

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

RISK MANAGEMENT - BUSINESS IMPACT ANALYSIS

Policy, Project, Activity: (e.g. SPI, PMM or FRA Paper, etc).	FRA Paper	New/Existing? (If existing, please state which document it will replace)	New
		Date:	25 June 2010
Directorate:	PPP	Department:	Policy Planning and Performance
Author:	Partnership Coordinator	Head of Department:	AM Jon Pryce
Title:	Worcestershire Partnership Terms of Engagement for Statutory Partners		
Purpose:	<p><i>Please use the Executive Summary information from the SPI to complete this section, members of the public as well as staff will read this form.</i></p> <p>To seek approval to the Worcestershire Partnership's Terms of Engagement for Statutory Partners in relation to the major budget pressures facing the public sector over the next 4-5 years, and to provide an update of the Worcestershire Total Place initiative.</p>		
Strategic Policy Implications			Yes / No
Does this policy/activity help us to deliver our IRMP and Corporate Objectives? Yes			
<p><i>If yes, please state how, if No please state why the document should be put in place.</i></p> <p>The Terms of Engagement for Statutory Partners supports the FRA's corporate objective of ensuring effective partnership engagement. The Worcestershire Partnership is the local strategic partnership for the county, with representation from all the major public, private and third sector organisations including the Fire and Rescue Service.</p>			
Equality and Diversity Outcomes			Yes / No
Are there any equality and diversity outcomes for this policy/activity? Yes			
<p><i>If Yes, please outline i.e. Home Fire Safety Check Policy will have objectives for the targeting of vulnerable groups which link to the Equality strands becoming objectives.</i></p> <p>The work of the Public Service Executives Group and the initiatives developing in relation to Total Place are both aimed at providing better services and can have a significant and positive outcome for vulnerable and disadvantaged groups and areas.</p>			
Equality Monitoring			Yes / No
Does the Service currently collate data specific to this activity for equality monitoring? No			
However, all data relating to the activities is reported and recorded through the Worcestershire Partnership.			
Partnership Working			Yes / No
Does this policy/ activity involve working or interaction with other organisations? Yes			
<p><i>If yes, please ensure that the Partnership Working SPI has been completed and advice sought from the Partnership Officer</i></p> <p>The Terms of Engagement, Public Service Executives Group and activities pursued through the Total Place initiative are being developed within the overall remit of the Worcestershire Partnership. The FRA is represented at Board and Management Group levels of the Worcestershire Partnership.</p>			

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Risk Management

Please complete all fields identifying the risk/ impact of your subject area.

The Risk Score is derived from the level of Impact and the Likelihood, calculated from the Strategic Risk Matrix – please see below. The risk matrix provides a score based upon the impact (low, medium or high effect) that this risk could have upon the Authority and the likelihood (low, medium or high) that this risk could actually happen during the application of the policy, decision or project.

Completion of this form ensures that all relevant corporate considerations have been addressed that may impact upon the Authority. Any residual risk scores of 7, 8 and 9 (the red areas) must be escalated to the Head of Corporate Risk for consideration into appropriate Risk Registers. Where the answer is no, the inherent and residual risk score will be **N/A**.

Risk Areas Identified <small>(Risk impact or concerns arising from the subject area being adopted)</small>	Inherent Risk Score <small>(before any control measures applied)</small>	Control Measures/Solution <small>(What action has or will be taken to reduce the inherent risk score and who is responsible?)</small>	Residual Risk Score <small>(after control measures/solutions are applied)</small>
<p>1. Does this activity/policy involve or have an impact on these groups? Yes If yes, please indicate: with a (✓) and state which group(s) Public✓ Staff✓ Partners✓ Contractors✓ Consultants ✓ Community Groups✓ Local Government✓ Local Resilience Forum✓</p>			
<p><i>From the groups identified above, state here what the actual risk is to the Authority</i> Budget decisions, including efficiency savings and cost reductions, may affect the future level of services and may involve the potential redesign of services across organisational boundaries.</p>	8	<p>The Terms of Engagement for Statutory Partners and the work of the Public Service Executives Group and wider Worcestershire Partnership is aimed at ensuring that the public sector is best equipped to withstand and address the major budget pressures facing Worcestershire. The commitments made at 1-6 in the Terms of Engagement help to ensure that all partners understand the potential impact of decisions on individual organisations.</p>	5
<h3>Equality & Diversity</h3>			
<p>1. Does this subject area impact upon the six strands of equality? Yes If yes, please indicate: Race✓ Gender✓ Disability✓ Age✓ Sexual Orientation Religion & Belief</p>			
<p><i>From the groups identified above, state here what the actual risk is to the Authority.</i> Pressure to channel services and resources towards addressing key community priorities may impact on the Authority's key focus on vulnerable and at risk groups.</p>	6	<p>Commitments made by partners at points 2-4 of the Terms of Engagement help to ensure that individual partner priorities are acknowledged and understood.</p>	3
<p>2. Could this activity prevent us promoting equality for any diverse group? Yes</p>			
<p><i>If yes, please identify how and what the risk is here.</i> Different organisations have different perspectives on the needs of diverse groups, which may impact on the Authority's key focus on vulnerable and at risk groups.</p>	6	<p>As above</p>	3

