

WEST MIDLANDS FIRE SERVICE

RISK MANAGEMENT

1. STRATEGY

It is the strategy of the West Midlands Fire and Rescue Authority to have in place a structured risk management framework throughout all areas and levels of the organisation, the purpose of which is to:

- reduce the frequency of negative risk events (threats) occurring and to minimise the severity of their consequences when they do occur, and so
- increase the likelihood of positive risk events (opportunities) occurring and to gain the most benefits from their consequences.

Through a means of informed decision making and the management of risk, the Fire Authority will be better able to deliver its Corporate Strategy effectively and support its vision of 'Making West Midlands Safer'.

2. PROCEDURES

2.1 Definition of risk management

Risk management is the process of identifying threats and opportunities, evaluating their potential consequences and then determining the most effective and efficient methods of controlling them and/or responding to them.

The process will enable the Fire Authority to deliver its Corporate Strategy and Annual Service Plan by supporting the delivery of actions and outcomes through the robust analysis of risk.

In this context risk management should not be confused with the activities of other risk related sections within the Fire Authority, such as:

- Integrated Risk Management, which supports the strategic assessment of risk in the community we serve and influences the activity undertaken to reduce existing and potential risks in our community.
- Safety, Health and Environmental, which supports the assessment and control of risks affecting the safety, security, health and welfare of people employed by the Fire Authority, or who are under its duty of care.
- Terrorism and Contingency Planning, which supports the assessment of, and planning for, risks associated with terrorist activity, significant environmental events and other major emergencies.

Whilst the above are distinct areas of activity, they are all interrelated and assist the Fire Authority in delivering a service to the communities of the West Midlands.

2.2 The benefits of risk management

An effective risk management framework will deliver a wide range of benefits throughout all areas and levels of the organisation. The nature of these benefits will vary and will be both tangible and intangible. However, by making sure that there are strong links within the framework between these areas and levels, the Authority will be better able to safeguard its reputation within the community as a whole and show its ability to deliver value for money.

The benefits of an effective risk management framework include improved:

- corporate management, through
 - informed decision making based on risk identification, analysis, control and monitoring
 - informed selection of strategic objectives and targets based on risk identification, analysis, control and monitoring
 - improved ability to deliver against realistic and achievable objectives and targets
 - an improved performance management framework
- departmental or command management, through
 - reduction in managerial time spent dealing with the consequences of an unplanned event
 - reduction in interruptions to service delivery
 - improved managerial control arising from risk identification, analysis, control and monitoring
 - an improved performance management framework
- financial management, through
 - improved financial control arising from risk identification, analysis, control and monitoring
 - reduction in financial costs associated with losses due to service interruption, litigation, and so on.
- customer focus, through
 - improved internal and external reputation arising from all the above
 - reduction in service disruption arising from all the above

Risk has been defined as 'the uncertainty of outcome' by the Office of Government Commerce and the future contains an element of the unknown for us all. However, the public has a right to expect that the West Midlands Fire Service will anticipate those events that are reasonably foreseeable and plan to reduce the likelihood of them happening and/or their impact if they do occur.

2.3 The risk management framework

The risk management framework adopted by the West Midlands Fire Service is based upon a simple, but effective, model which demonstrates how the principles of risk management can be achieved. This framework model is represented in Figure 1 on page 3.

This strategy details how this framework model is implemented throughout the West Midlands Fire Service in respect of corporate risks (Section 2.4) and departmental risks (section 2.5). Reference is made to programme and project risk in section 2.6, however further details with regard to the two areas can be found in Standing Order No. 1/9.

