CORPORATE RISK REGISTER

August 2024

Purpose

The following document is the Corporate Risk Register for Cleveland Fire Authority. This details the strategic risks facing the Authority in achieving its vision and strategic goals.

In order to identify all of the strategic risks facing Cleveland Fire Authority the contents of this document should be considered alongside the Cleveland Community Risk Register that is produces and maintained by the Local Resilience Forum in conjunction with partners agencies within the Cleveland Area and the National Risk Register.

The Corporate Risk Register details the risks and associated mitigating actions specific to Cleveland Fire Authority.

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Business Objectives		Corporate Risk Register					Completed By:	Head of Risk and Performance			
							Date:	August 2024			
		Assessment of Risk					Assessment of Risk				
Risk No.	Risk	Impact	Likelihood	Lead	Risk Control Measures		Impact	Likelihood		Impact	Likelihood
		Original Risk					Current Risk			Residual Risk	
Political	Associated with the failure to deliver either local or central government policy										
2023/24 P01	**National Security** The National Risk Assessment recognises that the UK faces a serious and sustained threat from Terrorism which will have operational implications for the FRS support as part of the national infrastructure	4 / 3 **12 High**		ACFO CP	Completed: ▪ DSP3.14: review ICT Strategy including Cyber Crime Prevention ▪ Compile risk assessments for IA and Large fires for inclusion in NRA **Ongoing:** ▪ SPR8.1 – 8.6: Review Business Continuity Plans ▪ Maintain NILO networks with Cleveland Police to prepare for national and local threats.		4 / 2 **8 Medium**			2 / 2 **4 Low**

2023/24 P03	**Fire and Rescue Reform** Fire and Rescue Reform may result in a change in CFA strategic direction in relation to purpose, priorities, roles, responsibilities, pay negotiation mechanisms; and terms and conditions.	4	3			4	2		2	2
		12 High		CFO	Completed: ▪ CSP 8.1: assess the potential implications of the Government's 'White Paper' on Fire and Rescue Reform and determine future actions in this respect. ▪ Submit CFA response to the White Paper consultation. **Ongoing:** ▪ SP9.1 Undertake a gap analysis against the Home Office's White Paper 'Reforming our Fire and Rescue Service' ▪ SP9.2 Implement any improvement plan emanating from the outcomes of the gap analysis of the Home Office's White Paper 'Reforming our Fire and Rescue Service'	**8 Medium**			**4 Low**	

2023/24 P04	**Loss of Key Staff** National Issues around pay awards may lead to intermittent or on-going and sustained periods of industrial action thus leading to service disruption and the ability of the brigade to discharge its full duties effectively. Staff turnover not related to Industrial Action may lead to service disruption as a result of loss of skills.	4	3		CFO	Completed / Ongoing	2	3		2	2
		12 **High**					**6** **Medium**			**4** **Low**	

Completed:

- 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

Ongoing:

- 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 coverall 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

Economic	Affecting the ability of the organisation to meet its financial commitments including internal budgetary pressures and provision of adequate insurance cover						

| 2023/24 E01 | **Financial Pressures and Service Sustainability**

Unknown outcomes relating to future Comprehensive Spending and Fair Funding Reviews; capping on council tax increases; business rate retention scheme; unfunded inflationary pressure and pay awards may negatively impact the planning and sustainability of future services. | 4 / 3

12 High | ACFO SPR | **Completed:**
▪ ESR83.3 Implement the 2024/25 Capital Programme
▪ 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.
▪ ESR27 Further review our Fire-fighter productivity and capacity evaluation following the introduction of our new ICT 'Productivity and Capacity' recording system.
▪ ERSR24.1 Investigate the use of alternative and smaller emergency response vehicles.
▪ 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.

Ongoing:
▪ ESR106 Develop a plan to address the Medium Term Financial Strategy deficit £1.7m to 2025/26
▪ ERSR24.1 Investigate the use of alternative and smaller emergency response vehicles. | 4 / 4

16 High | 3 / 3

9 High |

				• ESR62.2 Aim to reduce our electricity, gas, and water consumption year on year. • 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.				
2023/24 E02	**Pension Reforms** Pension Reform and remedies as a result of the outcomes from significant litigation claims relating to age discrimination and the less favourable treatment of part-time workers may incur substantial financial pressure and extensive increased workloads.	4	4	ACFO SPR	Completed: • 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 –	3	3	2	3
		16 High				9 High		6 Medium	

provide remedy choice from Oct 2023

Ongoing:

- 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.

