

Annex C: Corporate Risk Register – as at 16 February 2016

Corporate Risks

Risk Description	Resp.	Consequences if Untreated Risk Occurs	Risk Score (Former) / New			Risk Level	Current Treatment	R A G	Comments / Further Treatment Proposed
			P	I	Σ	HML			
CRR 014.4 Staff Availability Emerging risks of 1/ industrial action due to pension change or pay dispute; 2/ Staff inability to get to work due to external factors e.g. Pandemic Flu, disruption to fuel supplies etc. 3/ Retirements proceeding more quickly than anticipated.	COO / POD Dir.	Potential detrimental effects on service delivery to the community and our reputation.	(2)	(5)	(10)	(M)	<ul style="list-style-type: none"> • Full business continuity plan in place • Peer review of the business continuity arrangements • Bank System • Flexi-Duty System Pilot • Staff Transfer Procedure 	A	<p><u>2 September 14 SMB</u> Probability score for further industrial action raised to 5 (Extremely Likely).</p> <p><u>13 January 15 SMB</u> Probability score reduced to 4 (Very Likely)</p> <p><u>17 February 15 SMB</u> Probability score increased to 5 (Extremely Likely) following announcement of further strike action by the FBU (from 7 am on Wednesday 25 February 2015 until 7am on Thursday 26 February 2015).</p> <p><u>14 April 15 SMB</u> Probability reduced to 4.</p> <p><u>21 May 15 PMB</u> Probability score recommended to reduce to 3 in light of current position in relation to the FBU trade dispute with the Government following enactment of the new Pensions legislation.</p> <p><u>16 June 15 SMB</u> PMB recommendation to reduce risk score approved.</p> <p><u>11 August 15 SMB & 20 August PMB</u> Agreed that risk score should remain at 9 as although the risk of industrial action over the pension dispute has receded staff availability is affected by other contingencies such as Pandemic Flu (WHO currently predicting an outbreak within the next 18 – 24 months.)</p> <p><u>1 September 2015 SMB</u> PMB risk review confirmed.</p>
		(5)	(5)	(25)	(H)				
		(3)	(5)	(15)	(H)				
		(4)	(5)	(20)	(H)				
		(3)	(5)	(15)	(H)				
		Failure to discharge statutory duties.	(5)	(4)	(20)	(H)			
		(4)	(3)	(12)	(M)				
		(5)	(3)	(15)	(H)				
		Loss of critical knowledge / skills / capacity.	(4)	(3)	(12)	(M)			
		(5)	(3)	(15)	(H)				
3	3	9	M						

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Fin 14 – Funding and Savings Requirement	Director Finance & Assets	The funding settlement for 2016/17 and beyond now assumes that a council tax increase is required each year in line with CPI inflation and that local growth meets expectations. If either or both do not come to fruition there is a risk the Authority will not meet its commitment to the PSP 2015-20 and that a fundamental re-think of service provision will be required.	(4)	(4)	(16)	H	Proactive management of the MTFP is in force which includes a re-alignment of existing balances to free up MRP and a risk assessed level of general fund reserve. Together with continued contingency funding and active workforce planning, linked to the MTFP, the saving requirement can be managed in the period up to 2019/20, <u>provided the Authority raises council tax in line with govt. expectations.</u> USAR grant is also now assumed to be cut which will leave a challenge with a cumulative savings requirement in the order of £1.5m up to 19/20, <u>even if Council Tax is increased.</u> However, early treatment should ensure this is manageable pending confirmation of the loss of grant.	R	<p><u>1 September 2015 SMB</u> Funding risk score to remain as is pending outcome of Autumn Budget and spending review.</p> <p><u>10 November 2015 SMB</u> Risk Consequences and Treatments updated to reflect current MTFP projections.</p> <p><u>12 January 2016 SMB</u> Risk consequences, treatments & score updated to reflect current MTFP projections including 16/17 financial settlement & potential risk to USAR grant.</p> <p><u>4 February 2016 PMB</u> Degree of Business Rate volatility seen in 2016/17, mainly due to the need for billing authorities to increase their provisions for historical NDR appeals. Area to be kept under review moving forward.</p> <p><u>16 February 2016 SMB</u> PMB risk review confirmed.</p>
			(3)	(4)	(12)	M			
			(3)	(4)	(12)	M			
			4	4	16	H			

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Thames Valley Control Service discontinuity (Control Room continuity of service following delay to Thames Valley Control implementation)	COO / Head Service Dev.	<ul style="list-style-type: none"> Potential for delay in receiving and handling of calls locally, therefore affecting response times of appliances 	2 1	5 5	10 5	M L	<ul style="list-style-type: none"> Legal agreement now in place for North Yorkshire FRS to call handle and mobilise for TVFCS in the event of service discontinuity. Secondary Control at Kidlington now tested and mirrors primary. Exercises planned for 2015 	G	<p><u>21 May 15 PMB</u></p> <p>Risk re-defined to relate to new Thames Valley Control Service</p> <p><u>16 June 15 SMB</u></p> <p>Re-definition of risk approved</p> <p><u>11 August 2015 SMB</u></p> <p>Amend risk description to incorporate its previous title, 'Control Room continuity of service following delay to Thames Valley Control implementation' in brackets, for reasons of clarity.</p> <p><u>1 September 2015 SMB</u></p> <p>Risk factor to be reduced from 2 x 5 to 1 x 5 following successful implementation of the new service and the completion of business continuity plans that have been successfully tested. The software provider has resolved initial issues with the mobilising system and ways of working are now embedded within the new control room.</p>

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<p>Potential impact on of operational staff resources due to aging workforce profile. As of April 2015 the average age of our FF's is 39.</p>	<p>Director of POD</p>	<ul style="list-style-type: none"> An aging workforce and significant retirement and leaver profile would impact on the Service providing an operational response to the community, and may also impact on the capacity and capability of our staff to provide a diverse range of services. Greater potential for increased long term Sickness absence, which would not demonstrate an effective use of salary spend, and would increase management time spent managing attendance. A potential increase in ill health retirements would negatively 	<p>3</p>	<p>3</p>	<p>9</p>	<p>M</p>	<ul style="list-style-type: none"> SMB are reviewing the Whole time workforce and retirement profile in line with the MTFP to consider what options are available for refreshing the workforce and aligning staff with demand. Improved take up of Bank and Ops resourcing pool will assist operational resilience. Review wellbeing support options for different workforce profiles Functional hearing assessments being conducted in house 	<p>A</p>	<ul style="list-style-type: none"> Next SMB planning meeting 8 June 2015 Potential to offer different and more flexible contractual arrangements which may be more attractive to an aging workforce with different needs and priorities Encourage a balance of demographics across the organisation Succession and workforce planning to be developed further. Review opportunities for reasonable adjustments for aging workforce. <p><u>21 May 15 PMB</u> An initial score of 3 x 3 = 9 recommended for this newly defined risk.</p> <p><u>16 June 15 SMB</u> Risk approved for inclusion in Corporate Risk Register.</p> <p><u>1 September 2015 SMB</u> Risk score considered to be at right level at present but will a reduction will be considered once the new</p>

