

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

EQUALITY IMPACT ASSESSMENT – RISK MANAGEMENT

Policy, Project, Activity: (e.g. SPI, SMB or FRA Paper, etc).	Wyre Forest Hub Station Proposal 2015	New/Existing? (If existing, please state which document it will replace)	New project
		Date:	26 th August 2015
Directorate:	Service Delivery	Department	Community Risk & Training
Author:	Mark Preece	Head of Department	Mark Preece
Title:	Wyre Forest Emergency Services Hub Station Proposal		
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>Through a one-off award of £2.38 million capital funding from the government, Hereford & Worcester Fire and Rescue Authority has the opportunity to create a Joint Emergency Services Hub Station for the Wyre Forest. A hub station is a central base for a number of different services, where they can work together more effectively for the benefit of the local area.</p> <p>The Fire Authority believes that a central hub station would have important advantages in terms of bringing together on one site resources of the three 'blue light' services (fire, police and ambulance) with other voluntary sector emergency support services, while helping to share costs, local intelligence and training facilities. Instead of being in different parts of the Wyre Forest area, some parts of the services would come together on a single site, not to merge their organisations, but to co-operate more closely and effectively.</p> <p>The key aim is to develop existing relationships between emergency service partners to improve their joint working for both routine and major incidents – an aspiration that fits very well with the government's 'blue light agenda' which encourages fire, police and ambulance services to co-operate to make the best use of their resources.</p> <p>In this context, the proposal is to create a Joint Emergency Services Hub station for Wyre Forest by centralising the current Bewdley, Kidderminster and Stourport fire stations and their resources onto a single site in Wyre Forest.</p> <p>Following preliminary 'listening and engagement' sessions with Wyre Forest staff and members of the public, the Fire Authority is currently formally consulting the public, its staff and partner organisations about its proposal. At this stage, the consultation is about whether a hub station would be a good idea <i>in principle</i>; no decisions have been taken and no site has yet been selected.</p>		

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Strategic Policy Implications	Yes / No
Does this policy/activity help us to deliver our CRMP 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>If created, the hub station would contribute to many community safety initiatives and improve the effectiveness of their delivery. There has been provisional agreement with partners that the hub station would become the operational base for the following emergency services in Wyre Forest:</p> <p>Hereford & Worcester Fire and Rescue Service – for the Wyre Forest wholetime and on-call fire engines, crew training and community safety</p> <p>West Mercia Police – to accommodate the 25 members of the Wyre Forest local policing team (but the Kidderminster police station would remain to accommodate other Wyre Forest policing functions)</p> <p>West Midlands Ambulance Service – to support its work in the north of Worcestershire</p> <p>Severn Area Rescue Association – for specialist water rescue equipment and training for volunteers</p> <p>British Red Cross – for its vehicles, training, victim support and community engagement.</p> <p>Other organisations – there would also be opportunities for other voluntary and community organisations to use the hub station for meetings and training, and where appropriate to enhance their links with the emergency services.</p> <p>A hub station would also be a focus for the community – a centre where the emergency services would work together, and with voluntary organisations and volunteers, to improve community safety across Wyre Forest.</p> <p>Therefore, for all the services in question and for the Fire and Rescue Service in particular, the hub station would strengthen the organisation and delivery of prevention, protection, response and resilience services.</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>Groups more likely to be at risk of fire are, <i>for example</i>, frail, elderly and disabled people (especially if they live alone), socially and economically disadvantaged people in social or private rented accommodation, some ethnic minority and migrant worker groups (especially if they live in over-crowded or multiple occupation dwellings), and heavy smokers. There is no evidence that the proposal for a hub station would differentially and adversely affect those with protected characteristics or any other vulnerable groups at higher risk of fire and other emergencies.</p> <p>Indeed, insofar as the Fire and Rescue Service targets its prevention and protection programmes towards individuals and groups known to be more at risk of fire and other life-threatening emergencies, a hub station should enhance those initiatives.</p> <p>For example, Fire-Police co-location would provide for:</p>	

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Better day-to-day communications between the emergency services and their voluntary sector partners

Sharing of local intelligence about vulnerable people

Greater co-operation in tackling anti-social behaviour such as malicious false alarms, deliberate fire setting, vandalism and malicious damage, and reckless driving

More facilities for crime and fire prevention campaigns

Facilities and space for voluntary sector partners to use for their meetings.

