

## Corporate Risk Management Summary

### Report of the Chief Fire Officer

For further information about this report please contact Alan Taylor, Chief Fire Officer, on 01743 260201 or Andy Johnson, Head of Risk Management, on 01743 260287.

#### 1 Purpose of Report

This is the latest of the regular Risk Summary Reports to the Strategy and Resources Committee. As previously, these reports are intended to enable Members to meet the requirements of this Committee's Terms of Reference as they relate to the Fire Authority's management of corporate risk.

#### 2 Recommendations

Members are asked to note the contents of this report.

#### 3 Background

Members will be aware that this Committee's Terms of Reference include that it will 'ensure that the financial management of the Fire Authority is adequate and effective and includes a sound system of internal control and arrangements for the management of risk'.

In order for the Committee to meet these responsibilities it is necessary for it to receive regular Risk Summary Reports. These reports provide Members with information relating to the progress made with the Fire Authority's corporate risk management processes during the period from January to April 2007.

#### 4 Local Government Act 1972 Schedule 12A Reporting Exemptions

The public of Shropshire have a right to know that their Fire and Rescue Authority is taking appropriate measures to deal with risks, which could potentially impact on its ability to deliver an effective emergency service.



The Authority is, however, exposed to certain risks, which, if disclosed to the public, could in itself present a risk. For this reason, certain information has been excluded from this 'open session' report as exempted information, following an assessment against the requirements of the Local Government Act 1972, Schedule 12A, as amended. This exempted information has been included in a separate 'closed session' report.

This 'open session' report includes all information about sensitive risks that is not likely to compromise the Authority, for example Risk ID, risk assessment results and Risk Owner and only the sensitive information has been exempted, for example Risk Description and any control measures included.

This approach ensures that the public have access to as much information as possible about the risk environment, in which the Fire Authority operates, whilst at the same time limiting any damage that could be caused through its inappropriate use.

## **5 Risk Management Progress**

This section includes information about any significant risk management events that have occurred since the last report to the Committee. Events of particular note that have led to the current status with the Fire Authority's Corporate Risk Management system include:

### **January 2007**

This Committee received the last Risk Management Summary Report.

The Risk Management Group met and discussed, amongst other things, how the organisation was progressing with embedding risk management into its various functions.

### **February 2007**

Following the publication and distribution of the Fire Authority's Business Continuity Manual, the Risk Manager gave two training sessions on the purpose and benefits of the Manual and the Business Continuity Plans contained therein.

Councillor Tandy (Member Champion for Risk Management and Audit), gave a presentation on his role as the Member Champion for Business Risk Management and Audit to the Fire Authority.

The Service's Policy Group attended its annual Strategic Planning Workshop. This included the annual risk assessment of all of the Authority's current activities and identification of the potential threats to the Authority's achieving its stated aims and objectives.



### **March 2007**

The Fire Authority's Statement on Internal Control (SIC) Improvement Plan for 2006/07 was formally closed and a detailed closure report considered by the Audit and Performance Management Committee.

A report was received by this Committee, which detailed the changes to the 'Assurance Process' (an important part of the formulation of the Authority's SIC statement), as well as the timetable of events that will ensure that the SIC statement is completed by the June deadline.

### **April 2007**

The new SIC Assurance Process was implemented through one-to-one meetings between the Risk Manager and all Heads of Departments.

The Risk Manager attended a Chief Fire Officers Association (CFOA) Business Continuity meeting, where progress and developments across the country were discussed.

Following the resignation of Councillor Tandy the Fire Authority appointed Councillor Dr Jones as its Member Champion for Risk Management and Audit.



## 6 New Risks

There have been four new threats and no additional opportunities added to the Corporate Risk Register since the last report. Summary details about each of the new threats are included in the table below.

**Table 1 - Summary details for all new 'Threats' in the Fire Authority's Corporate Risk Register**

Opportunity or Threat	ID	Risk Description	Raised by	Risk Owner	Pre-Control Result	Action Required	Control Owner	Post-Control Result
Threat	62	The electrical system at Shrewsbury will be shut off to enable full testing of the circuits. This could cause faults to occur in the various communications and IT systems within headquarters, which may also have an impact on operational effectiveness.	Glyn Williams	Steve Worrall	6	Overtime for IT staff to be available during work. Explore possibility of having engineer cover from Airwave and CYFAS Review existing contingency measures that would support any loss of Fire Control communications ability. Report to go to Policy Group.	Glyn Williams	4
Threat	61	National proposals to change from the Long Service Increments payment system to a Continuous Professional Development payment system could have a significant financial impact on the Authority.	Policy Group	Alan Taylor	6	Clear policy on adopting the National Joint Council circular. Clear measurement of liabilities - especially for Retained staff. Monitoring of pay and prices contingency 2007/08. Reserve for 2006/07.	Keith Dixon	6
Threat	60	Organisation structural changes to the councils in Shropshire, as a result of the recent Local Government White Paper, could present potential threats to the way the Fire Authority achieves its strategic objectives, depending on the shape and structure of any new Unitary Authority.	Paul Raymond	Alan Taylor	6	Potential threats already identified relate to the possibility of an increased number of local groups that we would need to influence/be represented at (e.g. new parishes). Monitoring progress of any proposals made by Shropshire County Council. Continue to work closely with all current partners in the County.	Paul Raymond	6



**Table 1 (cont)**

Opportunity or Threat	ID	Risk Description	Raised by	Risk Owner	Pre-Control Result	Action Required	Control Owner	Post-Control Result
Threat	59	Until the Regional Fire Control Local Authority Company (LACC) is set up and has its own insurance arranged, the Authority's insurance cannot indemnify its representative on that company and would therefore have to indemnify any claims from its own reserves. The contribution the Authority will have to make to the insurance is also currently unknown.	Risk Management Group	Paul Raymond	2	Raise concerns through the Regional Management Board. Have as an agenda item for first meeting of LACC. Discuss at Regional Insurance Officers meeting on 15/01/2007. Aim to have insurance in place by the end of February.	Sharon Lloyd	1

## 7 Closed Risks

One risk has been closed since the last report to the Committee. Details about this risk are provided in Table 2 below.