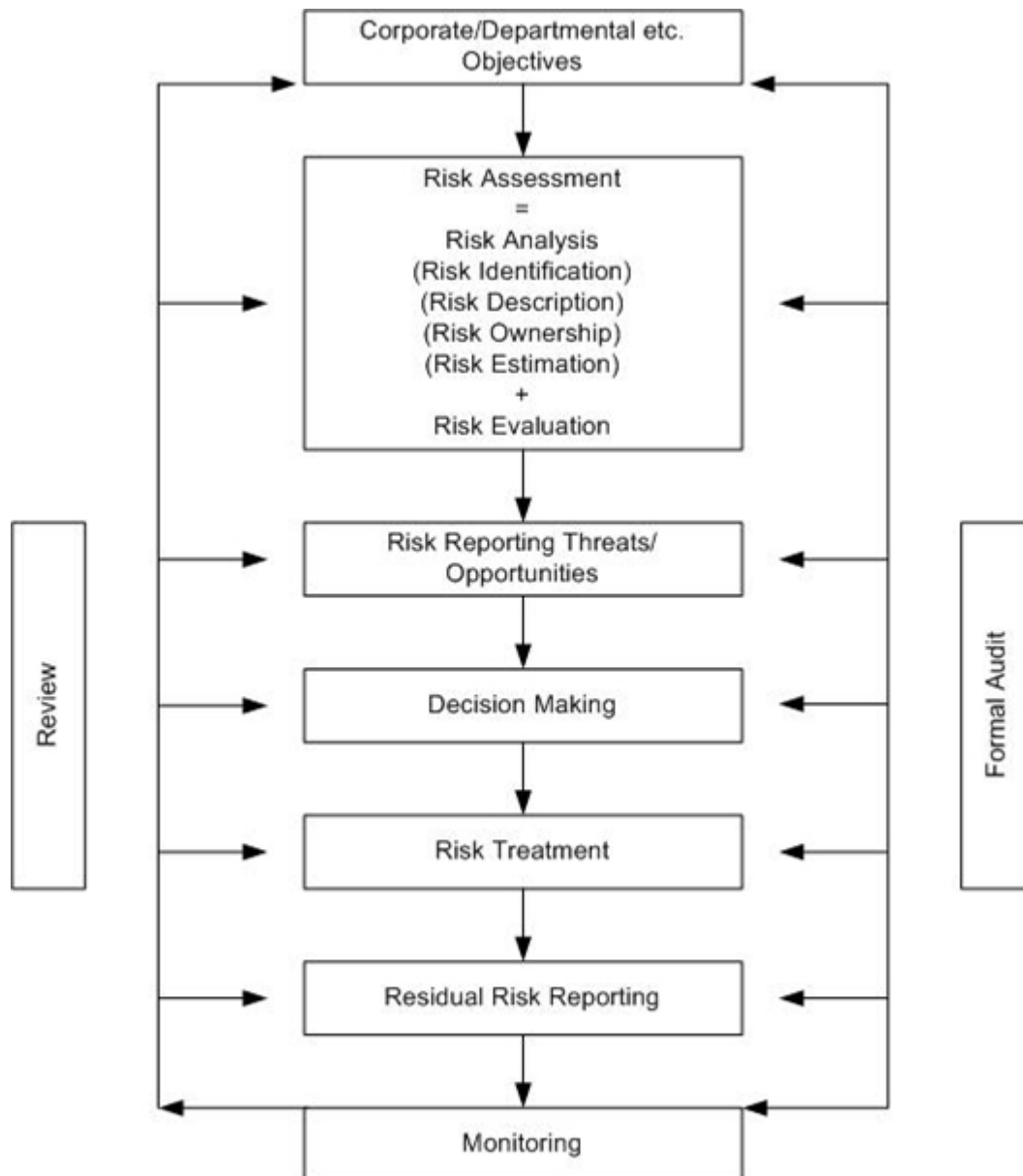


Figure 1. Risk Management Framework

2.4 Corporate risk

2.4.1 Definition

Corporate risks are those which, if realised, would seriously affect the Authority's ability to carry out its core functions or deliver key objectives.

This type of risk may reveal itself in a number of ways, for example, by the occurrence of a single event originating from outside the organisation, or as a consequence of a number of similar risks developing within departments or operational commands across the organisation. Either way, it is important that such risks are managed effectively in order to reduce threats to the organisation and, thereby, promote opportunities.

