

Cleveland Fire Authority Corporate Risk Register				
Description of Risk	Direction of Travel	Risk Narrative (reason for inclusion and risk history)	Control Measures	Register Status
IF we are not able to implement the <b>pension remedies</b> within the legal deadlines <b>THEN</b> we may experience an additional financial burden or further litigation and potentially have to report to the pension regulator.	Cooling Down	CSP12.6: Monitor Progress of the legal case outcomes and consider next steps. Approve and implement Policy for Payment of Immediate Detriment Cases Financial profile and assessment of cases Internal Audit review of Pension Service HMIC self-assessment review of pension administration CSP 12.1 Firefighters Pension Scheme: deal with the remedy for immediate detriment CSP 12.3 Firefighters Pension Scheme: Deferred Choice Underpin (DCU) Part 1 – implement. CSP 12.4 Firefighters Pension Scheme: Deferred Choice Underpin (DCU) Part 2 - maintenance of CARE underpinned records from April 2015 CSP12.5 Firefighters Pension Scheme: Deferred Choice Underpin (DCU) Part 3 – provide remedy choice from Oct 2023	ESR101.2 Implement the National Age Discrimination Remedy for Firefighter Pension Schemes Assess potential shortfall in Pensions Administration Grant Continue to manage progress and capacity against implementation of changes through CFB’s Pensions Management Team (Potential shortfall in Pensions Admin Grant) Regular monitoring of expenditure against the grant and lobbying Home Office via LGA on the requirement for further funding. Implementation of the Pension Projects Group to ensure actions are progressed and resource requirements identified. (McCloud & Matthews) Undertake various forms of communication to inform the member’s journey. Attendance by CFB staff at LGA Pension webinars, seminars and AGM.	Continuing Risk
IF there is a failure to effectively <b>recruit, train and retain on-call Firefighters</b> <b>THEN</b> this will affect appliance availability, negatively impacting on community safety.	No Change	CFB, as witnessed nationally across the Fire Sector, have seen a steady decline in on-call appliance availability. This is a result of recruitment and retention struggles, with availability levels of On-Call appliances being a continuing concern. An Action has been added to the CFB Service Plan for 2025/26 - <i>Review and implement the On Call Improvement Programme to increase the Availability of On-Call Fire Appliances</i>	After the 2024 Pay award, pay bandings were introduced nationally. CFB implemented incremental bandings to ensure a fairer and more incentivised pay structure for on call staff. Recruitment was paused for the period of banding contract implementation.  In June 2025, a Local Agreement was signed with the FBU to approve these bandings.  New contracts are being issued in August 2025, and the On-Call Working Group will then be re-established to re-launch recruitment campaigns tailored to each individual station, and to progress the On-Call Improvement Plan based around recruitment, retention and training.	Continuing Risk
IF there is a <b>loss of certain skillsets relating to single points of failure</b> <b>THEN</b> there may be service disruption and/or inability to discharge our full duties effectively.	No Change	Conduct and refine scenario modelling and planning for the most appropriate disposition of resources for different levels of available resources. Evaluate the likely level of available personnel. Review Business Continuity communication strategy Investigate options for alternative methods to mobilise fire appliances. Recruit and train resilience staff Obtain agreement for Military Support	SPR8.1 – 8.6: Review Business Continuity Plans Impact assess all service areas – public facing and enabling services Consult and inform industrial partners re the impact of potential industrial action. Investigate and implement other sources of potential staffing resource cover all areas of service. Consider impact of Minimum Staffing legislation and how it would be implemented if approved Ensure learning from Lessons Learned report from last period of potential industrial action influence our risk management and business continuity approaches	Continuing Risk

<p><u><b>IF</b></u> the Brigade's <b>current in house Community Safety System</b> experiences reduced functionality and capability <u><b>THEN</b></u> innacurate data about the quantity and quality of Safer Homes Visits may be reported and the targeting methodology to reduce community risk may not be supported.</p>	No Change	<p>Develop an options appraisal to explore options for procurement of a new Community Safety System.</p> <p>Implement a new Community Safety System based upon the outcomes of presentation of the options appraisal.</p> <p>Continue quality assurance and data cleansing of the existing system to ensure quality data.</p>	Continuing Risk
