

Risk Matrix
Impact on the Service

	1 Minor	2 Moderate	3 Serious	4 Major	5 Catastrophic
Financial					
Revenue - Money/Cost	Additional unplanned revenue costs less than £5,000 that can be managed within available resources.	Additional unplanned revenue costs greater than £5,000 but less than, or equal to, £25,000 that can be managed within available resources but would require action/ management between departments potentially affecting service provision in other areas.	Additional unplanned revenue costs greater than £25,000 but less than, or equal to, £50,000 that is unable to be managed within available resources and would require the use of available general balances or earmarked reserves.	Additional unplanned costs more than £50,000 that is unable to be managed within available resources and would require the use of available general balances or earmarked reserves.	Financial impact that will immediately affect service delivery and impact on our ability to deliver our legislative responsibilities.
Capital - Money/Cost	Additional unplanned capital costs less than £25,000.	Additional unplanned capital costs between £25,000 and £50,000 requiring additional approval of Treasurer (£25,000) or Treasurer and CFO (up to £50,000) in consultation with Chairman.	Additional unplanned capital costs between £50,000 and £100,000 or 10% of approved capital budget whichever is greater, requiring member engagement.	Additional unplanned capital costs greater than £100,000 or 10% of approved capital budget whichever is greater, requiring member approval.	Financial impact that will immediately affect service delivery and impact on our ability to deliver our legislative responsibilities.
Resources					
Injury and Health & Safety	An event leading to a minor injury or illness, first aid treatment needed	An event leading to a member of staff being injured with a work related injury for >7 days. Reportable to external agencies/statutory body (e.g. RIDDOR, HSE,	An event leading to a significant, injury of a member of staff, requiring long term medical intervention. Service fails in the duty of care and contravenes the Health and Safety at work act	An event leading to a major life changing injury of a member of staff An event leading to a major injury of a member of the public whilst on Service property or at an emergency incident Service fails in the duty of care and contravenes the Health and Safety at work act	An event leading to a death of a member of staff An event leading to a death of a member of the public whilst on Service property or at an emergency incident Service fails in the duty of care and contravenes the Health and Safety at Work Act
Staff Availability	Reduced levels of availability of operational staff. Not affecting the standard emergency response levels.	Reduced levels of availability of operational staff, reducing emergency response levels to safe levels of crewing. Reduced levels of corporate staff, leading to a minor reduction of activities, but not affecting any critical functions.	Reduced levels of availability of operational staff, crews below safe crewing levels in parts of the county, requiring additional mobilisation of nearby crews. Reduced levels of corporate staff, leading to a considerable reduction of activities, impacting upon but not delaying critical functions.	Reduced levels of availability of operational staff, Leading to a delayed emergency response. Insufficient levels or availability of Corporate Staff, leading to a delay of critical functions.	Insufficient levels or availability of operational staff, Leading to a critical failure to deliver an emergency response. Insufficient levels or availability of Corporate Staff, leading to a failure to deliver a critical function.

NOT PROTECTIVELY MARKED

<p>Effective Operational Competence</p>	<p>Staff member makes a minor error due to lack of knowledge, skills or ability which has the potential to cause a near miss or increase time taken to resolve.</p>	<p>Staff member makes a minor error due to lack of knowledge, skills or ability causing them a minor injury.</p> <p>Staff member makes a minor error due to lack of knowledge, skills or ability causing damage to plant/equipment.</p>	<p>Staff member makes an error due to lack of knowledge, skills or ability leading to a minor injury to themselves or a member of staff.</p> <p>Staff member makes an error due to lack of knowledge, skills or ability causing significant damage to plant/equipment.</p> <p>The lack of staff competence effect the time taken to resolve an emergency incident.</p> <p>Service fails in the duty of care and contravenes the Health and Safety at Work Act</p>	<p>Staff member makes a critical error due to lack of knowledge, skills or ability causing an event leading to a serious injury to themselves, a member of staff or member of public</p> <p>The lack of staff competence effect the successful outcome of an emergency incident.</p> <p>Service fails in the duty of care and contravenes the Health and Safety at Work Act</p> <p>Service fails against the requirement of the Fire & Rescue Services Act 2004</p>	<p>Staff member makes a critical error due to lack of knowledge, skills or ability causing an event leading to a death of a member of staff or member of public.</p> <p>The lack of staff competence causes a critical failure at an emergency incident</p> <p>Service fails in the duty of care and contravenes the Health and Safety at Work Act</p> <p>Service fails against the requirement of the Fire & Rescue Services Act 2004.</p>
<p>Reputation</p>					
<p>Media</p>	<p>An event occurs causing an isolated adverse report in the local media.</p>	<p>An event occurs causing short term adverse interest from local media.</p> <p>Potential for local public concern.</p>	<p>An event occurs causing short term negative interest from local and/or on social media.</p> <p>Local public expressing concern.</p>	<p>An event occurs causing long term reputational impact and/or scrutiny from local media.</p> <p>Wider public concern.</p>	<p>An event occurs causing severe criticism or exceptional scrutiny in national, local and/or social media</p> <p>High level public concern.</p>
<p>Legal, Legality, Legislation</p>	<p>N/A</p>	<p>Minimal breach in statutory guidance.</p>	<p>An event occurs causing a single breach in statutory duty.</p>	<p>An event occurs causing legal consequences with potential for the Service to be charged under various legislation.</p>	<p>An event occurs causing severe legal consequences with potential to result in the organisation being charged under corporate manslaughter legislation or individuals charged under existing H&S offences or gross negligence manslaughter</p>
<p>Political</p>	<p>N/A</p>	<p>Interest from Local politicians, requiring discussion by Fire Authority</p>	<p>Interest from local politicians/Local Government requiring action and scrutiny from Fire Authority.</p>	<p>National political interest with concern expressed by Centre Government.</p>	<p>National political interest with Central Government concern, with potential for national intervention.</p>