Fire-Ambulance co-location would provide for:

Better co-ordination in preparing for and managing serious accidents and road traffic collisions – such as those involving extrications with cutting gear in parallel with life support interventions

Regular joint training for serious incidents, including quarterly training sessions for water rescues

Co-responding for medical emergencies – in which the Fire and Rescue Service assist the Ambulance Service to provide rapid response to immediately life-threatening medical emergencies.

In terms of saving life the Fire and Rescue Service can potentially make an even bigger contribution by supporting medical urgent interventions rather than by just fighting fires.

Emergency Services-Voluntary Sector co-location would provide advantages for the Severn Area Rescue Association (SARA) and the British Red Cross, for example by providing:

Secure storage and maintenance services for specialist equipment and vehicles

Regular training for volunteers

Realistic experience in operational settings alongside the emergency services

A more co-ordinated role alongside the emergency services in dealing with exceptional incidents like flooding and similar emergencies

Some administrative, clerical and office support

Shared experience in victim support, care of the injured and vulnerable, and community engagement.

Through the creation of an emergency services hub station, relations between the statutory and voluntary sectors would be strengthened by greater sharing of resources; volunteers would get valuable experience; their organisations would gain even greater resilience; and the emergency services would build closer links with their communities.

Moreover, the creation of a hub station would overcome the equality and diversity disadvantages of the current three stations. For example:

Kidderminster fire station's site is too small to develop a modern community fire station with space for partners and community facilities

Bewdley and **Stourport** fire stations have very limited training facilities in which to practise tackling the risks and scenarios crews encounter at incidents

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

<p>Bewdley and Stourport also lack suitable facilities for women firefighters and visitors to the sites</p> <p>All three stations provide very limited access for disabled and special needs visitors.</p> <p>It is neither cost-effective nor physically feasible to address these issues properly at the existing stations, but a purpose-built hub station on a larger site would be able to meet all these requirements.</p>	
Equality Monitoring	Yes / No
Does the Service currently collate data specific to this activity for equality monitoring?	Yes
<p>The Service regularly monitors and assesses its estate in terms of general condition and suitability in respect of equality and diversity issues.</p> <p>It also routinely monitors those and other matters in relation to its emergency incidents, particularly by using “After the Incident” survey questionnaires which are distributed to all households experiencing emergency incidents. The Service also carries out ‘quick strike’ targeting of households in neighbouring properties with fire safety leaflets and home fire safety advice.</p> <p>The Service also carries out other forms of routine monitoring in term of quarterly performance reports to the Fire Authority as well as an Annual Report.</p> <p>The Fire Authority is currently conducting formal qualitative and quantitative consultation about the proposal for a hub station with the public, staff and stakeholders across Wyre Forest – and the widely available consultation questionnaire asks specifically about human rights, vulnerable groups, and those with protected characteristics.</p>	
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 proposal for a ‘blue light’ emergency services hub station is based upon enhancing partnerships with other statutory and voluntary sector emergency services. In early discussions there has been provisional agreement between the Fire and Rescue Service and its partners that, if a hub station was created, then it would become an operational base for local fire, police and ambulance services as well as for SARA and the Red Cross.</p> <p>Overall, the hub station would be a focus for community safety – a centre where the emergency services could work together and with voluntary organisations and volunteers to improve community safety across Wyre Forest.</p> <p>Hereford & Worcester Fire and Rescue Service wishes to improve its partnerships in order to work more effectively with other organisations to serve the public and to target those people and areas most at risk of fire and other emergencies.</p>	

Log No.

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

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 Fire 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 Risk Management for consideration into 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 and who is responsible?)	Residual Risk Score (after control measures are applied to mitigate inherent risk scores)
<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> <p><i>From the groups identified above, state here what the actual risk is to the Authority</i></p>			
<p><u>Public</u> Overall, it is likely that the public across Wyre Forest would benefit from a hub station and the associated enhanced partnership working – particularly in terms of prevention and protection initiatives and increased intelligence and collaboration.</p> <p>However, depending on the location chosen for the hub, it is likely that average response times to incidents in some areas may be longer than at present, while for other areas response times may be shorter.</p> <p>A further assessment of the likely impact on the levels of</p>	<p>4</p>	<p><u>Public</u> The Service has undertaken extensive risk analysis to inform its professional judgement about the merits of a hub station and the likely effect on response times of potential locations. It accepts that if a hub station is created then in some areas fire engines will take longer to arrive – however, there are important mitigating factors that offset this consideration:</p> <p style="padding-left: 40px;">The first fire engine sent to incidents will always be the nearest and most appropriate one, given the circumstances of the incident</p> <p style="padding-left: 40px;">The hub station would allow for the recruitment and retention of a larger ‘pool’ of on-call firefighters, thus</p>	<p>2</p>

