key information published quarterly • Communication Strategy reviewed regularly 						

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28	Failure to communicate key information effectively	8	Chief Fire Officer/ Treasurer/ Clerk of Authority Chairman	<ul style="list-style-type: none"> • Communications Strategy in place • Minutes of meetings available • Bulletin • PDR's • Effective ICT infrastructure • Developed effective communication with partner agencies through the LRF • Information Sharing protocol in place • BCM Exercise programme implemented • Data Quality SPI • IPDR's • Press & PR role • Communication Manager • PO visits to Service location • Information Governance Group • Staff Workshops • H & S Liaison Committee • Consultation with RB's 	6 ➡ ➡	2, 3			Review Communications Strategy and outcomes through exercise and validation process.	Through effective communications improve resilience of the Service

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29	Failure to comply with relevant environmental legislation and directives	8	Members CFO	<ul style="list-style-type: none"> Asset Manger conducted a gap analysis Skills internally Member of Worcestershire Partnership Climate Group Insurance covers specific actions. 	5	1,3,4		Limited insurance for clean up costs. Provided standard industry insurance conditions met.		

Completed by:	Head of Corporate Risk Emergency Planning and Resilience Officer
Date completed:	August/September/October/November 2008 Version V1.19
Risks reviewed	28
New Risks added	1
Risk escalated in the previous 12 month period	2
Risk removed	No 21
Reviewed by:	PMM – Agreed. Reviewed Risk Champion Group Leaders
Date reviewed:	November 2009
FRA approved	December 2009