2.4.2 Identification

Within the West Midlands Fire Service, corporate risks may be identified in one or more of the following ways by:

- **Members of the Fire Authority:** as part of their strategic role in managing risk within the organisation.
- **Corporate Board:** as part of its quarterly review of the Corporate Risk Register and associated action plans, or as part of its strategic planning role through the inclusion of risk information within papers submitted for board approval. In addition, immediate risks to the organisation may be identified by individual directors.
- **Corporate Strategy Working Group:** as part of its role in developing the Corporate Strategy, including the identification of opportunities and threats.
- **Departmental or operational command risk managers:** as part of their monitoring of departmental or command risk registers.
- **Programme Support Office:** as part of their monitoring of programme and project risk logs.

In each case, it will be the responsibility of the Corporate Risk Manager to help the identification process and present the relevant information to Corporate Board. This will be achieved by monitoring the risk identification activity at corporate level and reviewing the risk registers maintained at departmental, command or programme support level.

2.4.3 Description

All risks are to be described clearly so that the nature of the risk is understood for example, 'Failure to respond to (a certain anticipated event), resulting in (the unplanned or unwanted event occurring)'. This will help the identification of those events that may result in the risk being realised and aid the subsequent assessment of the risk. The type of risks identified in this way may be classified or described as follows:

- **Political:** those associated with a failure to deliver Government policy or Fire Authority objectives.
- **Economic:** those affecting the ability of the Authority to meet its financial commitments, such as internal budget constraints or a failure to purchase adequate insurance cover.
- **Social:** those relating to the failure of the Authority to respond to changes in demographic, residential or socio-economic trends.
- **Technological:** those relating to the failure of the Authority to deal with the pace and/or scale of technological change.
- **Legislative:** those associated with a failure to comply with, or adequately enforce, changes in national or European law.
- **Environmental:** those relating to the environmental consequences of pursuing the Authority's strategic aims and objectives.
- **Competitive:** those affecting the competitiveness of the Service and its ability to deliver value for money.
- **Customer:** those associated with a failure to meet the current or changing needs and/or expectations of customers.
- **Reputation:** those impacting upon the reputation of the West Midlands Fire Service within the local, or wider, community.

2.4.4 Ownership

An essential requirement in the management of any risk is to make sure that the correct people are identified and that they take on responsibility for that risk. Specific roles in the management of risk are:

- The risk owner: the person with overall responsibility for monitoring the progress being made in managing a given risk. In relation to corporate risks this will normally be a Corporate Board member.
- The control owner(s): those people responsible for implementing the agreed control measures to manage the risk and informing the risk owner of the effectiveness of those control measures. In relation to corporate risks this will normally be a Corporate Board member or department head or operations commander.

2.4.5 Estimation

The estimation of risk can be quantitative, semi quantitative or qualitative and combines the two elements of LIKELIHOOD and IMPACT. The likelihood is an estimation of a given risk occurring whilst the impact is a measure of the severity of loss or opportunity should that risk occur, that is:

$$\text{Risk Estimation} = \text{Likelihood} \times \text{Impact}$$

When assessing a risk in terms of its impact, it is important to remember that the outcome can be a positive event (opportunity) as well as a negative event (threat) and that whilst the management of risk is usually concerned with reducing the occurrence of negative events, it is important to encourage positive events.

Risk estimation should be undertaken by those people that have a full understanding of the risk and its potential outcomes, using a set of pre-determined standard definitions. In relation to corporate risk the estimation process will be undertaken by Corporate Board using the corporate risk descriptors of likelihood and impact (see Appendix 1). These descriptors will be reviewed by Corporate Board on an annual basis as part of its strategic management of risk and presented to the Fire Authority for its approval.

2.4.6 Evaluation

Risk evaluation is undertaken to make informed decisions as to the significance of the risks to the Authority and to determine whether they will be accepted or treated and what level of monitoring will be required.

The purpose of risk management is not to eliminate all risk, but to reduce it to a level that is considered acceptable within an organisation or to society.