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3. Could this activity potentially discourage the participation of any equality groups? No			
<i>If yes, please identify how and what the risk is here.</i>	0		0
4. Could this activity promote negative attitudes towards any equality groups? No			
<i>If yes, please identify how and what the risk is here.</i>	0		0
5. Could this activity help to promote equality of opportunity between diverse groups? Yes			
<i>If no, please identify why and what the risk is here.</i>	0		0
6. Is there any public concern that the function or policy is being carried out in a discriminatory way? No			
<i>If yes, please identify how and what the risk is here.</i>	0		0
7. Has consultation internally/externally been completed with all groups affected? No			
<i>If yes, please provide details and risk score appropriately. If no, please provide details and risk score appropriately.</i>	0		0
8. Can the Service be sure that the policy/ activity is meeting all of the needs of all of these groups? Yes			
<i>If no, please identify what needs are not being met.</i>	0	See commitment 4 of the Terms of Engagement	0
Strategic Policy/Governance Implications – e.g. Political impact, Leadership, or senior management change			
Potential responses to the major budget pressures facing the public sector may require fundamental changes to current ways of working, including sharing strategies, resources and budgets across organisational boundaries. There is a need to ensure that all public sector partners involved in the Worcestershire Partnership appreciate the Authority's key priorities and policies as well as the financial and service pressures facing the Service.	8	The commitments made at 1-6 in the Terms of Engagement help to ensure that all partners understand the potential impact of decisions on individual organisations.	5
Operational – e.g. how we carry out our duties			
N/A	0		0
Legal – e.g. change or failure to comply with legislation including specialist advice			
N/A	0		0
Financial – e.g. monetary or resource implications			
Potential responses to the major budget pressures facing the public sector may require fundamental changes to current ways of working, including sharing strategies, resources and budgets across organisational boundaries, and sometimes reductions in services.	8	The commitments made at 1-6 in the Terms of Engagement help to ensure that all partners understand the potential impact of decisions on individual organisations.	5
Reputational – e.g. Will the reputation of the service be put at risk by the adoption of this policy/ activity?			
Decisions made in relation to the budget pressures which involve	6	Representation by Principal Management at executive levels of the	3

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changes to services, including redesign, reduction or even stopping services may impact on the reputation of the Service.		Worcestershire Partnership and the proposed Public Service Executives Group to ensure that the reputation of the Service is not adversely affected.	
Environmental – Is there any impact including Sustainability - e.g. Energy saving, waste disposal, decontamination and containment of fire-fighting media.			
Please ensure that the Sustainability Impact Appraisal form has been completed and advice sought from the Head of Asset Management N/A	0		0
Assets – Procurement/ ICT/Property/Fleet/Equipment – e.g. Purchasing, New builds, Maintenance/Alterations			
Actions to address the budget pressures facing the public sector may include sharing buildings and other resources, and may involve the provision of new models of procurement, asset management and property ownership.	6	Representation by Principal Management at executive levels of the Worcestershire Partnership and the proposed Public Service Executives Group to ensure that the Service is not adversely affected.	3
Human Resources – e.g. Recruitment, Policy changes, Monitoring information Establishment changes, Employee Relations, Employee Development			
Actions to address the budget pressures facing the public sector may require organisations to work differently, which may impact on the how services are provided and who provides them.	6	Representation by Principal Management at executive levels of the Worcestershire Partnership and the proposed Public Service Executives Group to ensure that the Service is not adversely affected.	3
Training – e.g. Is training required in this area? Will Training & Development need to be notified in order for them to assist in the delivery training in this area?			
N/A	0		0
Health and Safety e.g. Will this enhance or undermine Health, Safety and wellbeing			
N/A	0		0
Partnership – e.g. Working or interaction with other organisations			
All work is being undertaken under the auspices of the Worcestershire Partnership with all key public, private and voluntary sector organisations represented. The potential redesign of services across organisational boundaries may have particular impacts on those service providers affected. This may include the Fire and Rescue Service.	8	Representation by Principal Management at executive levels of the Worcestershire Partnership and the proposed Public Service Executives Group to ensure that the particular priorities and interests of the Service are fully acknowledged and appreciated at executive levels within the Worcestershire Partnership.	5
Information Management – e.g. Data Quality, Privacy Impact Assessment, Data Protection and Freedom of Information, Environmental Regulation			
Does this policy/activity conform to the Data Protection Act , Freedom of Information Act , Environmental Information Regulations and Data Quality principles ? Yes	0	All statutory partners involved have systems in place to ensure compliance.	0
Total Inherent Score	62	Total Residual Score	35
Outcome:			Yes / No

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Does this Policy/Project/Activity reduce the overall risk for the service?

If no, please state why there is not a reduction in risk

Membership at executive level is crucial to ensure that the interests of the Fire and Rescue Service are fully acknowledged and appreciated by partners involved in what could be a fundamental reshaping of public sector management and service delivery.

Yes

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

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Opportunities:	Responsible:
What further Opportunities can be identified from this activity/policy matter? Opportunities for shared services, shared strategies, resources and budgets, redesigned services	Who is responsible for delivery? Worcestershire Partnership and all individual public sector partners, including the Fire and Rescue Authority.

Publishing the Document:			
Is there any reason why this policy, PMM paper or FRA report and accompanying Business Impact Analysis should not be published? No			
Please consider Data Protection, Privacy Impact Assessment and Freedom Of Information concerns. If there is a reason why this information can not be published, please state why.			
Policy Author Signature:	David Pritchard	Date:	18-05-10
Head of Department/Mgr:	Jon Pryce	Date:	

TO BE COMPLETED BY CORPORATE RISK AND EQUALITY AND DIVERSITY ONLY:		
Escalation of Risk:		Yes / No
<i>Please identify the escalation of risk e.g. Departmental or Strategic Risk Register, Equality and Diversity Steering Group or relevant Corporate Risk Consideration Lead e.g Training, Partnership</i>		
Authorisation:	Outcome:	Date:

Equality & Diversity Officer		
Head of Corporate Risk		

PMM AND FRA PAPERS ONLY:	
PMM:	
FRA:	
Programme Support:	
Procurement:	
Sustainability impact appraisal completed	