Social	Relating to the effects of changes in demographic, residential or socio-economic trends on the organisation's ability to deliver its objectives						

		4	2		Completed:	4	2	2	2

Increased Vulnerability

A changing community and economic profile (increased unemployment; social inequality, crime, drugs, and alcohol use; health inequalities, mental health; social isolation; fuel poverty; human trafficking and Safeguarding issues) may increase the demands for and the nature of the Brigade's services.

2023/24 S01

8 Medium

ACFO CP

Completed:
- SSC27.1 Embed and evaluate our new digital Safer Homes Visits to ensure we continue to target our resources to those people deemed to be 'most at risk' and make further enhancements of the digitally interactive elements as required.
- SSC14.1 Progress our Programme of Quality Assurance Compliance Audits aligned to each of the Prevention Activities
- Develop National Dwelling Fireproof of Concept risk assessment.
- Refresh targeting risk assessments with 2021 census information.

Ongoing:
- SSC 28.3 Work with partners to deliver 20,000+ Safer Homes Visits per year targeting those most vulnerable.
- SSC15.3 Implement our evaluation programme for our prevention activities.
- SSC32.2 Further explore innovative and digital solutions to delivering prevention services
- SSC111.1 Provide more training for control staff on how to handle calls from people who do not understand English
- Implement recommendations from the Safer Homes Evaluation

8 Medium

4 Low

			▪ Implementation of Google Translate across CFB devices to enable prevention activity to be delivered to those who do not speak English	

Technological	Associated with the capacity of the organisation to deal with the pace and scale of technological change, or its ability to address changing demands. Also includes the consequences of internal technological failures									

		3	3			3	3	2	2
2023/24 T01	**Emergency Services Mobile Communication Program (ESMCP)** Failure to meet the ESMCP national project milestones may result in delays to the Brigade's switch over to the new ESN communication facility.	**9 High**		ACFO SPR	Completed: DSP3.14: review ICT Strategy including Cyber Crime Prevention **Ongoing:** ■ SSC 37.3 Implement the collaborative project with CDDFRS, H&WFRS and Shropshire FRS for the future provision of fire call handling and mobilising services.	**6 Medium**		**4 Low**
2023/24 T02	**Information and Data Security** Increase in Cyber Crime and breaches of Information and Data Security may result in reputational; organisational and personal loss.	4	2	ACFO SPR	Completed: ■ DSP3.14: review ICT Strategy including Cyber Crime Prevention ■ Undertake Cyber Security independent audit and implement recommendations. ■ Participate in a lesson learnt review on recent cyber security issues within a Fire and Rescue Services ■ Reviewed and provided feedback to NFCC on the draft NFCC Fire Standard for Cyber Security ■ Reviewed and updated the CFB Information Security Policy in March 2024 **Ongoing:** ■ SPR8.1 – 8.6: Review Business Continuity Plans ■ Address the improvement actions identified within the NFCC Cyber Assessment Framework (CAF)	4	2	4	1
		8 Medium				**8 Medium**		**4 Low**	

				▪ Planned compliance with the new NFCC Fire Standard for Cyber Security upon its release ▪ Independent IT Health Check of CFB systems is planned in Sept 2024					

		2	4		Ongoing:	2	4	1	3
2023/24 T05	**Fire Control Mobilisation System** The failure to deliver the Joint Fire Control Mobilisation system or increases in project costs beyond agreed budget may impact the Brigades ability to mobilise appliances in an effective manner thus impacting on community and fire fighter safety whilst also increasing financial pressures on the Brigade. This could have a detrimental impact on the reputation of the Brigade as being an efficient and effective service.	8 Medium		ACFO CP	▪ SSC37.4 Implement the collaborative project with CDDFRS, H&WFRS and Shropshire FRS for the future provision of fire call handling and mobilising services ▪ Early and ongoing Engagement with all interested Parties on Requirements ▪ Detailed Project Delivery Plan internally and across all partners ▪ Dedicated Resource for delivery ▪ Joint Project Board overseeing delivery ▪ Maintain detailed project documentation including Project Plans, Risk and Issues Logs ▪ Stringent contract management and budgetary control	8 Medium		3 Low	

Legislative	Associated with current or potential changes in national or European Law