As part of its annual review of the Corporate Risk Register (or more often if deemed necessary) the Fire Authority will set its risk acceptance and tolerance levels. These levels will reflect the Authority's risk appetite and act as a guide for the allocation of time, effort and resources when managing risk. The levels agreed by the Fire Authority for the management of corporate risks will also form the basis of tolerance levels for departmental or programme risks, in order to ensure that the management of day to day risks is consistent with strategic targets.

See Appendix 2 for the current risk acceptance and tolerance levels set by the Fire Authority.

2.4.7 Risk treatment

Upon completion of the risk assessment process, it is important that risks identified are subject to a process of risk treatment. The purpose of this is to take appropriate action in order to minimise the likelihood of the negative risk or threat occurring and/or reduce the severity of the consequences should it occur. Most commonly risk treatment involves the implementation of additional measures to control a risk before it occurs or to lessen the affects after it has occurred. However, this is just one method of treatment; the following

list provides a hierarchy of measures that may be implemented either in isolation or in combination with one another.

- Risk avoidance: using an alternative approach that either involves lower levels of risk or no risk at all. This technique is not always an option.
- Risk reduction: the development, implementation and monitoring of measures designed to reduce the level of risk to an acceptable level. This may be achieved by introducing new policies or working practices. All such control measures must be monitored to ensure that they are effective and having a positive impact.
- Risk acceptance: simply accepting the level of risk and proceeding without any additional action. This is not a control measure and should be discouraged as a course of action.
- Risk transfer: passing responsibility for the risk to a third party, such as a specialist contractor. Although an effective measure, it may incur some cost.
- Risk contingency (insurance): these are actions planned to come into force as and when a risk occurs. The most common risk management tool, insurance provides financial protection against the realisation of risk.

2.4.8 Risk reporting and monitoring

The Corporate Risk Register will be approved by the Fire Authority on an annual basis each February, or whenever amendments to the register are proposed by Corporate Board.

Corporate Board will review the status of the register on a quarterly basis. This review will involve the presentation of position statements for each risk by the relevant risk owner. Each risk owner will provide a brief summary of the action taken to control the level of risk and an assessment of the current status of the exposure to risk. This status will be assessed according to the following coding system:

Red	Immediate action required. Existing control measure(s) not effective in terms of likelihood and impact.
Yellow	Consider further action. Risk realisation likely. Existing controls having limited impact.
Amber	No action required. Existing control measure(s) having positive impact but ongoing monitoring required.
Green	No action required. Existing control measure(s) effective. Keep risk under review.

In relation to any control which is given a red indicator the Director (Corporate Planning and Support), in the role as Risk Champion, will seek assurances about the implementation of additional risk responses and/or engage with those responsible for managing the existing controls in order to manage the level of risk down to an acceptable level. This course of action may also be taken in respect of risks assigned a yellow indicator. Based on the position statements presented by risk owner(s), Corporate Board

may re-assess the level of risk using the corporate risk descriptors. It will be the responsibility of the Corporate Risk Manager to facilitate the above reporting and monitoring process and assist the Risk Champion, as directed.

2.5 Departmental or command risk

2.5.1 Definition

Departmental or command risks are those which, if realised, would seriously affect the department's or command's ability to carry out its core functions or deliver key objectives.

This type of risk may show itself in a number of ways. Regardless of their origin, it is important that such risks are managed effectively in order to reduce threats to the department or command and, potentially, the organisation as a whole.

2.5.2 Identification

Within the West Midlands Fire Service, departmental or command risks may be identified in a number of ways, including:

- Through the development and delivery of departmental or command action plan objectives.
- Through the development and review of departmental strategies.
- By Corporate Board, through its strategic decision making process.

In each case, it will be the responsibility of the department head, operations commander, or their nominated risk manager, to initiate the identification and recording process by ensuring that a Risk Impact Assessment is undertaken for each area of activity and that the assessment is updated as the level of risk changes.

Collectively these assessments will form the departmental or command risk register, which is to be maintained in electronic format by the department head or operations commander. See Appendix 3 for an example of the Department/Command Risk Register.