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

<p>risk across the whole area will need to be carried out as part of choosing a suitable location for the new hub station.</p>		<p>improving the availability and resilience of emergency cover over that currently provided.</p> <p>Any marginal additional risks attributable to longer response times in some areas can be mitigated by target increased prevention and protection initiatives in the relevant communities.</p> <p>The creation of a hub station should facilitate enhanced prevention and protection campaigns in the relevant areas.</p>	
<p><u>Staff</u> The proposed hub station would require a larger ‘pool’ of on-call firefighters, but it is likely that not all the current on-call firefighters would be able to attend the new station within five minutes. In these circumstances, affected members of staff may decide they are unable to continue their employment with the Fire and Rescue Service.</p> <p><u>Partners, Community Groups and Local Government</u> The success of the hub station depends upon the Fire Service working more closely, effectively and harmoniously with its statutory and voluntary sector partners in order to:</p> <ul style="list-style-type: none"> Make adequate and fair funding and management arrangements for the shared site Develop new shared initiatives while also enhancing existing relationships Demonstrate to the public that blue light collaboration benefits communities while also raising the profile of community safety in all its dimensions 	<p style="text-align: center;">3</p> <p style="text-align: center;">4</p>	<p><u>Staff</u> The Service has appropriate procedures in place to manage any personnel issues arising from the proposal, including the Joint Consultative Committee (JCC).</p> <p><u>Partners, Community Groups and Local Government</u> The Service recognises the importance of effective partnership working and will put in place management systems and monitoring procedures to achieve its goals.</p> <p>Early discussions with partners led to the funding application to the government and there has been provisional agreement already that the success of the hub station depends upon the Fire Service working more closely, effectively and harmoniously with its statutory and voluntary sector partner – in order to: share costs, design and manage joint community safety and operational initiatives.</p>	<p style="text-align: center;">2</p> <p style="text-align: center;">1</p>

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Equality & Diversity			
1. Does this subject area impact upon the 9 protected characteristics? If yes, please indicate: Race Gender Reassignment Disability Age Sexual Orientation Religion & Belief Pregnancy & Maternity Marriage & Civil Partnership Sex			
<i>From the groups identified above, state here what the actual risk is to the Authority.</i>			
<p>As noted in the <i>Outcomes'</i> section above, there is no evidence that the hub station proposal would have any disproportionately adverse impacts on any groups with protected characteristics, but some people, because of their personal circumstances, are likely to be at greater risk of fire and other life-risk emergencies, including some elderly and disabled people.</p>	2	<p>The Service targets its prevention and protection activities towards the most vulnerable and at-risk people; and multiple factors are taken into account in the targeting because combinations of factors increase risk (including levels of deprivation). Simply being elderly or disabled does not increase fire risk, but being elderly <i>and</i> disabled <i>and</i> living alone <i>and</i> smoking <i>and</i> being poor does so.</p> <p>The Fire and Rescue Service's community risk planning takes into account the population and households in all local neighbourhoods and uses Census analysis, the Index of Multiple Deprivation, Mosaic lifestyle characteristics and the incidence of fire and road traffic collisions (and any associated injuries and fatalities) within those areas to help determine relative levels of risk across the whole Service area.</p>	1
2. Could this activity prevent us promoting equality for any diverse group? No			
<i>If yes, please identify how and what the risk is here.</i>			
	NA		NA
3. Could this activity potentially discourage the participation of any equality groups? Yes			
<i>If yes, please identify how and what the risk is here.</i>			
<p>The proposal would reduce the number of fire stations in Wyre Forest from three to one. Depending on the location of the hub, this may lead to some current members of staff deciding they are unable to continue their employment with the Fire and Rescue Service. While this may affect some</p>	2	<p>If additional on-call firefighters are required for the hub station, the Service will continue to develop innovative campaigns to encourage the recruitment of a more diverse workforce.</p>	1

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

parts of the Wyre Forest area, it is unlikely to impact differentially on any equality groups.			
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>	NA		NA
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>			
There is some scope for initiatives to promote equality of opportunity by positive action and recruitment campaigns	2	Recruitment of additional on-call firefighters and volunteer activities at the proposed hub station would provide opportunities to promote equality of opportunity by positive action and recruitment campaigns.	1

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

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>	NA	The current consultation exercise is asking consultees specifically about any potential issues bearing on human rights and/or protected characteristics. The responses will be thoroughly analysed and policies will be developed to mitigate any identified problems.	NA
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>	2	<p>The Service is confident that its preliminary and formal consultation procedures have been/are proportionate, thorough and inclusive.</p> <p>The consultation process is informed by a detailed Consultation Document that outlines the proposal while explaining why the Service considers the status quo and some other possible options not to be feasible. Different methods of consultation are being used to encourage individuals and organisations to take part – including public meetings in the three affected areas, a forum with randomly selected members of the public and an inclusive consultation questionnaire. In particular:</p> <p style="padding-left: 40px;">Human rights and protected characteristics are addressed specifically in the consultation questionnaire.</p> <p style="padding-left: 40px;">Copies of the consultation document and questionnaire are being circulated widely and the public, staff and organisations are also invited to make written submissions.</p>	1

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

		Senior members of the Service have also held meetings with partners and other stakeholders to discuss the proposals.	
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>			
The consultation has not yet finished and this assessment remains provisional pending the full completion of the consultation.	2	The consultation processes are thorough and will be analysed and reported by an independent organisation before being carefully considered by the Fire Authority. The proposal for a joint emergency services hub station is designed to enhance community safety for all groups in the population.	1
Strategic Policy/Governance Implications – e.g. Political impact, Leadership, or senior management change			
<p>The current consultation on the hub station proposal focuses on the issue of <i>principle</i> – is a hub station at an as yet unspecified site in Wyre Forest a good idea in principle? Because no location has been selected, it is not possible to specify the area-by-area effects on local response times of moving from three stations to one.</p> <p>Initial analysis reported in the Consultation Document suggests that on average it may take up to three minutes to reach some areas than at present. Residents in those areas most affected may want more specific risk information once a suitable location has been chosen.</p> <p>There are organisational and governance challenges in bringing together on one site three ‘blue light’ services with some voluntary sector emergency support services.</p>	7	<p>The Fire Authority will pay careful attention to the current consultation findings before considering whether further consultation is required once a site has been chosen.</p> <p>The Fire Authority and Service recognise the importance of effective partnership working and will put in place management systems and monitoring procedures to achieve their goals. Early discussions with partners led to the funding application to the government and there has been provisional agreement already that the success of the hub station depends upon the Fire Service working effectively with its statutory and voluntary sector partners in sharing costs and designing and managing joint community safety and operational initiatives.</p>	5

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Operational – e.g. how we carry out our duties			
<p>The creation of a one-site hub station will increase response times to some areas of Wyre Forest by between a few seconds and up to three minutes. There will also be some rebalancing in the proportion of incidents attended by wholetime and on-call firefighters.</p>	2	<p>Additional on-call firefighter recruitment may be necessary to enlarge the overall pool of on-call firefighters. The availability of the on-call crews will continue to be monitored by the Service. In any case, the proportion of emergency calls responded to by wholetime firefighters is likely to increase, subject to normal risk assessment protocols.</p> <p>Overall, the hub station and proposal to reduce from three stations to one for Wyre Forest is an appropriate response to the big reduction in emergency incidents across Herefordshire and Worcestershire in general and in Wyre Forest in particular. There has also been a 30% drop in incidents in Wyre Forest over the last five years – from 1,257 attended in 2010-11 to 873 during 2014-15, with a 43% reduction in the number of fires attended. Each of the Wyre Forest fire stations has seen big reductions in incidents during the same five year period.</p> <p>The three current stations are also less than four miles apart and in total they consistently attend fewer incidents each year than the single station at Worcester.</p>	1

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Legal – eg change or failure to comply with legislation including specialist advice			
The Fire Authority will need to consider if its current consultation on whether the hub station is desirable <i>in principle</i> completely fulfils its duty to consult the public while giving them sufficient information about the implications of the closure of three stations for area-by-area response times.	3	Following the current consultation, the Fire Authority will consider whether further consultation is required once a site has been chosen.	1
Financial – eg monetary or resource implications			
The Authority faces continuing reductions in central government funding and has to make savings in frontline service delivery.	5	While the need to make savings cannot be ignored, the proposal for a Wyre Forest hub station is not driven primarily by financial considerations, but is seen as a potential service improvement. Nonetheless, the proposal offers the opportunity to benefit from £2.38 million of capital funding from the government while avoiding recurrent maintenance, refurbishment and upgrading costs for the three current fire stations.	3
Reputational – eg Will the reputation of the service be put at risk by the adoption of this policy/ activity?			
There is a risk to the Authority's reputation if people in some areas of Wyre Forest feel critical of longer response times that could occur in those areas following the relocation of emergency cover from three stations into one at a suitable site.	4	<p>The Authority appreciates that any reduction in the number of fire stations and any consequent increase in response times will be matters of concern. However, such decisions are not taken lightly and require extensive risk analysis and professional judgement in order to ensure that fire cover is balanced most effectively and efficiently across the whole Service area. The hub station proposal also recognises that emergency cover may safely be rebalanced in order to match more closely current risk levels, in the light of the big reductions in risk and incidents over the last 10 years.</p> <p>The Authority is conducting a proportionate and thorough consultation that provides opportunities for the public, staff</p>	2

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

		and stakeholders to understand and comments on the issues. The Service will continue to promote its fire safety education and other prevention work, targeting its activities towards the most vulnerable members of the community.	
Environmental – Is there any impact including Sustainability – eg Energy saving, waste disposal, decontamination and containment of fire-fighting media.			
<i>Please ensure that the Sustainability Impact Appraisal form has been completed and advice sought from the Head of Asset Management</i>			1
Relocating three older fire stations into one purpose-built station will allow for the use of greener and more efficient technologies to reduce energy consumption.	2	Environmental issues will be a key consideration in designing, building and operating the proposed hub station	
Assets – Procurement/ ICT/Property/Fleet/Equipment – eg Purchasing, New builds, Maintenance/Alterations			
By creating the hub station, the Authority will benefit from a one-off opportunity for capital funding of £2.38 million from the government – money that is not available for any other purpose – and also from the sale of the current three sites. There will also be savings in running costs deriving from sharing the new site with the other blue light services.	2	The government funding has been secured and there has been provisional agreement with the other emergency services to share the site	1
Human Resources – eg Recruitment, Policy changes, Monitoring information Establishment changes, Employee Relations, Employee Development			
The Service recognises that some current on-call firefighters may not be able to meet the five minute turn-in requirement at the new hub station. It also recognises that there may be some local resistance to the closure of each current fire station.	5	The Service will continue to work closely with staff representative bodies through the Joint Consultative Committee. A larger pool of on-call firefighters will be required at the new hub station and so recruitment of on-call employees will continue – using innovative campaigns to attract diverse staff.	3
Training – eg Is training required in this area? Will Training & Development need to be notified in order for them to assist in the			

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

delivery training in this area?			
Training routines and facilities will need to be maintained and if possible improved.	2	The hub station would have more space and more facilities for fire and rescue service training, and also for exercises with the other blue light services in respect of training for both routine and exceptional incidents.	1
Health and Safety – eg Will this enhance or undermine Health, Safety and wellbeing			
Safe systems of working will need to be in place.	2	The hub station would provide for and encourage more effective collaboration between wholetime and on-call firefighters, with more co-ordinated training on a single site. Existing policies and procedures will be reinforced and where necessary new protocols will be developed for fire and rescue service training and for training in association with the other services on the site.	1
Partnership – eg Working or interaction with other organisations			
As already noted, the success of the project depends on effective partnership working with other emergency services and with voluntary support services.	2	As noted above, the Authority is aware of the need to promote effective partnerships on the shared site and will have policies to promote and monitor their effectiveness.	1
Information Management – eg Data Quality, Privacy Impact Assessment, Data Protection and Freedom of Information, Environmental Regulation			
<p><i>Does this policy/activity conform to the Data Protection Act, Freedom of Information Act, Environmental Information Regulations and Data Quality principles?</i></p> <p>The creation of a hub station does not carry inherent data management risks, except insofar as the different services will need to share data about, for example, community risks, vulnerable people and potential anti-social or perhaps more serious potential offenders. The sharing of such data must be fully compliant with the relevant legislation.</p>	4	The Authority recognises the important of these issues and will ensure that appropriate protocols are in place to regulate data management and sharing at the hub station and elsewhere.	3

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Total Inherent Score	61	Total Residual Score	33
Outcome		Yes / No	
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	

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
	Medium	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

Log No.

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE

Opportunities:	Responsible:
What further Opportunities can be identified from this activity/policy matter? Not applicable	Who is responsible for delivery? Not applicable

Publishing the Document:			
Is there any reason why this policy, SMB paper or FRA report and accompanying Business Impact Analysis should not be published?			
<i>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.</i>			
None			
Policy Author Signature	<i>Signature on original copy</i>	Date	26-08-2015
Head of Department/Mgr	Mark Preece	Date	26-08-2015

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

Senior HR Advisor - Equality & Diversity Lead		
Group Commander		

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