








Corporate Risk Register – 31 December 2021


<u>Risk Reference</u>	<u>Risk Description</u>	<u>Risk Score</u>	<u>Residual Score</u>	<u>Status</u>	<u>Progress</u>
ER218	Heightened terrorist threat in County Durham and Darlington increasing the risk to CDDFRS staff and communities. This also include the organisation not being able to provide critical services to the community due to a major disruption.	12 L=3 I=4	12 L=4 I=3	<p>Score reflects the latest intelligence. Jan 2021 - Revised national JOP published which further enhances multi agency response to a potential terror related incident. Training on revised protocol in progress. Horizon scanning of present and future terror risk also managed through the Community Risk Plan. Update Feb 2021 - the national terror threat level has been reduced from severe to substantial.</p> <p>Nov 2021: Following the rise in the national security threat level to severe, SLT decided it was appropriate to raise the likelihood score from 3 to 4 giving a total of 12.</p> <p>A Multi-agency TX took place 1st Dec 2021 to test JOPS2 and JESIP. A full debrief took place Dec 2021 and learning points will be actioned as appropriate.</p>	


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ER224	Failure to respond effectively and provide services due to Industrial Action.	<p>20 L=4 I=5</p>	<p>10 L=2 I=5</p>	<p>No industrial action pending. However, we are still currently within a national pandemic which could affect the service's ability to respond. Future national uncertainties could also impact on this risk such as governance changes.</p> <p>The residual score reflects the fact that we have effective management of industrial relations and a communications strategy to all stakeholders together with a business continuity plan relating to industrial action. During the pandemic, a business continuity event occurred where resilience crews were called off on 5 occasions and staffed 1 appliance with no significant issues. At the SLT 20/1/21 the likelihood was raised from 1 to 2 giving a residual rating of 10. Business continuity training has taken place Autumn 2021 as a form of assurance and additional crew training.</p> <p>There has been a national ballot for strike action which could affect some corporate staff should this occur, however the numbers of people this would affect would be minimal following a review.</p>	

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RISK 38	Failure to provide an effective emergency response due to the reductions in the availability of on-call personnel.	20 L=5 I=4	12 L=3 I=4	Project to review the RDS duty system and implementation of cross sectional RDS Working Group. Project forms part of the ER strategy 2020/23. Service have developed and implemented a degradation plan to effectively manage emergency response. Revised version of the RDS handbook endorsed through SMT Oct 2021 to assist in the improved delivery of the RDS system and to reflect current practice.	
FIN152	Failure to achieve the savings via the service transformation options outlined in the CRMP consultation leading to a greater budget deficit.	20 L=4 I=5	8 L=2 I=4	<p>In view of the uncertainty surrounding future government funding, our MTFP includes three models based on a best, mid and worst case scenario. The three models are based on varying levels of government funding and were calculated based on the assumption that council tax will increase by 1.9% in each year and pay awards will increase by 0% in 2021/22 and 2% in each of the following years. Based on these assumptions, we have a potential shortfall in funding over the period covered by the MTFP ranging from £0.964m (best case) to £2.836m (worst case).</p> <p>The Service has an agreed list of savings options ranked according to the impact on response standards. At the 29 October CFA Planning Day members agreed a prioritised list of savings which will be implemented if needed in order to balance the budget.</p>	

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FIN153	The actual position relating to pay awards, inflation and grant cuts etc, turns out to be different to the assumptions underpinning the MTFP leading to a greater budget deficit.	20 L=4 I=5	16 L=4 I=4	<p>The MTFP assumptions are monitored on an on-going basis and are being updated during the preparation of the 2022/23 budget and MTFP.</p> <p>We have been notified of significant shortfalls in council tax and business rates receipts therefore our future funding position is the biggest risk in our planning assumptions going forward.</p> <p>The 3 current MTFP models were based upon a zero pay award in 2021/22 however, pay awards to all staff groups will add £350K to the MTFP deficit in 2022/23. Inflation is also higher than anticipated when the 2021/22 budget was set and a substantial increase in energy costs has been notified. Increasing pay awards and inflation will have a significant impact on the forecast deficit position unless further savings are identified to offset the additional cost.</p>	

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FIN 225	Insufficient government funding to meet capital programme requirements which could impact on the revenue budget leading to an increased MTFP deficit.	12 L=3 I=4	9 L=3 I=3	The Authority no longer receives government funding for capital expenditure which was previously £1.3M per annum. Provision will need to be made in the revenue budget going forward to meet the impact of borrowing and/or direct funding. Capital investments would be funded from reserves of borrowing	
FIN 08	Changes to public sector pension schemes could lead to higher employer and employee contributions; increased turnover of staff; difficulty in recruiting and retaining high calibre staff and a reduction in staff morale and productivity.	20 L=4 I=5	16 L=4 I=4	<p>The proposals to address age discrimination in the Firefighters pension schemes resulting from the McCloud Sargeant case could lead to a significant increase in the level of employers pension contributions and a range of staff retiring and accessing their pension earlier than anticipated. At the 12 November CFA meeting, members agreed to progress the immediate detriment cases in line with the agreed LGA/FBU framework as an interim approach until the full extent of liabilities falling on the Authority are known. There is a risk that the Authority could be liable for the tax charges relating to individuals who have previously retired.</p> <p>The recruitment strategy includes options to bring in replacement staff quickly, if necessary, in order to maintain operational response.</p>	

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ICT 208	Failure to meet the Emergency Services Mobile Communications Programme (ESMCP) local transition schedule, or other risks presented from undertaking transition to ESN.	<p>25 L=5 I=5</p>	<p>6 L=2 I=3</p>	<p>Regional management structure in line with national government requirements in place and agreement on programme support has now been reached for the airwave network equipment beyond contracted dates. National emphasis is now for a locally managed incremental approach.</p> <p>Full Business Case still awaited but indications are that the service MAY be exposed to higher costs for these services than is currently the case with Airwave as supported by the FireLink grant.</p> <p>Further details to follow when the financial picture is updated.</p>	

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ER 221	Failure of the current Integrated Control Communications System (ICCS) and Computer Aided Dispatch System (CAD). There is a risk that due to the age of the systems and not having appropriate upgrades that the system could fail.	16 L=4 I=4	12 L=3 I=4	Work with 3TC and Airwave has improved the method for implementing upgrades to software ensuring that an engineer is present on site rather than working remotely. Delays in the transition into the cloud could now move back into Autumn 2022. The current systems have received upgrades Oct 2021 which have given back fall-back resilience which was previously unavailable.	
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SLT1/21	White Paper on fire services reform: Originally due to be published for consultation summer of 2021 but has been subject to delay. The implications of this document are not fully known but could involve significant change within the FRS including CDDFRS.	16 L=4 I=4	12 L=3 I=4	The CFO working on a national level with NFCC and the SLT working locally with the CFA and PCVC will help to mitigate the potential impact of this risk. The White Paper has not yet been released as draft and may be revised based on consultation which again could mitigate the impact of the risk. Close monitoring over the coming months will help the service understand more about the White Paper and potential impact which will allow for appropriate mitigating strategies and communications to be prepared in advance.	