2.5.3 Description

All departmental or command risks are to be described clearly so that the nature of the risk is understood, for example 'Failure to respond to (a certain anticipated event), resulting in (the unplanned or unwanted event occurring)'. This will help the identification of those events that may result in the risk being realised and aid the subsequent assessment of the risk. The type of risks identified in this way may be classified or described as follows:

- **Professional:** those associated with the primary function of the department or command, for example, ICT, Estates, Human Resources.
- **Financial:** those associated with financial planning and providing value for money.
- **Legal:** potential breaches of legislation.
- **Physical:** those associated with vehicles, equipment, security, physical injury.
- **Contractual:** failure of service contracts or product specification.
- **Technological:** those associated with a reliance on IT equipment, machinery and so on.
- **Environmental:** those associated with activities causing pollution, noise, waste.

2.5.4 Ownership

An essential requirement in the management of any risk is to make sure that the correct people are identified and that they take on the responsibility for that risk. Specific roles in the management of risk are:

- The risk owner: the person with overall responsibility for monitoring the progress being made in managing a given risk. In relation to departmental or command risks this will normally be the departmental head or operations commander, or their nominated risk manager.
- The control owner(s): those people responsible for implementing the agreed control measures to manage the risk and informing the risk owner of the effectiveness of those control measures. In relation to departmental or command risks this will normally be a section head or station commander, provided that the individual has the necessary authority and resources to control the risk.

2.5.5 Estimation

The estimation of risk can be quantitative, semi quantitative or qualitative and combines the two elements of LIKELIHOOD and IMPACT. The likelihood is an estimation of a given risk occurring whilst the impact is a measure of the severity of loss or opportunity should that risk occur, that is:

$$\text{Risk Estimation} = \text{Likelihood} \times \text{Impact}$$

When assessing a risk in terms of its impact, it is important to remember that the outcome can be a positive event (opportunity) as well as a negative event (threat) and that whilst the management of risk is usually concerned with reducing the occurrence of negative events, it is important to encourage positive events.

Risk estimation should be undertaken by those people that have a full understanding of the risk and its potential outcomes, using a set of pre-determined definitions. In relation to departmental or command risk the estimation process will be overseen by the departmental head or operations commander or their nominated risk manager, using the departmental or command risk descriptors of likelihood and impact (see Appendix 4). These descriptors will be reviewed by the Service's Risk Champion on an annual basis following the review of the corporate descriptors.

2.5.6 Evaluation

Risk evaluation is undertaken to make informed decisions as to the significance of the risks to the department or command and to determine whether they should be accepted or treated and what level of monitoring will be required.

The risk acceptance and tolerance levels agreed by the Fire Authority for the management of corporate risks will also form the basis of tolerance levels for departmental or command risks. See Appendix 2 for the current risk acceptance and tolerance levels set by the Fire Authority.

2.5.7 Risk treatment

Upon completion of the risk assessment process, it is important that the risks identified are subject to a process of risk treatment. See paragraph 2.4.7 for further details.

2.5.8 Risk reporting and monitoring

Departmental or command risk registers will be reviewed by the Corporate Risk Manager on a quarterly basis. The purpose of this review will be to identify any emerging risks or trends at departmental or command level which may impact upon the Corporate Risk Register. It will be the responsibility of the Corporate Risk Manager to start the above reporting and monitoring process and assist the departmental or command risk manager, where appropriate.

2.6 Programme and project risk

Risks within the programme and project environment will be reported through stage reviews and highlight reporting processes to the senior responsible owners or Programme Management Group, as appropriate. Any risks which are assigned a 'high' level rating at

programme level will be forwarded by the Programme Manager to the Corporate Risk Manager so that their impact upon the Corporate Risk Register can be determined.

2.7 Partnership risk

West Midlands Fire Service works in conjunction with a wide range of partners in order to deliver its services to the community. In order to make sure that every partnership agreement entered into by the West Midlands Fire Service satisfies certain criteria, a framework has been developed and this is detailed in Standing Order 22/2.