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Performance					
Breaks in ICT service delivery	An event occurs causing short term interruption of a single IT or communications systems effecting non critical functions.	An event occurs leading to short term interruptions within the IT and communications systems throughout the Service, effecting non critical functions.	An event occurs leading to long term interruptions to IT and communications systems throughout the Service, effecting non critical functions.	An event occurs leading to a failure of IT and communications systems throughout the Service, impacting on critical functions.	An event occurs leading to a critical failure of IT and communications systems throughout the Service, preventing the delivery of critical functions.
Information security	N/A	Loss or inappropriate disclosure of information that could cause embarrassment or loss of confidence in the Service.	Loss or inappropriate disclosure of personal information causing inconvenience or discomfort to an individual	Loss or inappropriate disclosure of personal or sensitive information that could lead to the Service breaching legislation and receiving a monetary penalty	Loss or inappropriate disclosure of personal or sensitive information causing substantial damage or distress that could lead to a breach in legislation, monetary penalty and significant reputational damage to the Service.
Performance	Performance is affected, but it is a likely temporary problem and plans are in hand to resolve the issue	Performance is affected, but the issue can be managed internally at Departmental Level	The reduction in performance needs to be escalated to Director level as there is a potential impact on the delivery of a critical function.	Will have an impact on the achievement of at least one service priority and require escalation to Local Performance and Scrutiny or Finance or Finance and Audit Committees.	Will result in failure of the Services priorities, vision and critical functions requiring scrutiny of the Fire Authority.
Opportunity	Minimal opportunity delivering little benefit. Requiring minimal effort. Ineffective and inefficient.	Limited opportunity but requires some effort and may yield some benefits. Problematic and time consuming	An opportunity to consistently deliver some benefits, with little effort, but has limited potential. Reliable but not exciting.	An opportunity to delivery a number of benefits with moderate effort. Reliable creating noticeable change.	Significant & exciting opportunity with high potential but may require considerable effort. Great opportunity, high risk.
Business Continuity					
Service failure (Impacts on Critical Activities)	The short term partial failure of a <u>department</u> to deliver non critical function.	The short term failure of a <u>department</u> to deliver non critical function.	The failure of a <u>department</u> to deliver a key function (up to 7 days) requiring the introduction of local department business	Partial delay of the <u>Service</u> to deliver a critical function (up to 24 hours) requiring the introduction business continuity arrangements.	The failure of the <u>Service</u> to deliver an emergency response requiring the introduction of full business continuity arrangements.

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			continuity arrangement		
Environmental	N/A	Potential to cause short term environmental damage but limited.	Short term environmental damage requiring involvement from local partners.	Serious environmental damage causing involvement of National Government.	Significant long term environmental damage causing attention and involvement of National Government.

Likelihood of Occurrence

INCREASING IMPACT		INCREASING LIKELIHOOD				
		Virtually impossible to occur, 0 to 10% chance of occurrence.	Unlikely to occur, 10% to 30% chance of occurrence	Has the potential to occur, 30-50% chance of occurrence	More likely to occur than not, 51% to 80% chance of occurrence	Almost certain to occur 81% to 100% chance of occurrence
		1	2	3	4	5
		Very Low	Low	Medium	High	Very High
		1	Minor	LOW THREAT Tolerate	LOW THREAT Tolerate	LOW THREAT Tolerate
2	Moderate	LOW THREAT Tolerate	DEPARTMENTAL Treat/Transfer	DEPARTMENTAL Treat/Transfer	DEPARTMENTAL Treat/Transfer	DIRECTORATE Treat/Transfer
3	Serious	LOW THREAT Tolerate	DEPARTMENTAL Treat/Transfer	DIRECTORATE Treat/Transfer	DIRECTORATE Treat/Transfer	STRATEGIC Treat/Transfer/Terminate
4	Major	DEPARTMENTAL Treat/Transfer	DEPARTMENTAL Treat/Transfer	DIRECTORATE Treat/Transfer	STRATEGIC Treat/Transfer/Terminate	STRATEGIC Treat/Transfer/Terminate
5	Catastrophic	DEPARTMENTAL Treat/Transfer	DIRECTORATE Treat/Transfer	STRATEGIC Treat/Transfer/Terminate	STRATEGIC Treat/Transfer/Terminate	STRATEGIC Treat/Transfer/Terminate