

Annex C - Corporate Risk Register – as at 14 February 2017 SMB

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				
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 plans in place & uploaded to Resilience Direct. Peer review of the business continuity arrangements Bank System Flexi-Duty System Pilot Staff Transfer Procedure 	A	<p>16 June 2015 SMB PMB recommendation to reduce risk score approved.</p> <p>11 August 2015 SMB & 20 August PMB 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>1 September 2015 SMB PMB risk review confirmed.</p> <p>2 June 2016 PMB: No items for escalation from directorate risk registers identified. Recommend review of the risk scoring in light of any response to the outcomes of the Thomas Review following publication.</p> <p>22 November 16 SMB: It was agreed that the score remains at 9. There is the potential of further staff losses due to the recruitment campaigns of surrounding services and in particular LFB (London weighting). The recently published Thomas Review recommendations may impact on staff availability in the medium term, however initial reactions indicates that it will not lead to industrial unrest in the short term. Current treatments for this remain current with the addition of Flexi-Firefighter Pilot Scheme. Review and refresh of Business Continuity Plans currently underway.</p>
			(5)	(5)	(25)	(H)			
			(3)	(5)	(15)	(H)			
			(4)	(5)	(20)	(H)			
		Failure to discharge statutory duties.	(3)	(5)	(15)	(H)			
			(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 now assumes that a council tax increase is required each year in line with the prevailing capping limit, currently 2% for the Fire Authority, and that local growth meets expectations. If either or both did 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 would be required.	(4)	(4)	(16)	H	Proactive management of the MTFP is in force which has previously included a re-alignment of balances to free up the MRP burden and a revised risk assessed level of general fund reserve. In addition the MTFP is very closely aligned to workforce planning. For the present, USAR (S31) grant funding is assumed to continue, though notification now seems to be year on year and often after budget setting. If removed, the Authority will need to cope with a circa £800k cut in funding.	R	12 April 2016 SMB Risk consequences and treatment updated to reflect MTFP, including provisional four-year settlement and latest council tax assumptions. 5 July 2016 SMB Risk level to remain as high due to additional uncertainty arising from the outcome of the Referendum on the UK's Membership of the EU. 25th October 2016 SMB In the 4 months since the outcome of the Referendum on the UK's Membership of the EU, a number of external factors have combined to create an unstable environment that could adversely affect the Authority's funding position the future. On top of 'Brexit' there is increasing inflation, the downturn in value of the £, proposed changes to business rates funding and an uncertain outlook for USAR funding post 17/18. These create a volatile combination and therefore no change is proposed to the risk assessment on funding or savings requirement at this stage.
			(3)	(4)	(12)	M			
			(3)	(4)	(12)	M			
			4	4	16	H			

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									<p><u>17 January 2017 SMB</u></p> <p>Given the weak position regarding any long term stability (or notification) for S31 USAR funding, it was determined to leave the risk unchanged. Additionally there is expected to be some pressure on the capital programme resources as the effects of external factors such as BREXIT and the fall in value of the pound put pressure on contract prices.</p>
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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>16 June 15 SMB</u> Re-definition of risk approved</p> <p><u>11 August 2015 SMB</u> 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> 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> <p><u>14 February 17 SMB</u> PMB recommendation that this risk be de-escalated from the Corporate Risk Register to the Service Delivery Risk Register as the service is now considered to have demonstrated the required level of resilience since cut-over from local arrangements agreed.</p>

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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.	Director of POD	<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 impact on the Service budget 	3	3	9	M	<ul style="list-style-type: none"> Workforce planning profile aligned with MTFP and subject to regular review 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. Apprentice scheme and 'flexible' firefighter pilots to improve levels of operational resourcing Measures to mitigate effects of age related fitness issues being rolled out (e.g. new gym equipment on stations). 	A	<ul style="list-style-type: none"> 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>21 May 2015 PMB An initial score of 3 x 3 = 9 recommended for this newly defined risk.</p> <p>16 June 2015 SMB Risk approved for inclusion in Corporate Risk Register.</p> <p>1 September 2015 SMB Risk score considered to be at right level at present but will a reduction will be considered once the new apprenticeship schemes are in place and up and running.</p> <p>16 August 2016 SMB: 22 operational fire fighter apprentices commenced their training programme 15 August 2016.</p>

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		<ul style="list-style-type: none"> Pension arrangements historically have retained staff to predictable retirement dates. The NFFS 2015 may be unlikely to guarantee full service and a consequence is a more unpredictable leaver profile with staff leaving at short notice. 							<p>It is considered too early to reduce the risk score until the effects of this and other measures being taken to improve operational workforce resilience and availability can be evaluated.</p> <p><u>17 January 2017 SMB:</u></p> <p>Average age of firefighters has reduced from 39 to 37 as a result of the apprentice scheme.</p> <p>Eligibility of operational apprentices for bank and 'ops' pool will be considered in April 2017.</p> <p>Risk score to be reviewed in April as success of apprentice scheme and flexible firefighter pilot becomes clearer.</p>
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