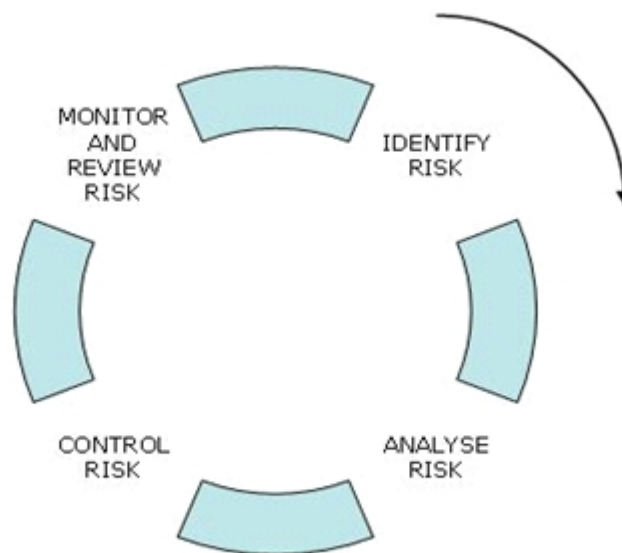
As part of this framework a risk impact assessment will be undertaken in relation to each partnership at the initial proposal stage. This assessment will then be monitored and updated throughout the life of the partnership by the responsible person, using the guidance provided in Standing Order 22/2.

The External Partnerships Officer will maintain a record of all such assessments as, collectively, they will form the Partnership Risk Log for the organisation. This risk log will be reviewed by the External Partnerships Officer on a quarterly basis and any risks assigned a 'High' level rating will be forwarded to the Corporate Risk Manager so that their impact upon the Corporate Risk Register can be determined.

2.8 Roles and responsibilities

Risk management is an integral part of every manager's role and impacts upon their day to day activity. It enables informed judgements to be made about the suitability and effectiveness of policy options and delivery methods. As such, it is a key element of both corporate and departmental planning, resourcing and service delivery.

To manage risk effectively, the risks associated with each policy option or service delivery method must be systematically identified, analysed, controlled and monitored. This process is known as 'the risk management cycle'.



However, there are certain roles within the organisation to which specific responsibilities are assigned. These roles are:

- The Fire Authority: to understand the strategic risks faced by the organisation and to participate in their ownership through analysis and questioning, promoting a positive attitude towards the management of risk.

- Corporate Board: to show a clear commitment to the ownership of the risk management framework; agreeing and supporting the risk management strategy; identifying corporate risks and determining the effectiveness of associated control measures; demonstrating a willingness to accept risk in a managed way and within agreed tolerance levels and allocate resources accordingly.
- The Risk Champion (the Director, Corporate Planning and Support): to take overall responsibility for the implementation of the risk management strategy.
- The Corporate Risk Manager (Group Manager, Corporate Planning and Support): to assist the Risk Champion in the implementation of all aspects of the risk management strategy by informing, communicating and reporting.
- The Corporate Strategy Working Group: to identify emerging risks as part of their work in developing the Corporate Strategy and to assist the Risk Champion in assessing those risks in relation to corporate activity.
- Departmental heads or operations commanders (or their nominated risk manager): to develop and maintain risk registers covering the objectives, strategies and activities of their department or command.
- The Programme Support Manager: to monitor the risks associated with programmes and projects within their remit and to report on those risks to the Corporate Risk Manager.
- The External Partnerships Officer: to monitor the risks associated with partnership working throughout the organisation and to report on those risks to the Corporate Risk Manager.

2.9 Training

Training is essential to make sure that all staff:

- understand what risk management is and how the Authority aims to manage risk effectively;
- understand their particular responsibilities for managing risk within the organisation; and
- have the necessary skills and knowledge to meet those responsibilities.

An understanding of risk management will be achieved by providing a standard training package to all senior management within the organisation, ranging from Elected Members to station commanders and section heads. Additional training will be tailored into existing programmes as appropriate, such as action planning, to ensure that the relevance of risk management is clearly understood. It will also be provided according to an individual's role within the organisation and their involvement in the risk management process.