**Table 2 - Summary details for the risks 'closed' since the last report to the Committee**

ID	Risk Description	Opportunity or Threat	Risk Owner	Date closed	Reason for closure
25	If we do not equip our Uniformed Managers with the correct skills to implement disciplinary procedures following ACAS guidance then we are at risk of challenge through Industrial/Employment Tribunals which may have a financial impact. There is also a risk that our investigations may compromise a criminal investigation.	Threat	Louise McKenzie	19/12/2006	Training on this issue has now been conducted, with future training integrated into the annual training plan. Level of risk now considered low.
22	If the Authority does not meet all of the compulsory requirements of the National Framework Document, then the DCLG could use its powers to force improvements	Threat	Alan Taylor	18/04/2007	Level of risk is now considered low. This is based upon the outcome from the recent CPA and current performance results.

## 8 Current entries in the Corporate Risk Register

This section provides an overall summary of all entries in the Fire Authority's electronic Corporate Risk Register. Table 3 below includes previous as well as current figures for comparative purposes.

**Table 3 - Summary of all entries contained in the Authority's electronic Corporate Risk Register**

Descriptor	Number	Data from previous report
Total number of entries	36	<b>Previous figure 31</b> This will increase over time. The rate at which it increases will demonstrate how active the Risk Management process is.
Total number of threats	32	<b>Previous figure 27</b> Comment as above
Total number of opportunities	4	<b>Previous figure 4</b> Comment as above
Total number of closed entries	8	<b>Previous figure 6</b> Comment as above
Number of 'live' threats	24	<b>Previous figure 21</b> Whilst we do not want to discourage risk reporting, we would want this to remain within a manageable number. Identifying the optimum number of manageable risks to have in the risk register will come through experience to be gained over the coming months and years.
Average risk level of all currently 'live' threats	4.92	<b>Previous figure 4.58</b> This is on a scale where 1 is minimal risk, through to 9, which is maximum risk. Although there will inevitably be times when this figure increases (especially in the early stages of managing high risks), we would be looking for this figure to show a general downward trend. This would demonstrate that the Fire Authority is successfully managing its risks.



Descriptor	Number	Data from previous report
Number of 'live' opportunities	4	<b>Previous figure 4</b> We would be looking for this figure to increase, but again not to the extent that it becomes unmanageable. Inclusion of opportunities in the risk register is an area that is under development within both this and other fire authorities' risk registers. The importance and usefulness of this side of risk management is expected to increase as the Fire Authority's risk management process matures.
Average level of opportunity	4.25	<b>Previous figure 4.75</b> Scale of 1 to 9 We would tend to want this figure to grow. The reduction in the average figure is due to the fact that the likelihood rating, attributed to benefit actually materialising from Risk Id 53, has been reduced.

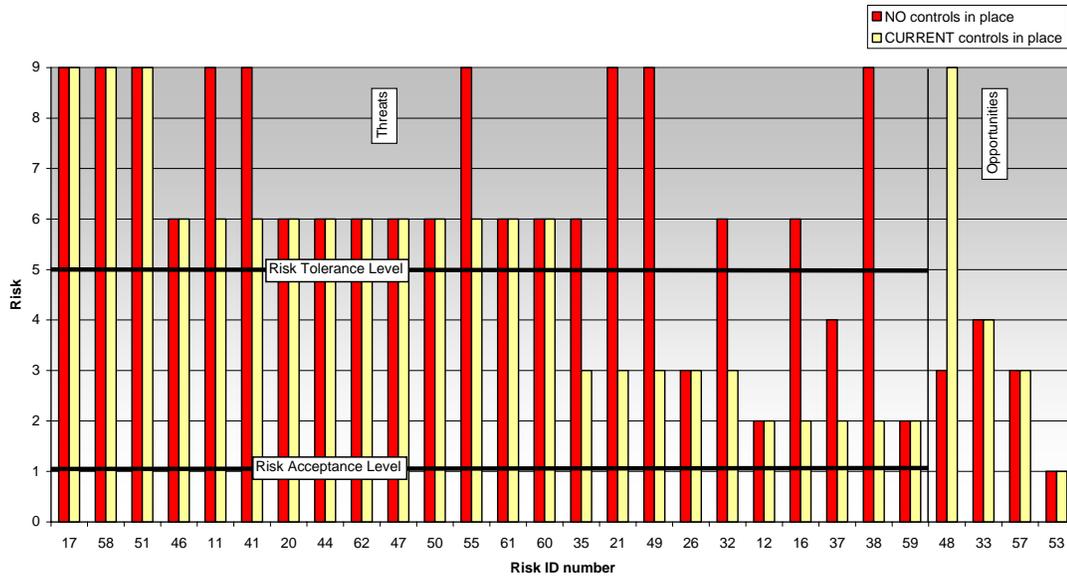
## 9 Graphical Representation of the Corporate Risk Register

The following graphs provide Members with an overall impression of the level and type of risk environment, in which the Fire Authority is currently operating.

Graph 1 shows the impact that our risk control measures are having on each of the individual threats and opportunities that are currently 'live' in the risk register. Members should note that, whilst the aim of risk control for 'threats' is to reduce the level of risk, the purpose of risk control for 'opportunities' is actually to increase the likelihood and/or benefit to be gained.

Detailed information about each of the threats and opportunities shown in Graph 1 is provided in the Appendix.



