

Summary of Cheshire Fire and Rescue Service Strategic Risk Register - April 2024

Risk description	Likely Impact	Corporate Objective	Current risk score	Current controls	Target risk score	Additional controls, actions and latest progress
Funding uncertainty	Inability to deliver CRMP and capital programme	Deliver Value for Money services which maximise community safety and minimise our impact on the environment	10	<p>Planning processes including monthly SMT meetings focused on horizon scanning, forward plans, budgets and programme monitoring. Medium Term Financial Plan/Capital Strategy/Reserve Strategy in place and regularly reviewed.</p> <p>Formal reporting to Member meetings and Member Planning Days.</p> <p>Reporting to Performance & Programme Board.</p> <p>Ongoing external liaison at national, regional and local level.</p> <p>Forecast reports and workplace planning reports utilised</p> <p>Managed use of reserves where necessary</p> <p>Participation in sector wide information initiatives to support case for funding.</p>	8	<p>Budget round facilitated by frequent Budget Management Board meetings and use of sensitivity analysis to model MTFP risks. Referendum limit announced December 23 at 2.99%. Settlement announced December 2023, some increase in business Rates but awaiting confirmation from Local Authorities.</p> <p>The risk scoring has reduced as funding has been settled and the Service achieving a balanced budget for 2024-25 due to central Government proving additional grant funding to maintain core funding levels. However, as there is no multi-year funding settlement, the risk profile will increase as we approach the next financial year. The General Election expected later in the year may also impact funding levels next year.</p>
Overarching pensions risk (increase in employers' contributions,	Additional costs, additional specialist resource	Deliver Value for Money services which maximise	10	<p>Pension Board oversight</p> <p>Pension Manager in place and additional budget available, including Home Office support</p> <p>Dedicated legal support</p>	6	<p>The 2020 valuation has been completed. The results and associated charges to the employers are currently being reviewed and approved by the Scheme Advisory Board. It is expected to be published more</p>

<p>impact of McCloud)</p>	<p>requirements, potential industrial relations issues, welfare issues.</p>	<p>community safety and minimise our impact on the environment</p>		<p>Regular engagement with national bodies Dedicated supporting information available Regular communication with rep bodies and staff Remedy implementation plan in place</p>	<p>widely in the new year. The employer contribution rate is likely to rise significantly due to a number of factors. The McCloud and Mathews remedy action will increase costs and also, earlier this year, the SCAPE rate was amended which has a knock on impact on employer contributions. Temporary government funding will be available in 24/25 for any part of the increase which is linked to the changes in SCAPE rate. Funding arrangements have now been clarified by Home Office and the Treasury. Any compensation and interest costs linked to the McCloud and Matthews remedies will be fully funded through the top up grant process. Other costs associated with the remedy such as additional charges by the pension administrator, or additional resources employed to work on these projects will still need to be funded by FRAs. Now that the MCloud legislation has come into force, the Immediate Detriment Framework will no longer be used. Therefore this risk is no longer applicable. From 1 October 2023, any officers who have retired have received a choice of benefits as per the remedying legislation, meaning the risk for current retirements has been mitigated. For those cases where the officers retired before October 2023, work is ongoing between now and March 2025 to recalculate their pension and tax</p>
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						<p>indicative timetable has been produced by the Local Government Association to assist administrators to prioritise cases within an 18 month window to ensure those most at detriment are resolved first. The first cohort to be dealt with are those who retired ill-health and the deadline for this is 31 March 2024. Due to various factors, there have been a number of delays, such as administrative errors and ongoing national issues. As a result, some public sectors were considering extending these indicative timescales. The Service have completed all data returns on time and therefore would not support an extension to the timeframes for the ill health cohort of members.</p>
<p>Outcome of review of Joint Corporate Services</p>	<p>Deterioration in relationship with partners, increase in cost of delivering service, loss of skills and resilience, IT issues, governance arrangements, fragmented services.</p>	<p>Ensure our workforce is competent and able to deliver our vision</p>	<p>16</p>	<p>Joint Service Management Board in place to manage the reviews and outcomes. Blue Light Executive Board oversight Detailed reviews of all functions being undertaken Project to deliver outcomes of reviews</p>	<p>4</p>	<p>The Departmental review for Stores was complete whereas the reviews for the IT and Estates departments were still ongoing. Monthly assurance and performance review meetings between designated key account managers and the Joint Corporate Services Heads of Department were implemented. The performance reporting metrics were being finalised and it was intended to review metrics within monthly meetings.</p>

Delivery of support services under BLC	Additional costs, deterioration in quality or loss of support service	Ensure our workforce is competent and able to deliver our vision	12	Performance meetings with Heads of Department Joint Services Management Board in place and meetings scheduled Blue Light Executive Board in place Deep dive surveys	4	The Deputy Chief Fire Officer and Project and Risk Officer were to discuss combining both Blue Light Collaboration risks.
Station Modernisation Programme – Warrington	Inability to modernise Warrington Station	Deliver Value for Money services which maximise community safety and minimise our impact on the environment	12	MTFP managing funding position. Risk Register for each project overseen at Land & Station	4	Revisit Business case to explore ongoing funding options to ensure delivery of this Programme. Costing for the modernisations would not be available until PCSA work concluded.
Station Modernisation Programme – Ellesmere Port	Inability to modernise Ellesmere Port Station	Deliver Value for Money services which maximise community safety and minimise our impact on the environment	12	MTFP managing funding position. Risk Register for each project overseen at Land & Station	4	Revisit Business case to explore ongoing funding options to ensure delivery of this Programme. Costing for the modernisations would not be available until PCSA work concluded.
Beechmere Prosecution	Failure of prosecution	Deliver Value for Money	9	1. Regular gold coordination meeting held with relevant	4	Relevant prosecutions will be progressed during 2024.

	leading to financial and reputational risk.	services which maximises community safety and minimises the future impact on the environment from similar fires		stakeholders. 2. External and Internal legal services providing advice. 3. Additional resources sourced and implemented.		
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