

Risk Of	Leading To	Impact / Consequence	Impact Phase	Inherent			Control Measures	Measure Of Success	Residual			Estimated Cost	Managed Risk Cost
				Likelihood	Impact	Risk Factor			Likelihood	Impact	Risk factor		
Impact of Government austerity measures	Reductions on grants necessitating cost reductions that impact on service delivery	Damage to the delivery capability and the reputation of the Service	Ongoing	H	VH	20	The Authority has a four year strategy supported by a four year savings plan. Both of these documents have been developed with the need to maintain the quality of services we deliver as a principle.	No significant impact on Cheshire, Halton and Warrington communities	H	H	16	£4,000,000	£3,000,000
Fire in iconic heritage buildings	Irreplaceable loss or damage to heritage premises	International media interest and massive damage to reputation	Ongoing	H	H	16	Development of specific heritage strategy and salvage strategy, work with partners in Chester on Heritage Fire Board, CFP officers to identify void and derelict premises, e-learning package on salvage.CFRMIS Records of G1 and G2.	No preventable serious incidents in heritage premises	M	M	9	£500,000	£250,000
Opposition to plans to change emergency response arrangements	Hindrance in implementing plans with implications for reputation, timelines, costs and benefit realisation	Negative comment and publicity in local/national media; loss of standing within local communities; opposition campaigns; damage to the reputation of the Service; potential for industrial disputes; increased costs associated with implementing plans; increased timescales; requirement to make changes to plans	Ongoing	H	VH	20	Annual IRMP consultation with public and stakeholders on detail of plans; internal and external communications including staff engagement; Communications Strategy; Extensive briefings with elected Members; further public and stakeholder meetings; ongoing development of internal project and programme management skills and capacity; regular review of issues and risks for key projects and at programme level Community Empowerment Strategy and Public Affairs Strategy; project management framework and programme governance structures	Minimal reputational impact on Authority	M	M	9	£1,000,000	£500,000
Industrial action	Loss of operational staff and resources resulting in failure to fulfil the Authority's statutory duty and Cheshire Response Standards	Prosecution and reputational damage	Ongoing	VH	H	20	Industrial action plan in place which was exercised in 2012.	No instances of industrial action impacting significantly on service delivery	H	M	12	£500,000	£375,000
Claims from historic insurable events	The historic insurers of the Authority having insufficient funds to meet the cost of claims	The Authority may have to bear the cost of substantial claims, for example those relating to illness and ill health which arise as a result of work which an ex employee undertook when working for the Authority.	Ongoing	L	VH	10	Making suitable provision in the accounts recognising the risks. Keeping up to date with the position in respect of MMI nationally. Legal support in the event of a claim.	Claims successfully dealt with with no significant financial impact	L	VH	10	£2,000,000	£500,000
Liability to pay back dated pension employer contributions for on call firefighters	Significant financial costs at a time of severe financial constraint	Increased pressure on service delivery	Ongoing	H	VH	20	Active campaign by Authorities nationally to ensure that costs are met by Central Govt. If necessary, use of reserves to meet costs. Potential for spreading costs over a long time period.	Little financial impact on Authority.	L	VH	10	£2,000,000	£500,000
Negative impact on CFRS activities/finance from community budgets/collaborative ventures and partnerships	CFRS resources being commissioned by other sovereign agencies, possibly resulting in unsustainable services - particularly if CFRS is unable to extract financial rewards through the benefits realisation model also being developed.	Budgetary impacts, and dilution of CFRS safety messages and initiatives	Ongoing	M	M	9	CFRS senior representation on governance boards of pilot Finance staff invited to attend and contribute to financial director meetings where benefits realisation model is being developed. Ensure continued, committed representation and review as project unfolds and is implemented	CFRS fully involved in Local Budgets initiatives with positive outcomes for the Service.	L	L	4	£1,000,000	£250,000
Failure to secure suitable sites for new fire stations and associated planning approvals.	Delays in timescale and ultimately inability to deliver Emergency Response Review	Failure to achieve savings, reputational damage.	Ongoing	H	VH	20	Use of land agent. Clear and consistent programme/project management Land identified and secured in time to allow for planning consent submission .	Successful and timely purchase of land.	M	M	9	£2,000,000	£1,000,000
Competing demands on the organisation's resources due to changing external environment	Inadequate capacity to deliver strategic objectives and programmes	Impact on key projects/programmes may be time delays, increased costs and/or quality issues	Ongoing	M	H	12	Planning processes including monthly meetings of SMT focused on horizon scanning, forward plans, budgets and programme monitoring; Member planning days	Successful project delivery with no detriment to core service delivery	L	M	6	£500,000	£125,000

Total

£13,500,000 £6,500,000