

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

RISK MANAGEMENT - BUSINESS IMPACT ANALYSIS

Policy, Project, Activity: (e.g. SPI, PMM or FRA Paper, etc).	Fire Authority Paper (Equality Scheme/ Strategy)	New/Existing? (If existing, please state which document it will replace)	Existing replacing Delivering Equality for All 2007-2010
Directorate:	Policy, Planning and Performance	Department:	Organisational Development
Author:	Sarah Hemming Equality and Diversity Officer	Head of Department:	Zahoor Ahmad Head of Organisational Development
Title:	Equality and Diversity Scheme – Our Continued Commitment to Delivering Equality for All 2010 – 2013.		
Purpose:	<p>The strategy sets out the services commitment to and the management of equality and diversity. How we manage the elimination of unlawful, unfair and inappropriate discrimination in employment and within the services we provide to the communities we serve.</p> <p>The scheme clearly outlines the intended purpose, the legislation that the fire and rescue authority is governed by. It makes clear the achievements and actions that have been and continue to be undertaken by the authority in progressing equality. It highlights the responsibilities of all staff within the service when implementing equality and diversity initiatives through the comprehensive action plan.</p>		
Strategic Policy Implications			Yes / No
Does this policy/activity help us to deliver our IRMP or Corporate Objectives?			
If yes, please state how, if No please state why the document should be put in place.			
<p>Helps to support the mission statement by delivering appropriate services to the communities of Herefordshire and Worcestershire according to need and risk. Statutory obligation to adhere to and implement the Equalities legislation.</p> <p>The creation and implementation of this scheme reduces the legal and financial risk to the organisation, aiming to prevent tribunal and court action. A happy work environment means that staff are more productive, there is less absence and less likely to be off sick or suspended due to inappropriate behaviour and less likely to leave enabling the service to achieve its corporate objectives more effectively and efficiently.</p>			
Equality and Diversity Intended Outcomes			Yes / No
Are there any equality and diversity intended outcomes for this policy/activity?			
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.			
The purpose and whole ethos of the policy is about providing the right services at the right time to the right people according to their appropriate needs and circumstances, it is about ensuring that our functions, policies and decisions are not discriminating any group of people from obtaining access to our employment or service provision.			
Equality Monitoring			Yes / No
Does the Service currently collate data specific to this activity for equality monitoring?			

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

A number of equality areas are monitored which can be found within the scheme itself, to enable an analysis of trends to be undertaken to ensure that there is no adversity within the services and decisions made by the service. Where any adversity is highlighted this must be amended unless a justification can be provided.

Partnership Working	Yes / No
Does this policy/ activity involve working or interaction with other organisations/ companies?	
<i>If yes, please ensure that the Partnership Working SPI has been completed and advice sought from the Partnership Officer</i>	
In delivering and implementing this policy at times there may be a need for partnership or regional and national working in order to benchmark activities and initiatives and to ensure that the delivery of our services and employment practices are meeting the needs of our communities and staff.	

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Risk Management

Please complete all fields below 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 organisation 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 within your subject area that may impact upon the Authority. Any residual risks scores of 7, 8 and 9 (the red areas) must be escalated to the Head of Corporate Risk for incorporation into the appropriate Risk Registers. Where the answer is no, the inherent and residual risk score will be **N/A**.