<p><u><b>IF</b></u> there is insufficient <b>capacity and/or skills to deliver the Risk Based Inspection Programme</b> under the Regulatory Reform (Fire Safety) Order 2005 <u><b>THEN</b></u> we may not effectively enforce the provisions of the Fire Safety Order and the requirements of the Building Safety Bill.</p>	No Change	<p>SSC21.2 Embed and evaluate the RBIP to ensure methodology continues to prioritise premises that are of the highest risk.</p> <p>SSC34.3 Further explore innovative and digital solutions to delivering protection services</p> <p>SSC36.3 Continue to develop and train our staff in line with the National Competency Framework for Fire Safety Regulators</p> <p>SSC109.2 Ensure capacity and competencies of Fire Engineering staff</p>	Continuing Risk
<p><u><b>IF Cleveland Fire Brigade Risk Management Service CIC</b></u> do not operate in a way which aligns with the Brigade's values <u><b>THEN</b></u> there is a risk of financial and reputational impact.</p>	Warming Up	<p>Following revision of the Service Level Agreement in April 2025, CFBRMS, gave notice in June 2025 to CFB to vacate Billingham Fire Station and to terminate the SLA. In June 2025, CFB and the CFA were made aware, through social media, of an insolvency petition, filed by HMRC scheduled for 13th August 2025 in the High Court, (unpaid debts of approximately £650k to HMRC). The MD of CFBRMS has been unavailable to contact, however subsequent meetings with the Chair of the Board and PRF (liquidator firm, advising CFBRMS), identified significant debts over and above the amount owed to HMRC.</p> <p>CFBRMS went into liquidation on 31st July 2025.</p> <p>Weekly briefings between the CFO and Chair of CFA</p> <p>Briefing to CFA on 27th June 2025</p> <p>Meeting between CFO, Chair, Vice Chair, Treasurer, Chair of CBRMS and PRF on 8th July 2025 to understand the financial situation and forthcoming plans by PRF</p> <p>Extraordinary meeting of CFA held on 1st August 2025 to</p> <ul style="list-style-type: none"><li>•<b>A</b>pprove the recommendation of the CIC Board to place the company into liquidation</li><li>•<b>A</b>uthorise the Chair of CFA to sign such documentation to facilitate actions required</li><li>•<b>A</b>pprove the write off of approximately £66,000 and fund the amount from investment income, which exceeds the budget forecast for the current year</li></ul>	Continuing Risk
<p><u><b>IF</b></u> there is a <b>National Security/Terrorism</b> incident <u><b>THEN</b></u> our operational resources may be required to support national resilience, impacting on our ability to deliver business as usual.</p>	No Change	<p>SPR8.1 – 8.6: Review Business Continuity Plans</p> <p>Maintain NILO networks with Cleveland Police to prepare for national and local threats.</p>	Continuing Risk

<u>IF financial pressures</u> continue due to the insufficient funding settlement or additional financial pressures <u>THEN</u> our ability to deliver critical services may be compromised.	No Change	ESR83.3 Implement the 2024/25 Capital Programme	ESR106 Develop a plan to address the Medium Term Financial Strategy deficit £1.7m to 2025/26	Continuing Risk	
		DSSC1.1: implement cost recovery model in relation to our Unwanted Fire Signal Strategy			
		CUOUR3.2: align productivity to budget spend.			
		ESR 33.1 Review Medium Term Financial Strategy including efficiencies and reserves.			
		ESR87 Prepare a CSR 2022 submission to Treasury.			
		ESR 28.1 Review the provision of Prevention Services to ensure efficiency and effectiveness.	ERSR24.1 Investigate the use of alternative and smaller emergency response vehicles.	Continuing Risk	
		ESR27 Further review our Fire-fighter productivity and capacity evaluation following the introduction of our new ICT ‘Productivity and Capacity’ recording system.	ESR62.2 Aim to reduce our electricity, gas, and water consumption year on year.		
		ERSR24.1 Investigate the use of alternative and smaller emergency response vehicles.	SSC38.3 Use the outcomes from our Independent Resource Review to develop options for improving our emergency response cover to meet current and future risks and demands.		
		ESR64 Undertake a baseline review to profile our current fuel consumption and carbon footprint across our fleet.			
		Undertake pay award modelling to identify likely budgetary pressure from the 22/23 and future years pay negotiations and formal offer from NJC.			