2.10 Review and audit

The management of risk within the organisation and the effectiveness of the risk management strategy will be subject to an ongoing review process by the Risk Champion, with the support of the Corporate Risk Manager. This process will be supplemented by internal audits undertaken by Sandwell Metropolitan Borough Council (Risk Management) to ensure that the strategy continues to meet the needs of the Fire Authority. Through a combination of internal review and audit, the Risk Management Policy will continue to be developed to satisfy the criteria of Comprehensive Area Assessment.

3. CROSS REFERENCES

The information contained in this Standing Order makes reference to information contained in:

Standing Order 1/2 Orders and Strategies
Standing Order 1/9 Project and Programme Management Process
Standing Order 1/16 Insurance
Standing Order 1/31 Business Continuity
Standing Order 19/8 Risk Assessment
Standing Order 22/2 Partnership Working
Standing Order 22/6 Integrated Planning Process
Standing Order 23/1 Performance Management Framework

4. KEY CONSULTEES

This Section will be completed by the Administration Officer, Brigade Instructions.

5. EQUALITY IMPACT ASSESSMENT

In compiling this strategy an Initial Equality Impact Assessment has been completed. The assessment identified that the management of risk within the organisation will have a positive impact upon all identified groups by reducing the likelihood of negative threats and so increasing the likelihood of positive opportunities.

6. OWNERSHIP

This Standing Order did not require Corporate Board or Authority approval.

7. RESPONSIBILITY AND REVIEW/AMENDMENT DETAILS

7.1 Responsible Corporate Board Member/Department

This Standing Order is the responsibility of the Director, Corporate Planning and Support.

7.2 Created/fully reviewed/amended

It was created by the Corporate Risk Manager in the Corporate Planning and Support Section in November 2007. It will subject to review on an annual basis.

RISK MANAGEMENT STRATEGY

CORPORATE RISKS DESCRIPTORS

Rating	<u>LIKELIHOOD</u>	<u>IMPACT Financial</u>	<u>IMPACT Environmental</u>	<u>IMPACT Reputation</u>	<u>IMPACT Service Delivery</u>	<u>IMPACT Physical Injury</u>	<u>IMPACT Legal/Litigation</u>	<u>IMPACT ICT/Systems</u>
4	Very High >50% Likely to occur within current financial year	Unplanned costs in excess of £1m	Major damage to an eco-system and/or long term environmental damage	Significant adverse publicity at national level	>25% of Corporate Objectives not delivered OR permanent impact on Service Delivery	Death of employee(s) or third party arising from Fire Service activity	Criminal prosecution of Executive Officer with potential for fine or imprisonment <u>or</u> Civil Litigation arising from death or other loss	Failure or significant disruption to mobilising and/or communications systems
3	High 25% to 50% Likely to occur within two years	Unplanned costs of £500k to £1m	Significant damage to environment e.g. discharge of pollutants into watercourse	Significant adverse publicity across region or within West Midlands area	11 to 24% of Corporate Objectives not delivered OR temporary impact on Service Delivery	Serious (RIDDOR) injuries to employee(s) or third party arising from Fire Service activity	Issue of Prohibition or Improvement Notice by an Enforcing Authority <u>or</u> Civil Litigation arising from serious injury or other loss	Failure or significant disruption to critical back office systems
2	Medium 10% to 24% Likely to occur within five years	Unplanned costs of £150k to £500k	Spillage or pollution within a contained area requiring external clean up	Adverse publicity across West Midlands area	5 to 10% of Corporate Objectives not delivered (no impact on Service Delivery)	Moderate injuries to third party as a result of Fire Service activity	Civil Litigation instigated by third party as a result of injury or other loss	Failure or disruption to non-critical corporate services
1	Low <10% Unlikely to occur within next five years or not anticipated to occur	Unplanned costs of less than £150k	Minor spillage or pollution within a contained area dealt with by WMFS	No media attention or adverse publicity confined to area within West Midlands	< 5% of Corporate Objectives not delivered	Minor injury to employee(s) not RIDDOR reportable	Civil Litigation instigated by employee as a result of minor injury or other loss	Failure or disruption to non critical local services