Environmental	Relating to the environmental consequences of progressing the organisation's strategic objectives, e.g. Pollution and emissions									
		3	3		**Completed:**		3	3	1	3
		9 High			▪ CSP6.1: produce a Climate Change Risk Assessment that can be considered within the Brigade's CIRMP planning arrangements. ▪ 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. ▪ SSC29.1 Continue to Implement our Arson Reduction Strategy with Partners to reduce numbers of fires and subsequent emissions from these incidents		**9 High**		**3 Low**	
2023/24 En01	**Climate Change** Our day-to-day operations, service demand and working arrangements may be contributing to an increase in greenhouse gas emissions that speed up the rate of climate change and subsequently increase local and national service demand.			ACFO SPR	**Ongoing:** ▪ ESR 21.2 Undertake a programme of site de-carbonisation to support our Climate Change plans. ▪ ESR 62.2 Aim to reduce our electricity, gas, and water consumption year on year. ▪ ESR61.1 Undertake a baseline review to profile our current energy usage and carbon footprint across our estate. ▪ 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. ▪ ESR63.2 Consider more widespread generation of our own energy through solar power and wind					

turbines for both direct energy and storage

- ESR64.2 Establish the carbon footprint of our fleet

Organisational	Cross cutting risks, in terms of effectiveness, cost and quality of service delivery						

Reputational	Associated with failure to meet the current and changing needs and expectations of the community						
2023/24 R01	**Public Perception** The Independent Review of cultural issues in London Fire Brigade and various media reports into staff behaviour in other fire and rescue services has turned a spotlight onto the prevalence of a negative workforce culture across the fire sector. This matter has the potential to create significant reputational damage for the Service, including Cleveland Fire Brigade. This risk could adversely affect the effectiveness and efficiency of the Authority/Brigade.	3 / 2 **6 Medium**	ACFO CP	Completed: • Compile Gap analysis of the Independent Culture Review of London Fire Brigade • Compile Gap Analysis of Manchester Arena attach review. • Compile Gap analysis of State of the Fire and Rescue Annual Assessments • Communication Strategy on Industrial Action • Compile gap analysis on HMICFRS culture in the FRS report and address the thirty-six recommendations. **Ongoing:** Develop improvement plans to implement the relevant improvement actions	4 / 3 **12 High**	3 / 1 **3 Low**

Customer	Associated with failure to meet the current and changing needs and expectations of the community						

	New and Emerging Risks						

		4	4			4	4	4	1
2024/25 T06	**ICT Systems** The functionality and capability of the management system to support the achievement of the Brigade's corporate goal of safer homes is limited. There is a risk that reduced functionality and capability could lead to inaccurate data being reported on the quantity and quality of safer home visits, referrals to partner agencies may not be conveyed and the Brigade's targeting methodology to reduce community risk may not be supported.	**12** **High**		**ACFO CP**	• Develop an options appraisal to explore options for procurement of a new Community Safety System. • Implement a new Community Safety System based upon the outcomes of presentation of the options appraisal. • Continue quality assurance and data cleansing of the existing system to ensure quality data.	**12** **High**		**4** **Low**

	Redundant and Deleted Risks						
2022/23 O02	**Organisational Learning and COVID-19 (Opportunity)** Findings from our self-assessed COVID-19 and the NFCC key learning studies and the HMICFRS COVID-19 Inspection Report will improve the resilience, effectiveness, and efficiency of the Fire Authority's response to the COVID-19 pandemic crisis and provide a springboard for lasting reform and modernisation.		ACFO SPR	CSP10.3: evaluate the activities undertaken to support our partner organisations and assess the continuation of those services. CSP10.4: consider the adaptation of flexible working arrangements to make sure that we have the right provisions to support a modern workforce. DSSC5.2: evaluate and develop the efficiency and effectiveness of the 'Prevention at Home' on-line tools. DSSC5.3: evaluate and develop the efficiency and effectiveness of the 'Protection for Business' on-line tools. PPP10 Continue to Monitor the effects of Covid-19 on specific staff groups against the protected characteristics, as part of our business continuity arrangements.			
2022/23 L01	**Grenfell Tower Inquiry** Outcomes and publicity from the on-going high profile Public Inquiry into the Grenfell Tower Fire on 14th June 2017 may impact on the reputation and public confidence of Cleveland Fire Brigade thereby preventing the Brigade in discharging its duties efficiently and effectively.		ACFO CP	▪ CSSC5.1: implement the Brigade's Grenfell Tower Action Plan established in response to the recommendations contained within the Grenfell Inquiry Phase 1 Report published in Oct 2019 ▪ CSSC5.2: allocate grant funding to progressing the Brigade's Grenfell Tower Action Plan and monitor expenditure. ▪ SSC33.1 Actively implement learning from major national events such as Grenfell Tower and The Cube			