<u>IF</u> there is a <b>cyber attack</b> <u>THEN</u> there may be significant disruption impacting on our ability to fulfil our statutory functions.	No Change	DSP3.14: review ICT Strategy including Cyber Crime Prevention	SPR8.1 – 8.6: Review Business Continuity Plans	Continuing Risk	
		Undertake Cyber Security independent audit and implement recommendations.			Address the improvement actions identified within the NFCC Cyber Assessment Framework (CAF)
		Participate in a lesson learnt review on recent cyber security issues within a Fire and Rescue Services			Planned compliance with the new NFCC Fire Standard for Cyber Security upon its release
		Reviewed and provided feedback to NFCC on the draft NFCC Fire Standard for Cyber Security			Independent IT Health Check of CFB systems is planned in Sept 2024
		Reviewed and updated the CFB Information Security Policy in March 2024			
<u>IF Industrial Action</u> occurs <u>THEN</u> the Brigade may be unable to fulfil its statutory functions.	No Change	In 2023, the FBU balloted for industrial action. CFB performed business continuity planning to meet its statutory duties under the Fire and Rescue Services Act 2004.	The Fire and Rescue National Framework states that Fire Authorities should not base their contingency plans on the assumption that military support will not be available. Business Continuity Plans will be updated to reflect the new organisational structure Business Continuity exercises will be planned taking into account staff roles and responsibilities and consider other opportunities.	Continuing Risk	
		Although a number of resilience staff (including drivers were recruited) the planning arrangements highlighted there would be a shortage of commanders and other staff to perform the essential roles to meet our statutory emergency response requirements. A Military Aid to Civil Authorities (MACA) request was submitted in December 2022, to support front line response. Although the pay dispute was settled and the strike action never occurred, it highlighted a lack of resilience for future industrial action. The Minimum Service Levels Act 2023 was introduced in 2023, and repealed in 2024.			

<p>IF we suffer reputational damage from any source <u>THEN</u> there may be a <b>loss of public confidence</b> in our service. This risk could adversely affect the effectiveness and efficiency of the Authority/Brigade.</p>	No Change	<p>Compile Gap analysis of the Independent Culture Review of London Fire Brigade</p> <p>Compile Gap Analysis of Manchester Arena attach review.</p> <p>Compile Gap analysis of State of the Fire and Rescue Annual Assessments</p> <p>Communication Strategy on Industrial Action</p> <p>Compile gap analysis on HMICFRS culture in the FRS report and address the thirty-six recommendations.</p>		Continuing Risk
<p>IF there are changes to our community risk profile and area economic profile leading to <b>increased vulnerability</b> <u>THEN</u> this may increase demands for, and expectations of, the delivery of our services.</p>	No Change		<p>Work with partners to deliver Safer Homes Visits targetted at those most vulnerable.</p> <p>Continue our programme of quality assurance and evaluation of Safer Homes Visits to ensure visits have a positive impact.</p>	Continuing Risk
<p>IF implementation of the <b>new Community Safety System</b> is not successful <u>THEN</u> there may be an impact on staff confidence and continuing risks associated with the current system.</p>	No Change			Continuing Risk
<p>IF incidents relating to <b>wildfire and flooding</b> increase <u>THEN</u> we may need to take a different approach to resourcing to risk.</p>	No Change	<p>CSP6.1: produce a Climate Change Risk Assessment that can be considered within the Brigade's CIRMP planning arrangements.</p> <p>CSP6.2: produce a Climate Change Strategy that links to our CIRMP and contributes to the reduction of the risks identified in CSP6.1 above.</p> <p>SC29.1 Continue to Implement our Arson Reduction Strategy with Partners to reduce numbers of fires and subsequent emissions from these incidents</p>	<p>ESR 21.2 Undertake a programme of site de-carbonisation to support our Climate Change plans.</p> <p>ESR 62.2 Aim to reduce our electricity, gas, and water consumption year on year.</p> <p>ESR61.1 Undertake a baseline review to profile our current energy usage and carbon footprint across our estate.</p> <p>ESR65.3 Complete our programme of installation of Electric Vehicle charging points across our estate and research a monitoring system which will allow staff to privately use these electric charging points and reimburse the Brigade accordingly.</p> <p>ESR63.2 Consider more widespread generation of our own energy through solar power and wind turbines for both direct energy and storage</p> <p>ESR64.2 Establish the carbon footprint of our fleet</p>	Continuing Risk
<p>IF there is an <b>event that compromises Firefighter safety</b> <u>THEN</u> this may result in death or serious injury.</p>	No Change		<p>CFB have an extensive range of Health and Safety procedures and controls to ensure the safety of staff attending operational incidents.</p>	Continuing Risk
<p>IF changes resulting from the Government <b>Devolution White Paper</b> impact local government support services <u>THEN</u> there may be an impact on the FRS enabling services delivered in collaboration with local authorities.</p>	No Change		<p>Maintaining communications with MPs, regional and local government.</p>	Continuing Risk