

### Summary of Cheshire Fire and Rescue Service Strategic Risk Register July 2023

Risk description	Likely Impact	Current risk score	Current controls	Target risk score	Additional controls, actions and latest progress
Fire in Iconic Heritage Building	Financial and reputational impact, with international media interest, should any Cheshire heritage buildings be lost to or damaged by fire.	12	Implementation of heritage policy Heritage Officer in place Audit programme for Rows in place Working to improve relationships nationally with the heritage sector and development of regional groups Online forum established for sharing best practice for Fire Protection in Historic Buildings Heritage Fire Protection Group set up and multi agency approach taken Detailed SSRI in place informed by ongoing Building Control fire separation surveys Salvage exercises in conjunction with Operational fire crews	8	Heritage Officer confirmed as permanent post. Ongoing work to improve fire alarm systems in Chester Rows. Protection department to undertake peer review. Deep dive (in depth review) to be undertaken when peer review complete and reported to RMG.
Funding uncertainty	Inability to deliver CRMP and	20	Planning processes including monthly SMT meetings focused on horizon scanning,	8	Participation in sector wide information initiatives to support case for funding.

	capital programme		<p>forward plans, budgets and programme monitoring. Medium Term Financial Plan/Capital Strategy/Reserve Strategy in place and regularly reviewed. Formal reporting to Member meetings and Member Planning Days. Reporting to Performance &amp; Programme Board. Ongoing external liaison at national, regional and local level. Managed use of reserves where necessary</p>		MTFP updated and Budget Management Board meetings commencing in July.
Overarching pensions risk (increase in employers' contributions, impact of McCloud)	Additional costs, additional specialist resource requirements, potential industrial relations issues, welfare issues.	16	<p>Pension Board oversight Pension Manager in place and additional budget available, including Home Office support Dedicated legal support Regular engagement with national bodies Dedicated supporting information available Regular communication with rep bodies and staff Remedy implementation plan in place</p>	6	<p>Continued monitoring of situation Feedback into national consultations Working with external pension and IT system suppliers on updated positions. Data accuracy checking processes in place.</p>

Loss, or poor quality of, delivery of support services under Blue Light Collaboration (BLC) arrangements.	Additional costs, deterioration in quality or loss of support service	20	Performance meetings with Heads of Department Joint Corporate Services Management Board in place Blue Light Executive Board in place KPIs in place	4	Review of all Joint Corporate Services to ensure each is most effectively delivered under current arrangements. Return of Comms and Engagement, People and Organisational Development and Planning and Performance to CFRS direct management Strategic Change, Finance and Information Management planned to be returned by October. Once all services have been reviewed revised KPIs will be introduced for remaining BLC service.
Station Modernisation Programme funding uncertainty	Inability to deliver the Station Modernisation Programme as originally planned.	12	Monitoring of plans, costs and risks by officers and contractors and at Estates and property Committee.	4	Revised plans and costs submitted to June CFA meeting for approval.

## Risks below threshold – considered at Risk Management Group

### SERVICE DELIVERY

- Failure to deliver competent operational workforce.
- Failure to maintain On-Call availability including Whole Time.
- Increase in development firefighters.
- Reduction in EFAD Drivers.
- Increase in Service Delivery Absences.
- Workforce Retirement Predictions

### OPERATIONAL POLICY AND ASSURANCE

- Driver Training
- BA set LDV Free Flow Issues
- NWFC – Business Continuity

### PROTECTION

- Fire in Iconic Heritage Building (S)
- Ability to retain skilled, trained Fire Safety Inspectors.

### PREVENTION

- Prince's Trust - Shortfall or loss in Trust Funding.
- Shortfall in Prevention Staff.

### STRATEGIC RISKS

- Fire in Iconic Heritage Buildings.
- Funding Uncertainty
- Blue Light Collaboration (BLC)
- Overarching Pensions risk
- Station Modernisation Programme – funding uncertainty (for consideration to SRR)

### PEOPLE & DEVELOPMENT

- Workforce Uncertainty
- HMICFRS Published FRS Culture Report
- Open HR/Self-Serve

### ESTATES

- Failure to meet national net carbon reduction target by 2050.
- Increased Energy Prices

### PENSIONS

- Failure to migrate data from unsupported legacy HR system to supported IT platform.

### INFORMATION MANAGEMENT

- Lack of formal embedded Records Management processes and ownership.
- Limited proactive, formal engagement with users
- Inconsistent information – security processes.
- Consistent Use of M365 and RM Tools (P)
- Lack of governance and evidence to meet ICO expectations.
- Return of Information Management function and services back to CFRS.

### IT

- Cyber Security – Loss or corruption of critical systems.
- PSTN Being turned off by BT

### COMMUNICATIONS and ENGAGEMENT

- Community Risk Management Plan Consultation - effectiveness

### **SERVICE IMPROVEMENT**

- Security on Fire Stations – Culture and Training.
- BLC – Performance Monitoring and Reporting
- Station Modernisation Programme – Funding Uncertainty – Consider for SRR

### **FINANCE**

- Funding Uncertainty. (S)
- Return of Finance function and services back to CFRS.

### **PROCUREMENT**

#### **JOINT FIRE/POLICE Risks**

- EU Exit Impact/delays – Supply chain in terms of delays and tariffs after exit from European Union.
- Availability of Departmental Resources
- Supply Chain impact on computers/components/vehicles and parts.

### **STRATEGIC CHANGE**

**Note:** Individual Project Managers manage all programme and project risks.