Risk Areas Identified (Risk impact or concerns arising from the subject area being adopted)	Inherent Risk Score (before any control measures applied)	Control Measures/Solution (What action has or will be taken to reduce the inherent risk score?)	Residual Risk Score (after control measures/solutions are applied)
<p>1. Does this document involve or have an impact on these groups? If yes, please indicate: Public ✓ Staff ✓ Partners ✓ Contractors ✓ Consultants ✓ Community Groups ✓ Local Government N/A Local Resilience Forum N/A</p>			
<p><i>From the groups identified above state here what the actual risk is to the organisation.</i></p> <p>The strategy is designed to assist and protect any potential or actual member of staff directly employed or contracted to the service. The strategy also covers these groups plus the general public during the provision of service delivery. There is no risk to these groups as the strategy will protect against any unlawful discrimination.</p> <p>Without the strategy and clear guidelines, it may be possible for mistakes to arise during the provision of services and decisions.</p>	6	<p>A robust strategy created and implementation process is managed. The strategy is then continually monitored for effectiveness</p>	2
<p>Equality & Diversity</p>			
<p>1. Does this subject area impact upon the six strands of equality? 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 organisation.</i></p> <p>If the strategy is not implemented and monitored effectively, it may be possible that unlawful discrimination and adversity could occur directed at any of the above equality groups, resulting in court action</p>	9	<p>A robust policy created & implementation process is managed. The policy is then monitored for effectiveness. Training provided and guidance outlined and communicated to ensure understanding.</p>	3

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE


and financial compensation having to be awarded.			
2. Could this activity prevent us promoting equality for any diverse group? Yes / No			
<i>If yes, please identify how and what the risk is here.</i>			
No as Equality is fundamental to the strategy itself.	N/A		N/A
3. Could this activity potentially discourage the participation of any equality groups? Yes / No			
<i>If yes, please identify how and what the risk is here.</i>			
No as Equality is fundamental to the strategy itself.	N/A		N/A
4. Could this activity promote negative attitudes towards any equality groups? Yes / No			
<i>If yes, please identify how and what the risk is here.</i>			
The strategy is designed to counteract past discrimination of the above equality groups. Therefore, the strategy has the potential for people to feel that protecting these groups is unfair to them which has the potential to be viewed negatively.	2	Equality legislation allows for the protection of certain characteristics and groups of people, this strategy outlines the Service's commitment and responsibilities to protecting these groups under these pieces of Equality law.	2
5. Could this activity help to promote equality of opportunity between diverse groups? Yes / No			
<i>If no, please identify why and what the risk is here.</i>			
Equality is fundamental to the policy itself.	N/A		N/A
6. Is there any public concern that the function or policy is being carried out in a discriminatory way? Yes / No			
<i>If yes, please identify how and what the risk is here.</i>			
Equality is fundamental to the policy itself, eliminating discrimination within the workplace.	N/A		N/A
7. Has consultation internally/externally been done with all of the groups affected? Yes / No			
<i>If yes, please provide details and risk score appropriately. If no, please provide details and risk score appropriately.</i>			
Internal and external consultation has taken place, through external assessment, and benchmarking processes over the past 3 years with feedback being built into the revision of this strategy.	6	Further internal and external consultation will take place with the actual revised strategy following approval by the Fire and Rescue Authority.	3
8. Can the Service be sure that the policy/ activity is meeting all of the needs of all of these groups? Yes /-No			
<i>If no, please identify what needs are not being met.</i>			
Equality is fundamental to the policy itself.	N/A	In addition to the above control measure. Monitoring and feedback mechanisms in place for this strategy will provide additional	N/A