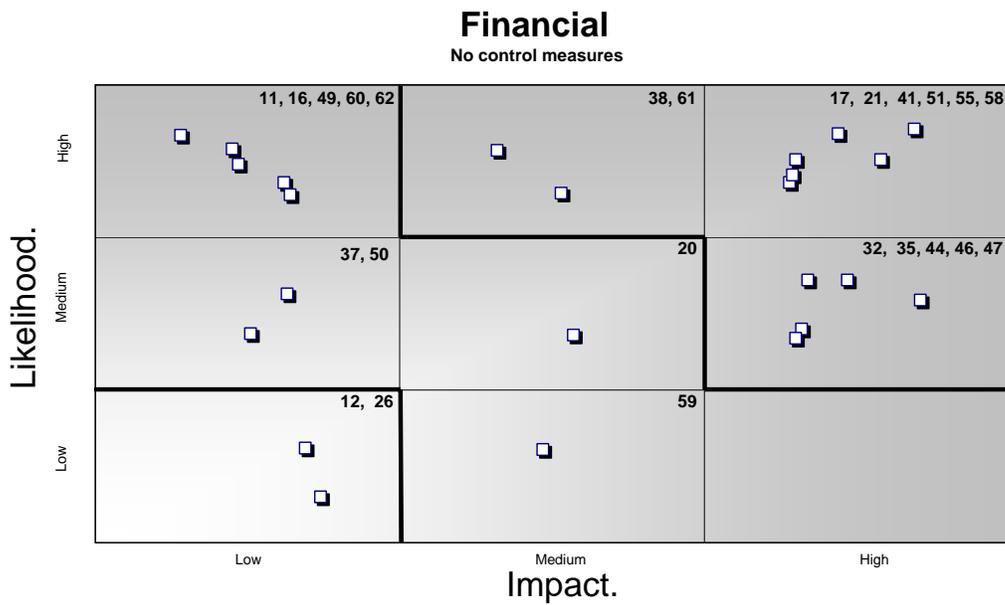


**Graph 1**  
**Risk levels for all 'live' threats and opportunities in the Fire Authority's Corporate Risk Register. Comparison between no control measures in place (red column) and the current control measures in place (yellow column)**

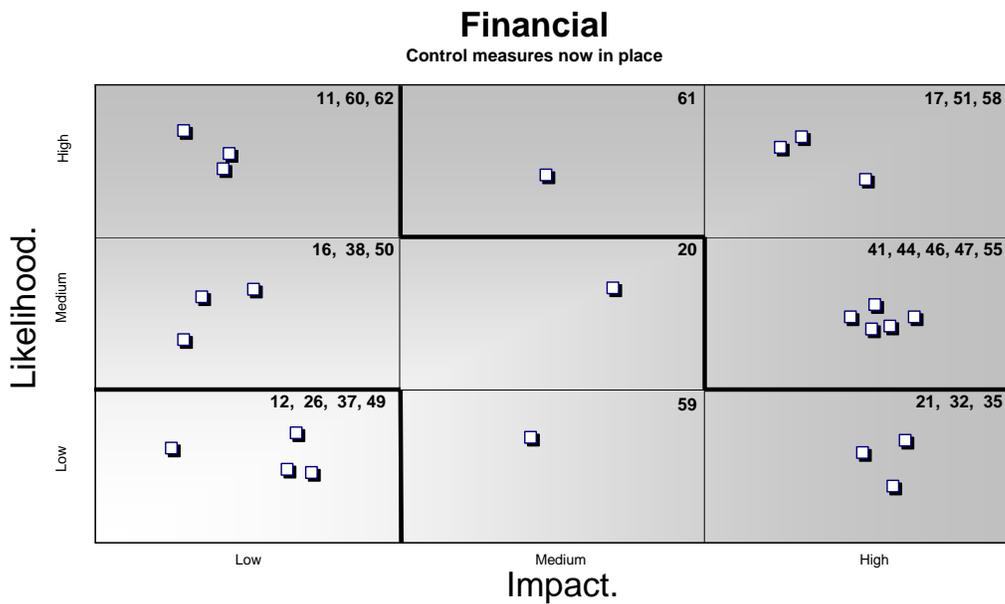
The following graphs (Graphs 2 to 9) provide an overview as to which of the three potential impact areas (finance, reputation or objectives) the risks could hit. They simply map all of the **threats** against their corresponding likelihood and impact ratings.

The four 'Opportunities' currently in the risk register are not included in any of these graphs. The graphs, therefore, represent a true picture of the **known** risk that currently exists in the Fire Authority. The numbers in the upper right corner of each section of the graphs are the Risk Identification numbers for the risks that sit in that particular portion of the graph. These numbers correlate to the Risk ID numbers given in the detailed risk summary table included as the Appendix to this report.



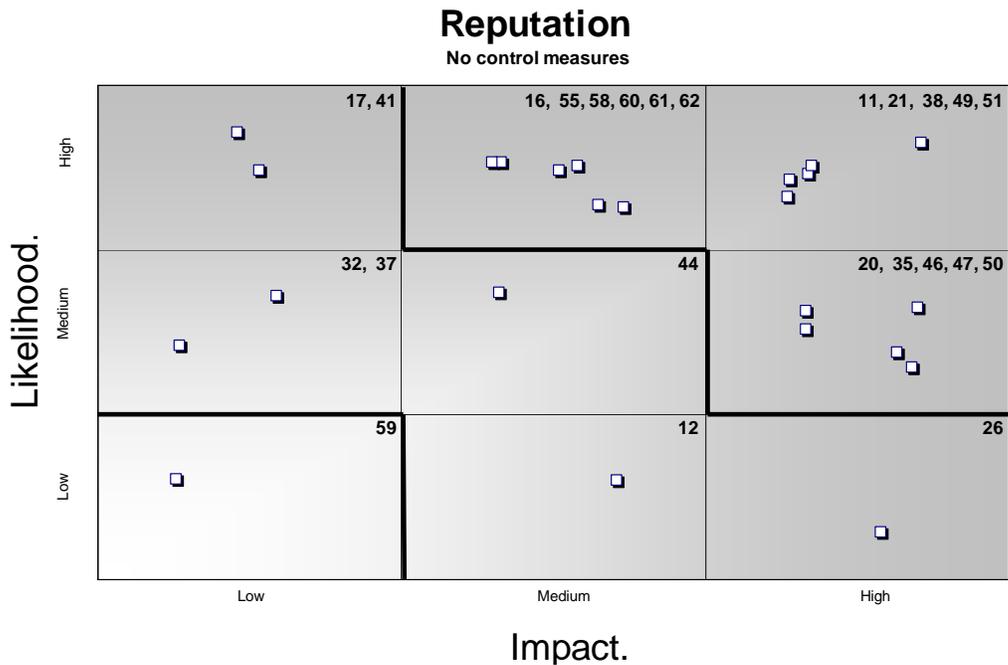


**Graph 2 - Financial impact with NO controls in place**

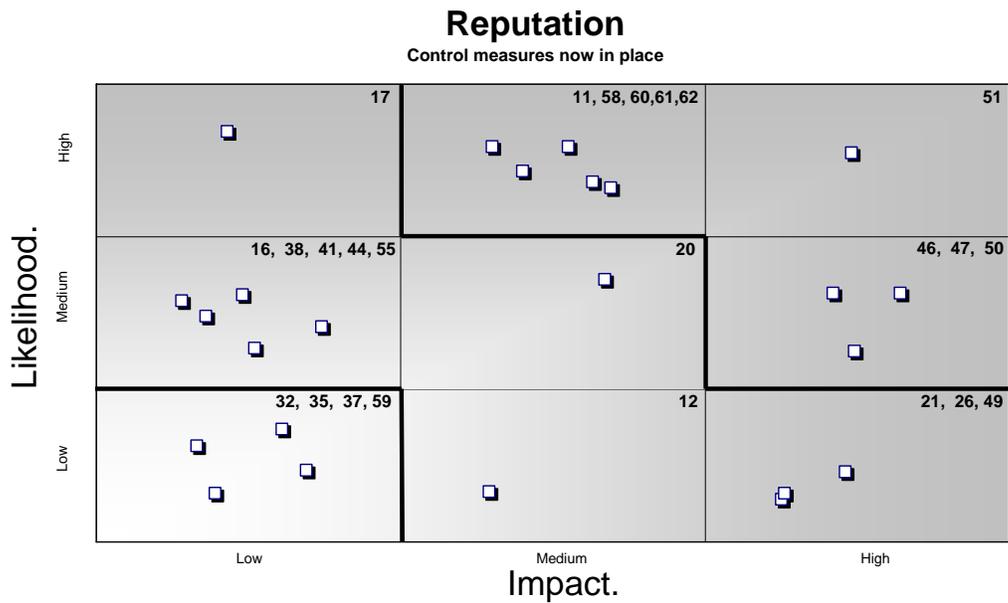


**Graph 3 - Financial impact with current level of controls in place**



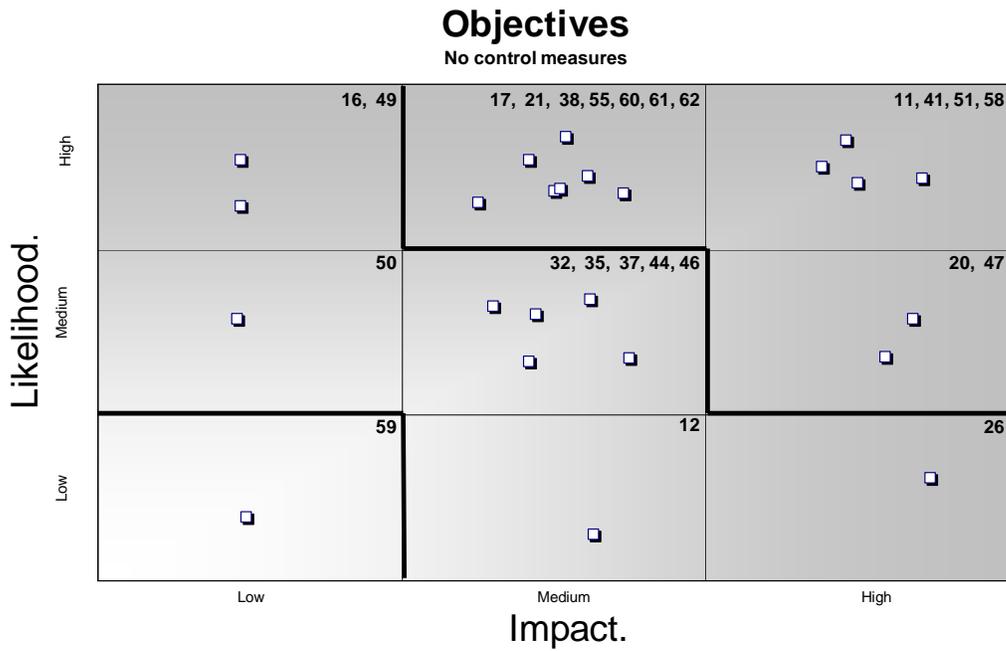


**Graph 4 - Reputation impact with NO controls in place**

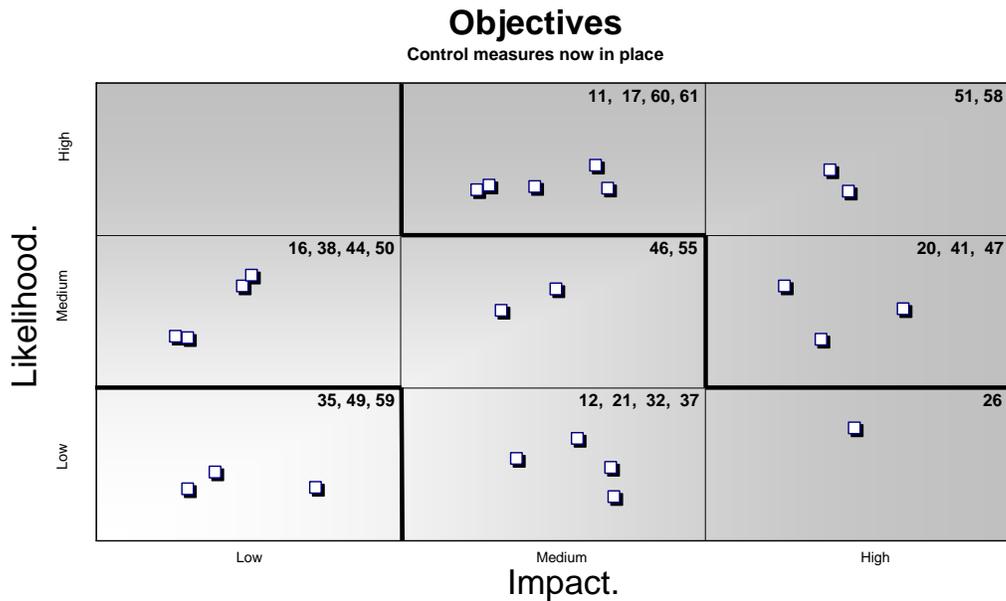


**Graph 5 - Reputation impact with current level of controls in place**





**Graph 6 - Aims and objectives impact with NO controls in place**

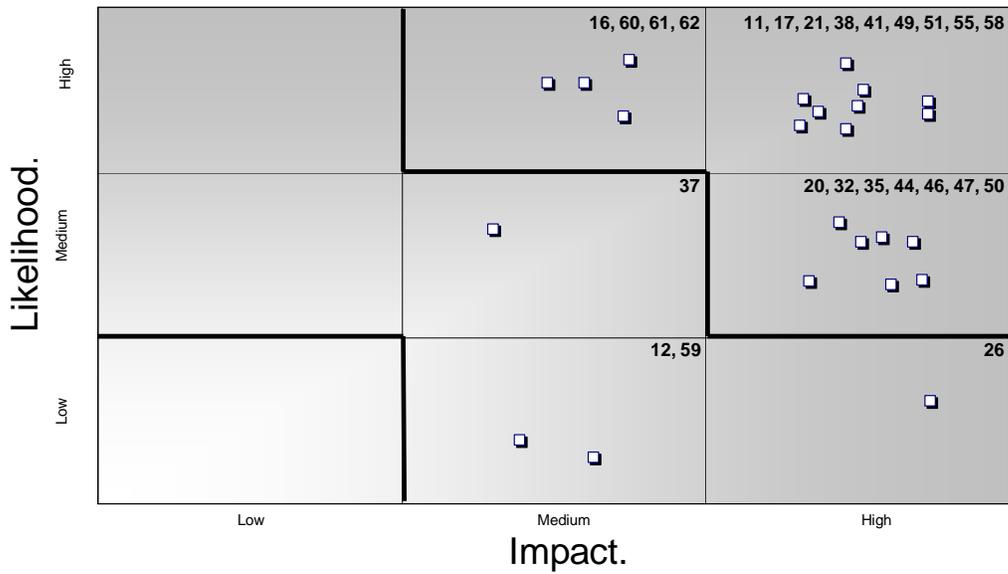


**Graph 7 - Aims and objectives impact with current level of controls in place**



### Summary Risk

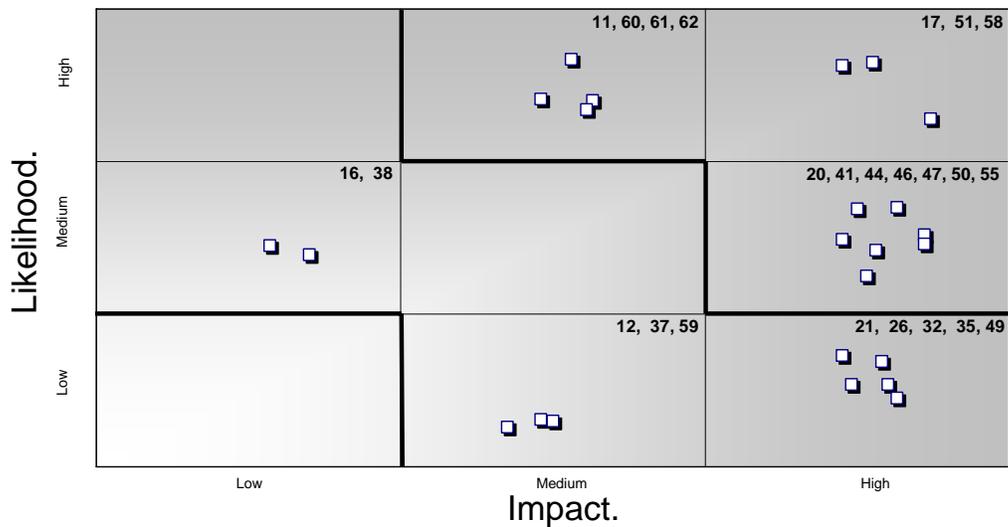
No control measures



Graph 8 - Overall risk levels with NO controls in place

### Summary Risk

Control measures now in place

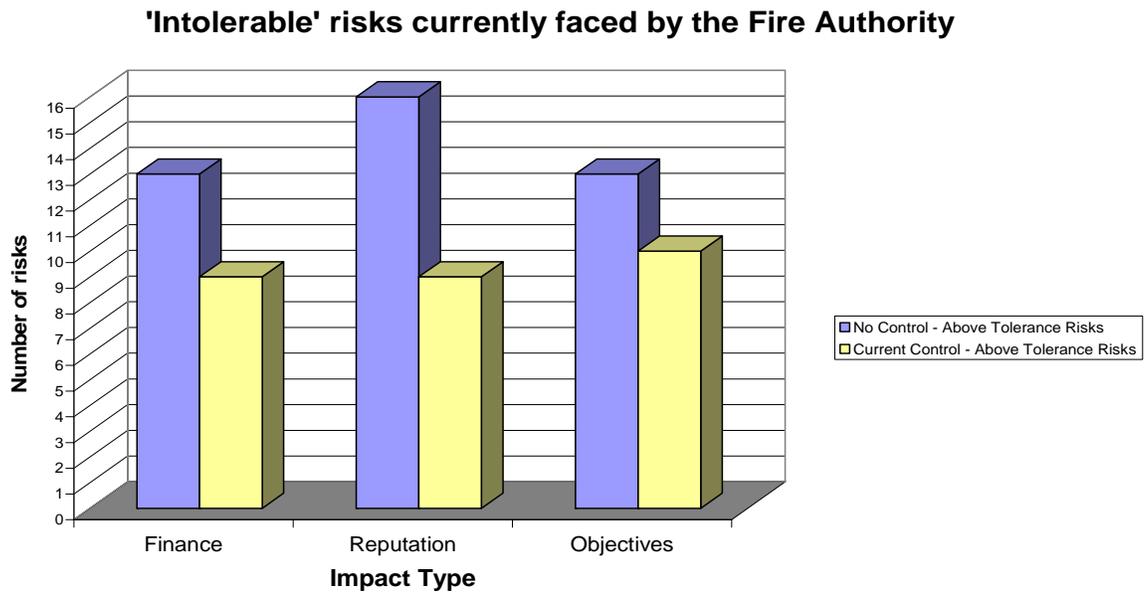


Graph 9 - Overall risk levels with current levels of control in place



## 10 Overall Summary

Whilst Graph 9 shows that there are 14 risks that are currently assessed as being above the Fire Authority's 'Tolerance Level', this graph does not demonstrate which of the three impact assessments is at greatest risk. Indeed, some of these risks could have a potentially significant impact on more than one of these areas. Graph 10 attempts to demonstrate this by showing how many risks are above the 'Tolerance Level', assuming firstly (in the blue column) that we had no risk controls in place and secondly (in the yellow column) that we have the current level of risk controls in place. Each of the three separate areas of impact, i.e. finance, reputation and objectives, is depicted in the graph.



**Graph 10**  
**Number of 'Intolerable' risks to which the Fire Authority is currently exposed, as assessed against each risk impact type**

The graph suggests that the most significant risk types currently threatening the Fire Authority are those that could have an impact on its reputation, if they materialised. However, it is also this type of risk that the Fire Authority's risk management process appears to be having greatest impact on: nearly half of those risks potentially impacting in this way have already been reduced to a tolerable level.

The most significant risks currently facing the Fire Authority are Risks 17, 51 and 58. Details about these particular risks, including how they are being dealt with, are given in the three boxes below.



**Figure 1 – Details about Risk 17**

<b>Risk ID:</b>	<b>17</b>
<b>Risk Description:</b>	<b>If the Retained Firefighters "Working Time" court case goes against Fire Authorities, then there is potential for this Authority to have to pay significant sums of money out in court costs, and backdated pension contributions.</b>
<b>Risk Owner:</b>	Alan Taylor (Chief Fire Officer)
<b>Control Owner:</b>	Keith Dixon (Treasurer)
<b>Risk Score based upon:</b>	
a. NO Controls in place:	9
b. ALL Controls in place:	9
c. CURRENT Controls in place:	9
<b>Actions taken to date:</b>	
	<p>Employers Circular 02/05 - The initial court case went against the firefighters. They appealed against the decision, and again the decision was upheld. They then appealed to the House of Lords. This was believed to take 12 to 18 months from release of the circular, which would put the proximity of the risk somewhere in the first half of 2006.</p> <p>Employers Circular 02/06 (March 2006) stated that the appeal to the House of Lords had gone against the Fire Authorities. The case must now go back to the Employment Tribunal for a decision on outcomes. The Employers side of the National Joint Council is considering the potential impact on individual Fire Authorities and will then provide more guidance. In view of the results from the appeal to the Lords, in March 2006, the risk assessment was reviewed and the "likelihood" was increased from Medium to High. This resulted in the risk going from a rating of "6" up to a rating of "9", thereby becoming one of the Fire Authority's most significant risks.</p> <p>A new Employers Circular was issued in March 2007. It reported the outcome of the Employment Tribunal which met that month to consider the issues referred back by the House of Lords decision. The Employment Tribunal allowed both parties to submit further evidence and will call a further hearing in November 2007. This will result in further delay with no decision expected until early 2008. In the meantime the risk is quantified and included as part of the general balance and is updated regularly for inflation.</p> <p>The Human Resources Director continues to keep abreast of any progress made with the Employment Tribunal, keeping Policy Group and the Fire Authority informed of progress and outcome.</p> <p>It is assumed that the costs likely to be incurred by most Fire Authorities, if the Tribunal case goes with the retained firefighters, will be too large for any Authority to budget for. It is, therefore, assumed that this national issue will attract Government intervention in some way.</p>



**Figure 2 – Details about Risk 51**

<b>Risk ID:</b>	<b>51</b>
<b>Risk Description:</b>	<b>If the Brigade's data quality systems lack the appropriate quality processes and controls, then the Brigade's funding and its allocation of resources against stated objectives may be compromised.</b>
Risk Owner:	Alan Taylor (Chief Fire Officer)
Control Owner:	Ged Edwards (Programme Manager)
<b>Risk Score based upon:</b>	
a. NO Controls in place:	9
b. ALL Controls in place:	1
c. CURRENT Controls in place:	9
<b>Actions taken to date:</b>	
<p>This risk relates to the gathering and analysis of all data within the Brigade that is converted into information on which business decisions are regularly made. It, therefore, includes issues relating to the Service's Management Information System (MIS) as well as Performance Management Systems (PMS). Whilst there are numerous types of data used by the Service, two of the most important types relate to information on the incidents the Service responds to (captured in the Fire Damage Reports or FDR1's) and data about our staff (captured in various systems used by the Human Resources Department). A preliminary Data Quality Audit, undertaken by the Audit Commission as part of the 'Use of Resources' assessment in 2007, identified this as an area for Service improvement.</p> <p>A thorough review of the Service's MIS and PMS facilities was undertaken over the last twelve months, which resulted in several proposals being made to the Fire Authority for improvements in this area. With the Fire Authority having budgeted for this work in its 2007/08 budget, the proposals are now being implemented. This includes:</p> <ul style="list-style-type: none"><li>• Procurement and implementation of the Service's new Performance Management System Information</li><li>• Procurement and implementation of the Resourcelink information system (run by Shirehall), as a solution to all of the Service's human resource data issues</li><li>• The replacement of the current paper based FDR1 system with the national electronic solution (known as the Incident Reporting System)</li><li>• Recruitment of an Information Manager</li></ul> <p>Once fully implemented, these controls will help to reduce the level of risk from this significant threat.</p>	



**Figure 3 – Details about Risk 58**

<b>Risk ID:</b>	<b>58</b>
<b>Risk Description:</b>	<b>The Government's Comprehensive Spending Review 2007 presents the Fire Authority with a lot of uncertainty about its future funding.</b>
<b>Risk Owner:</b>	Alan Taylor (Chief Fire Officer)
<b>Control Owner:</b>	Keith Dixon (Treasurer)
<b>Risk Score based upon:</b>	
a. NO Controls in place:	9
b. ALL Controls in place:	6
c. CURRENT Controls in place:	9
<b>Actions taken to date:</b>	
Actions to be taken are:	
	<ul style="list-style-type: none"><li>• Raising awareness and lobbying</li><li>• Exposure in Medium Term Financial Plan (MTFP)</li><li>• Lobbying and representation ahead of the Comprehensive Spending Review (CSR) and Grant Settlement</li></ul>
	<p>In practice we can do little about this risk as it is expressed as uncertainty about the outcomes from the CSR, which will remain despite lobbying. All we can do is plan and thereby reduce the uncertainty about the consequences of significant variations. We can also delay decisions that may be overtaken by events. The vehicle for doing this planning will be the MTFP.</p>



## 11 Legal Comment

There is no legislative duty for the Fire Authority to assess the risks to which its business objectives are faced. Corporate Risk Management does, however, form a fundamental element of good corporate management practices.

The Fire Authority has the power to act as proposed in this report. Care will need to be taken to ensure that the provisions of Schedule 12A of Local Government Act 1972 are correctly applied.

## 12 Equality Impact Assessment

In accordance with the Service's Brigade Order on Equality Impact Assessments (Personnel 5 Part 2) an Equality Impact Assessment has been completed and is attached.

## 13 Appendix

Detailed information on all current entries in the Corporate Risk Register

## 14 Background Papers

### Shropshire and Wrekin Fire Authority

- Meeting 19 July 2006 Report 20 – Corporate Risk Management Summary
- Strategy and Resources Committee Meeting 25 January 2007 Report 11 – Corporate Risk Management Summary

Implications of all of the following have been considered and, where they are significant (i.e. marked with an asterisk), the implications are detailed within the report itself.

Balanced Score Card		Integrated Risk Management Planning	
Business Continuity Planning	*	Legal	*
Capacity		Member Involvement	*
Civil Contingencies Act		National Framework	
Comprehensive Performance Assessment		Operational Assurance	
Efficiency Savings		Retained	
Environmental		Risk and Insurance	*
Financial	*	Staff	
Fire Control/Fire Link		Strategic Planning	
Information Communications and Technology		West Midlands Regional Management Board	
Freedom of Information / Data Protection / Environmental Information		Initial Equality Impact Assessment	*



**Detailed information on all current entries in the Corporate Risk Register (in order of 'Current Risk' level)**

Threat or Opportunity	Risk ID	Description	Risk Owner	Control Owner	Risk with NO Controls	Risk with ALL Controls	Current Risk	Links to other risks	Currently under review
Threat	17	If the Retained Firefighters "Working Time" court case goes against Fire Authorities, then there is potential for the Authority to have to pay significant sums of money out in court costs, and backdated pension contributions (Employers Circular 20/2005)	Alan Taylor	Keith Dixon	9	9	9		Yes
Threat	58	The Government's Comprehensive Spending Review 2007 presents the Fire Authority with a lot of uncertainty about its future funding.	Alan Taylor	Keith Dixon	9	6	9		No
Threat	51	If the Brigade's data quality systems lack the appropriate quality processes and controls, then the Brigade's funding and its allocation of resources against stated objectives may be compromised.	Alan Taylor	Ged Edwards	9	1	9	21, 16, 26, 44, 48	No
Threat	44	There are risks inherent in the Fire Authority working in partnership with other agencies/groups. If these are not properly controlled they could potentially impact on the financial standing and reputation of the Fire Authority.	Alan Taylor	Paul Raymond	6	1	6	30, 32, 41	No
Threat	11	If the County suffers a harsh winter, then there is a chance that the Service will not be able to deliver an appropriate level of service to the people of Shropshire.	Paul Raymond	Martin Timmis	9	6	6	20	Yes



Threat or Opportunity	Risk ID	Description	Risk Owner	Control Owner	Risk with NO Controls	Risk with ALL Controls	Current Risk	Links to other risks	Currently under review
Threat	20	If the organisation is not able to use its buildings, its people and/or its other resources due to a disaster scenario, then it is unlikely to be able to deliver essential services to the communities of Shropshire (not including strike action)	Alan Taylor	Andy Johnson	6	4	6	35, 11	No
Threat	41	The current push by Government for centralised purchasing of Fire Service products and services (FireControl and FireBuy etc) could impact on the commercial viability of the Authority's current contracts.	Alan Taylor	Andrew Kelcey	9	6	6	30, 32, 47	No
Threat	62	The electrical system at Shrewsbury will be shut off to enable full testing of the circuits. This could cause faults to occur in the various communications and IT systems within headquarters, which may also have an impact on operational effectiveness.	Steve Worrall	Glyn Williams	6	4	6		No
Threat	46	By undertaking a cultural audit, staff expectations will be raised and the identification of significant issues could result in a large increase in work load for the Service and a reduction in morale if expectations are not managed/met.	Louise McKenzie	Lisa Vickers	6	2	6		Yes
Threat	47	If the Regional Fire Control/Fire Link projects suffer long delays or fail, then the Brigade's ability to maintain a robust command and control function may be comprised. This would also have an impact on all future planning decisions for the Service.	Paul Raymond	Jim Cameron	6	6	6	26, 30, 32, 41, 59	No



Threat or Opportunity	Risk ID	Description	Risk Owner	Control Owner	Risk with NO Controls	Risk with ALL Controls	Current Risk	Links to other risks	Currently under review
Threat	50	Lack of understanding of the proposed Manslaughter Bill and its implications, could render the Authority more likely to be prosecuted in the event of an on-duty death of an employee.	Alan Taylor	Sharon Lloyd	6	6	6		Yes
Threat	55	The Service is going through a period of change in the way it manages and records all of the on-station training activities. If the methods used to manage this process are not sufficiently robust then there is a risk that the organisation may be subject to prosecution under health and safety legislation.	Paul Raymond	Jon Wagstaff	9	1	6	None	No
Threat	60	Organisation structural changes to the councils in Shropshire, as a result of the recent Local Government White Paper, could present potential threats to the way the Fire Authority achieves its strategic objectives, depending on the shape and structure any new Unitary Authority.	Alan Taylor	Paul Raymond	6	6	6	57	Yes
Threat	61	National proposals to change from the Long Service Increments payment system to a Continuous Professional Development payment system could have a significant financial impact on the Authority.	Alan Taylor	Keith Dixon	6	6	6		No



Threat or Opportunity	Risk ID	Description	Risk Owner	Control Owner	Risk with NO Controls	Risk with ALL Controls	Current Risk	Links to other risks	Currently under review
Threat	49	If the two confidential databases used by Community Fire Safety ('Contact Point' previously Information Sharing Assessment partnership and the Fire Setters database) are not subject to effective controls then there is a risk that people may be able to gain, and make improper use of, confidential information.	Mike Ablitt	Lynn Hosking	9	3	3		No
Threat	35	Information exempt from publication by virtue of the Local Governments Act 1972, Schedule 12A, paragraph 4.	Alan Taylor	Paul Raymond	6	3	3	12, 23, 36	Yes
Threat	26	Information exempt from publication by virtue of the Local Governments Act 1972, Schedule 12A, paragraph 3.	Paul Raymond	Jim Cameron	3	3	3	30, 32, 47, 59	Yes
Threat	21	If the Authority does not meet all financial regulations, then it may be subject to fraudulent activity, unnecessary or illegal (ultra-vires) expenditure.	Alan Taylor	Keith Dixon	9	3	3		Yes
Threat	32	If the financial costs of the new Regional Controls is not known, then the Authority will not be able to make appropriate budget plans, which could impair our ability to meet the Authority's stated priorities.	Alan Taylor	Keith Dixon	6	3	3	26, 30, 47, 59	Yes



Threat or Opportunity	Risk ID	Description	Risk Owner	Control Owner	Risk with NO Controls	Risk with ALL Controls	Current Risk	Links to other risks	Currently under review
Threat	59	Until the Regional Fire Control Local Authority Company is set up and has its own insurance arranged, the Authority's insurance cannot indemnify its representative on that company and would therefore have to indemnify any claims from its own reserves. The contribution the Authority will have to make to the insurance is also currently unknown.	Paul Raymond	Sharon Lloyd	2	1	2	26,32,47,59	No
Threat	38	If the pension arrangements are subject to significant change at this late stage, then there could be a financial and social impact on the Authority.	Alan Taylor	Alan Taylor	9	9	2		No
Threat	37	If the organisation does not make adequate succession planning arrangements, then when key staff leave the organisation there may be an impact on our ability to deliver our services.	Alan Taylor	Louise McKenzie	4	2	2		Yes
Threat	16	If the Brigade does not have appropriate procedures in place to meet the requirements of the Data Protection Act, then it may be subject to penalties	Steve Worrall	Louise Goodhead	6	1	2		Yes
Threat	12	If neighbouring brigades suffer industrial action, then the support from those brigades during large incidents in our county is likely to be reduced thereby impacting on our ability to deal with incidents effectively.	Paul Raymond	Martin Timmis	2	2	2	35, 36	Yes



Threat or Opportunity	Risk ID	Description	Risk Owner	Control Owner	Risk with NO Controls	Risk with ALL Controls	Current Risk	Links to other risks	Currently under review
Opportunity	48	If the Authority does not monitor its budgets closely then it could miss the opportunity to reinvest identified under-spends where this occurs in its various budgets.	Alan Taylor	Joanne Coadey	3	9	9		No
Opportunity	33	If the Authority is not clear as to the rules that apply to Government's specific Funding, then it could miss the opportunity to seek additional funding for the activities it is required to undertake in order to meet the Government's Modernisation Agenda and local priorities.	Alan Taylor	Keith Dixon	2	4	4		Yes
Opportunity	57	The recent Local Government White Paper presents an opportunity for the Fire Authority to explore the potential benefits to be gained from any possible changes to the local government structure in Shropshire. This risk will pull together the management of the various aspects of the proposed changes that will be explored; thereby ensuring the greatest benefit possible is achieved.	Alan Taylor	Paul Raymond	3	3	3		Yes
Opportunity	53	The national FireBuy project, looking into the possibility of setting up a Mutual Insurance Company for Fire Authorities, may present this Authority with the chance to reduce its insurance premiums. However, there are attendant risks in this approach that need to be explored.	Alan Taylor	Sharon Lloyd	1	2	1		Yes





**Shropshire Fire & Rescue Service    EQIA number**

**Initial Equality Impact Assessment Form**

Directorate	Performance Improvement Department	Department/Section	Risk Management
Name of officer	Andy Johnson	Job title	Head of Risk Management
Name of Policy/Service to be assessed	Strategy and Resources Committee Report – 24 May 2007 – Risk Management Summary	Date of assessment	10/05/2007
New or existing policy	Report only		

1. Briefly describe the aims, objectives and purpose of the policy/service	Provide summary information to the committee so that they are able to meet their responsibilities as they relate to Risk Management.
2. Are there any associated objectives of the policy/service?	Strategic Aim 4 - "Provide a service that demonstrates quality and Best Value in service provision." Corporate Objectives - "Ensure the effective management of performance and corporate risk"
3. Who is intended to benefit from the policy/service and in what way?	The organisation will directly benefit be better prepared to meet its stated aims and objectives. This provides indirect benefit to everyone that requires our services.
4. What outcomes are wanted from this policy/service?	Fire Authority Members will be better informed about the risks to which the Authority is exposed.
5. Who are the main stakeholders in relation to the policy/service?	Members of the Strategy and Resources Committee
6. Who implements the policy/service and who is responsible for this?	Andy Johnson, Head of Risk Management

7. Are there any concerns that this policy/service could have a differential impact on the following groups and what existing evidence do you have for this? Yes or No, please detail in boxes below.			
8. Age		N	
9. Disability		N	
10. Gender		N	

11. Race		N	
12. Religion or belief		N	
13. Sexual orientation		N	
14. Dependant/caring responsibilities		N	
15. Could the differential impact identified in 7-14 amount to there being the potential for adverse impact in this policy/service?		N	Not applicable
16. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group or another reason?		N	Not applicable
17. Have you consulted those who are likely to be affected by the policy/service?	Y		Yes. Committee members were consulted on the format and contents of the report.
18. Should the policy proceed to a full impact assessment?		N	Not required
19. Date by which full impact assessment to be completed	Not applicable		
20. Reason for non completion	Not applicable		

I am satisfied that this policy has been successfully impact assessed.

I understand the Impact Assessment of this policy is a statutory obligation and that, as owners of this policy, we take responsibility for the completion and quality of this process.

Signed: (Assessing person)		Date:	10/5/2007
Signed: (Line Manager)		Date:	
Please note that this impact assessment will be scrutinised by the E&D Officer			