RISK ACCEPTANCE AND TOLERANCE MATRIX 2007/8

LIKELIHOOD (L)	L4	Med.	Med.	High	High
	L3	Low	Med.	Med.	High
	L2	Very Low	Low	Med.	Med.
	L1	Very Low	Very Low	Low	Med.
		I1	I2	I3	I4
IMPACT (I)					

RISK RATING	ACTION
High	Immediate action required. Risk realisation likely. Existing control measures not effective. Initiate contingency plans.
Medium	Consider further action. Risk realisation increasingly likely. Existing control measures having limited impact.
Low	No action required. Risk within tolerance. Existing control measures having impact but ongoing monitoring required.
Very Low	No action required. Risk under control. Existing control measure(s) effective. Keep risk under review.

GUIDANCE

All risks should be assessed in terms of likelihood and impact using the appropriate risk descriptors. This assessment should take account of existing control measures. The resulting RISK RATING should then be used to identify the required course of action.

DEPARTMENT/COMMAND RISK REGISTER

Objective Activity Policy				Link to Action Plan	Y/N
Risk Description	Existing Controls	Risk Evaluation		Action (including Additional Controls and Control Owners)	Review Date
		Likelihood			
		Impact			
		Risk Rating			
		Likelihood			
		Impact			
		Risk Rating			
		Likelihood			
		Impact			
		Risk Rating			

RISK MANAGEMENT STRATEGY

DEPARTMENTAL/COMMAND RISKS DESCRIPTORS

Rating	<u>LIKELIHOOD</u>	<u>IMPACT Financial</u>	<u>IMPACT Environmental</u>	<u>IMPACT Reputation</u>	<u>IMPACT Service Delivery</u>	<u>IMPACT Physical Injury</u>	<u>IMPACT Legal</u>	<u>IMPACT ICT/Systems</u>
<u>4</u>	Very High >50% Likely to occur within next 3 months	Unplanned costs in excess of £150k	Major damage to an eco-system and/or long term environmental damage	Significant adverse publicity across entire West Midlands area	>25% of local objectives not delivered OR permanent impact on Service Delivery to other Departments/ Commands	Death of employee(s) or third party arising from Fire Service activity	Event requiring external legal advice or possibly resulting in legal action being taken against WMFS	Failure or significant disruption to mobilising and/or communications systems across organisation
<u>3</u>	High 25% to 50% Likely to occur within 3 to 12 months	Unplanned costs above £50k or outside the scope of the Department/ Command budget	Significant damage to environment e.g. discharge of pollutants into watercourse	Adverse publicity within part of West Midlands area	11 to 24% of local objectives not delivered OR temporary impact on Service Delivery to other Departments/ Commands	Serious (RIDDOR) injuries to employee(s) or third party arising from Fire Service activity	Event managed at Service level using formal procedures e.g. grievance/ complaints procedures	Failure or significant disruption to office systems outside Department or Command
<u>2</u>	Medium 10% to 24% Likely to occur within two years	Unplanned costs above £10k or outside the scope of the Department/ Command budget	Spillage or pollution within a contained area requiring external clean up	No media attention or adverse publicity confined within organisation	5 to 10% of local objectives not delivered or significant impact on core activity of Department/ Command	Moderate injuries to third party as a result of Fire Service activity	Event managed at local level using formal procedures e.g. grievance/ complaints procedures	Failure or disruption to critical local services
<u>1</u>	Low <10% Unlikely to occur within next two years or not anticipated to occur	Unplanned costs below £10k or those which fall within the scope of the Department/ Command budget	Minor spillage or pollution within a contained area dealt with by WMFS	No media attention or adverse publicity confined within Department/ Command	< 5% of local objectives not delivered or minor impact on core activity of Department/ Command	Minor injury to employee not RIDDOR reportable	Event managed at local level through informal action	Failure or disruption to non critical local services