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

		information should amendments to the strategy be required or the provision of services changed to meet needs further.	
Strategic Policy Implications – e.g. Political impact, Leadership or senior management change			
Non adherence with the strategy (therefore the legislation), potentially resulting in complaints, negative reputation and court action	8	Effective implementation of the strategy along with training to ensure that all employees are aware of their roles and responsibilities in relation to this strategy have been undertaken. Line Managers, Equality, Personnel and Unions are aware of their roles.	3
Operational – e.g. Death or Serious Injury			
N/A	N/A	N/A	N/A
Legal – e.g. failure to comply with legislation			
Non compliance with Equality Legislation	9	A robust strategy created & implementation process is managed. The strategy is then monitored for effectiveness. Training provided and guidance outlined and communicated to ensure understanding.	3
Financial – e.g. Any financial implications affecting the delivery of the policy/ activity?			
Failure to implement this strategy effectively may resort in court action and financial compensation.	9	Roles and responsibilities highlighted through training. Clear guidance with regards to the purpose of the strategy. New staff members to familiarise themselves with all Equality strategy as part of their induction process. Consequences of non-compliance outlined to staff.	3
Reputational – e.g. Will the reputation of the service be put at risk by the adoption of this policy/ activity?			
The introduction of the policy will improve reputation and reduce Equality and Diversity risks.	N/A		N/A
Environmental – Indicate whether this document has an impact upon the environment - e.g. Energy saving, waste disposal and decontamination, containment of fire-fighting media, Sustainability			
<i>If this impacts upon Sustainability, please ensure that the Sustainability Impact Appraisal form has been completed and advice sought from the Head of Asset Manager</i>	N/A		N/A
Facilities (Property) – e.g. Are there risks or implications to HWFRS Buildings or work that is required to property?			
Not as a direct result of the policy, however departmental heads and property need to be reminded of the need for 'Reasonable Adjustments' for individuals, which could potentially impact upon the property department's workload.	3	The Service has a Disability budget allowing for the provision of most changes that may be required. However the control measures are limited for the impact this area may have to the property department due to the adhoc nature of this element.	3
Human Resources – e.g. Employment Law			

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Non compliance with Equality Legislation	9	A robust strategy created & implementation process is managed. The strategy is then monitored for effectiveness. Training provided and guidance outlined and communicated to ensure understanding.	3
Training – e.g. Is training required in this area? Will T&D need to be notified in order for them to assist in the delivery training in this area?			
Failure to provide clear guidance to employees about their obligations, roles and responsibilities.	6	Ongoing Equality and Diversity Training along with any specific issues that arise.	3
Health and Safety – e.g. Risk assessments, risk to staff and/ or public?			
No risk in this area.	N/A	No control measures required.	N/A
Partnership – e.g. The working or interaction with other organisations/ companies			
No risk in this area.	N/A	No control measures required.	N/A
Information Governance – Consideration must be given to Privacy Impact Assessment, Data Protection and Freedom of Information			
Data Quality – e.g. Does this policy/ activity conform to data quality standards? Is the data valid, accurate and held securely? Refer to the Data Quality SPI for further information			
Sensitivities around data collection and the subsequent holding and access to this information for Sexual orientation, Gender Identity, Some aspects of Religion or belief and disability.	9	Training provided and guidance outlined and communicated. Personnel department own this area of the process and have put in place all necessary requirements for the adequate provision of information collection and storage. Robust disciplinary proceedings are also in place for any breaches of information.	3
Total Inherent Score	76	Total Residual Score	31

Outcome:	Direction of Travel:
Does this subject matter reduce the overall risk for the service? Yes / No <i>If no, please state why there is not a reduction in risk</i>	

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

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

This impact assessment is a statutory obligation and that, as the head of department for this subject area I take responsibility for the completion, quality and review of this process.

Opportunities:

Can you identify any further opportunities from this subject matter?

There is an ongoing opportunity for the improvement of employment and service delivery to our staff and users by understanding needs better. The strategy will highlight the service as an employer of choice improving recruitment, retention and progression of under-represented groups.

Publishing the Document:

Is there any reason why this policy, paper or report and accompanying Business Impact Analysis should not be published? **Yes/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.

There is no reason

Policy Author Signature:

Date: 22.01.10

Head of Department/Mgr:

Date:

FOR CORPORATE RISK AND EQUALITY AND DIVERSITY USE ONLY:

Escalation of Risk:

Please identify your escalation of risk e.g. Departmental or Strategic Risk Register, Equality and Diversity Steering Group or relevant Corporate Risk Consideration Lead:

Yes / No

Equality and Diversity Steering Group

Yes / No

Authorisation:

Outcome:

Date:

Equality & Diversity Officer:

22.01.10

Head of Corporate Risk: