

# HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

## RISK MANAGEMENT - BUSINESS IMPACT ANALYSIS

<b>Policy, Project, Activity:</b> (e.g. SPI, PMM or FRA Paper, etc).	<b>FRA Paper</b>	<b>New/Existing?</b> (If existing, please state which document it will replace)	
		<b>Date:</b>	17.02.10
<b>Directorate:</b>	CFO	<b>Department:</b>	
<b>Author:</b>	J Conway	<b>Head of Department:</b>	
<b>Title:</b>	Appointment of CFO / Chief Executive		
<b>Purpose:</b>	Appointment of CFO / Chief Executive		
<b>Strategic Policy Implications</b>			<b>Yes / No</b>
Does this policy/activity help us to deliver our IRMP and Corporate Objectives? Yes			
<i>If yes, please state how, if No please state why the document should be put in place. To have CFO in post</i>			
<b>Equality and Diversity Outcomes</b>			<b>Yes / No</b>
Are there any equality and diversity outcomes for this policy/activity? No			
<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>			
<b>Equality Monitoring</b>			<b>Yes / No</b>
Does the Service currently collate data specific to this activity for equality monitoring? Yes			
<b>Partnership Working</b>			<b>Yes / No</b>
Does this policy/ activity involve working or interaction with other organisations? No			
<i>If yes, please ensure that the <a href="#">Partnership Working</a> SPI has been completed and advice sought from the Partnership Officer</i>			

Log No.

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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**.

<b>Risk Areas Identified</b> (Risk impact or concerns arising from the subject area being adopted)	<b>Inherent Risk Score</b> (before any control measures applied)	<b>Control Measures/Solution</b> (What action has or will be taken to reduce the inherent risk score and who is responsible?)	<b>Residual Risk Score</b> (after control measures/solutions are applied)
<p>1. Does this activity/policy involve or have an impact on these groups? If yes, please indicate: with a (✓) and state which group(s)  Public   Staff   Partners   Contractors   Consultants   Community Groups   Local Government   Local Resilience Forum</p>			
<i>From the groups identified above, state here what the actual risk is to the Authority</i>	<b>N/A</b>		<b>N/A</b>
<b>Equality &amp; Diversity</b>			
<p>1. Does this subject area impact upon the six strands of equality? If yes, please indicate: Race   Gender   Disability   Age   Sexual Orientation   Religion &amp; Belief</p>			
<i>From the groups identified above, state here what the actual risk is to the Authority.</i>	<b>N/A</b>		<b>N/A</b>
<p>2. Could this activity prevent us promoting equality for any diverse group? <b>Yes / No</b></p>			
<i>If yes, please identify how and what the risk is here.</i>	<b>N/A</b>		<b>N/A</b>
<p>3. Could this activity potentially discourage the participation of any equality groups? <b>Yes / No</b></p>			
<i>If yes, please identify how and what the risk is here.</i>	<b>N/A</b>		<b>N/A</b>
<p>4. Could this activity promote negative attitudes towards any equality groups? <b>Yes / No</b></p>			
<i>If yes, please identify how and what the risk is here.</i>	<b>N/A</b>		<b>N/A</b>

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5. Could this activity help to promote equality of opportunity between diverse groups? <b>Yes / No</b>			
<i>If no, please identify why and what the risk is here.</i>	<b>N/A</b>		<b>N/A</b>
6. Is there any public concern that the function or policy is being carried out in a discriminatory way? <b>Yes / No</b>			
<i>If yes, please identify how and what the risk is here.</i>	<b>N/A</b>		<b>N/A</b>
7. Has consultation internally/externally been completed with all groups affected? <b>Yes / No</b>			
<i>If yes, please provide details and risk score appropriately. If no, please provide details and risk score appropriately.</i>	<b>N/A</b>		<b>N/A</b>
8. Can the Service be sure that the policy/ activity is meeting all of the needs of all of these groups? <b>Yes / No</b>			
<i>If no, please identify what needs are not being met.</i>	<b>N/A</b>		<b>N/A</b>
<b>Strategic Policy/Governance Implications – e.g. Political impact, Leadership, or senior management change</b>			
	<b>N/A</b>		<b>N/A</b>
<b>Operational – e.g. how we carry out our duties</b>			
	<b>N/A</b>		<b>N/A</b>
<b>Legal – e.g. change or failure to comply with legislation including specialist advice</b>			
	<b>N/A</b>		<b>N/A</b>
<b>Financial – e.g. monetary or resource implications</b>			
	<b>N/A</b>		<b>N/A</b>
<b>Reputational – e.g. Will the reputation of the service be put at risk by the adoption of this policy/ activity?</b>			
	<b>N/A</b>		<b>N/A</b>
<b>Environmental – Is there any impact including Sustainability - e.g. Energy saving, waste disposal, decontamination and containment of fire-fighting media.</b>			
<i>Please ensure that the Sustainability Impact Appraisal form has been completed and advice sought from the Head of Asset Management</i>	<b>N/A</b>		<b>N/A</b>
<b>Assets – Procurement/ ICT/Property/Fleet/Equipment – e.g. Purchasing, New builds, Maintenance/Alterations</b>			
	<b>N/A</b>		<b>N/A</b>

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<b>Human Resources – e.g. Recruitment, Policy changes, Monitoring information Establishment changes, Employee Relations, Employee Development</b>			
	N/A		N/A
<b>Training – e.g. Is training required in this area? Will Training &amp; Development need to be notified in order for them to assist in the delivery training in this area?</b>			
	N/A		N/A
<b>Health and Safety e.g. Will this enhance or undermine Health, Safety and wellbeing</b>			
Log No.	N/A		N/A
<b>Partnership – e.g. Working or interaction with other organisations</b>			
	N/A		N/A
<b>Information Management – e.g. Data Quality, Privacy Impact Assessment, Data Protection and Freedom of Information, Environmental Regulation</b>			
Does this policy/ activity conforms to the <a href="#">Data Protection</a> Act, Freedom of Information Act, Environmental Information Regulations and <a href="#">Data Quality</a> principles?	N/A		N/A
<b>Total Inherent Score</b>		<b>Total Residual Score</b>	
<b>Outcome:</b>			<b>Yes / No</b>
Does this Policy/Project/Activity reduce the overall risk for the service? <i>If no, please state why there is not a reduction in risk</i>			Yes

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

Log No. 

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Opportunities:	Responsible:
What further Opportunities can be identified from this activity/policy matter? None	Who is responsible for delivery?

Publishing the Document:			
Is there any reason why this policy, PMM paper or FRA report and accompanying Business Impact Analysis should not be published?      Yes/No 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.			
<b>Policy Author Signature:</b>	J Conway	<b>Date:</b>	09.02.10
<b>Head of Department/Mgr:</b>	N/A (FRA Appointment process)	<b>Date:</b>	

TO BE COMPLETED BY CORPORATE RISK AND EQUALITY AND DIVERSITY ONLY:		
<b>Escalation of Risk:</b>	<b>Yes / No</b>	
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		
<b>Authorisation:</b>	<b>Outcome:</b>	<b>Date:</b>

<b>Equality &amp; Diversity Officer</b>		
<b>Head of Corporate Risk</b>		

PMM AND FRA PAPERS ONLY:	
<b>PMM:</b>	
<b>FRA:</b>	
<b>Programme Support:</b>	
<b>Procurement:</b>	
<b>Sustainability impact appraisal completed</b>	