2023/24 S03	**Social Unrest and Public Disorder** Current widespread industrial action may lead to social unrest and increases in public disorder which may prevent the Brigade in discharging its duties efficiently, effectively, and safely		ACFO CP	• Amendments to PDAs at identified hotspots and times. • Enhanced multi agency working. • Ensuring appropriate PPE is utilised by operational staff.			
2023/24 T04	**Power Disruption** Potential disruptions in power supplies may result in increasing numbers of ER incidents and impact the ability of the Brigade to discharge its duties efficiently and effectively.		ACFO CP	▪ Enhanced public communication of risk associated with power outages. ▪ Review mobilisation procedures for stations with no backup generators ▪ Mobilisation business continuity plan ▪ Review internal communication arrangements. ▪ Integrate plans with National and CLRF risk assessments • Conduct training exercises (Operation Might Oak) for loss of power scenarios			
2023/24 S03	**Reinforced Aerated Autoclaved Concrete (RAAC)** The existence of Reinforced Aerated Autoclaved Concrete (RAAC) within buildings in the Brigade area may lead to increased risk of fire fighter and public safety through sudden failure of RACC materials leading to full or partial structural collapse of buildings due to the instability of the affected materials. RACC within the Brigades estate may lead to unbudgeted expenditure to address the identified issues.		ACFO CP	CFB Buildings ▪ Conduct Visual surveys of all buildings of a relevant age. ▪ Conduct detailed physical surveys of buildings. External Buildings ▪ Maintain a register of RACC impacted buildings. ▪ Develop Emergency Response Plans of impacted buildings. ▪ Operational personnel to conduct familiarisation visits of impacted buildings. ▪ Maintain up to date Site Specific Risk Information of impacted buildings. ▪ Identify relevant pre-determined attendance for impacted buildings. ▪ Review fire safety protection and prevention arrangements for impacted buildings			

| 2023/24 E03 | Fire Standards

The introduction of the National Fire Standards may create un-resourced requirements on the Brigade which may impact the ability of the Brigade to fully implement the Standards. | | CFO | **Completed:**
■ SSC 11 Undertake a Gap Analysis against the Fire Standard for Community Risk Management Planning
■ SSC 25 Undertake a detailed gap analysis on the new Safeguarding Fire Standard
■ SSC 12.1 Undertake a gap analysis against the Fire Standard for Prevention
■ SSC 23.1 Review our fire protection arrangements against the new Fire Protection Standard that was issued in Sep 2021 and address any identified gaps through an improvement action plan.
■ SSC13.1 Undertake a Gap Analysis against the Fire Standard for Operational Preparedness
■ Provide additional staffing resource to manage fire standards

Ongoing:
■ Conduct gap and impact analysis on all standards as and when they are published.
■ Address improvements identified from the gap analysis.
■ Build in unresourced requirements of the Fire standards into financial planning processes for consideration | | | |

| 2023/24 O03 | **Capacity to Enforce the Regulatory Reform (Fire Safety) Order 2005**

Significant increases in enforcement activity under the Regulatory Reform (Fire Safety) Order 2005 as a result of the introduction of our revised risk-based inspection programme on 1st April 2021 may result in insufficient capacity to effectively enforce the provisions of the Fire Safety Order and the requirements of the Building Safety Bill. | | ACFO CP | **Completed:**
▪ DSP3.28: review fire safety enforcement policy
▪ DSP3.29: review fire safety general standards
▪ CSSC2.1: implement the Brigade's new risk-based inspection programme.
▪ SSC 36.1 Continue to develop and train our staff in line with the National Competency Framework for Fire Safety Regulators

Ongoing:
▪ SSC21.2 Embed and evaluate the RBIP to ensure methodology continues to prioritise premises that are of the highest risk.
▪ SSC34.3 Further explore innovative and digital solutions to delivering protection services
▪ SSC36.3 Continue to develop and train our staff in line with the National Competency Framework for Fire Safety Regulators
▪ SSC109.2 Ensure capacity and competencies of Fire Engineering staff | | | |

Definitions

Original Risk: Original assessed level of risk when item was identified and included within the risk register.

Current Risk: Risk level at time of review taking into account the number and extent that the risk control measures have been implemented.

Target Risk: Anticipated risk level   when all identified risk control measures have been implemented successfully.

Key

Grey Text: Actions identified within this financial year that have been completed and implemented successfully.

Black Text: Actions that are in process of implementation or still to be implemented.

Risk / Opportunity Matrix

		RISK			
	4	4	8	12	16
Likelihood	3	3	6	9	12
	2	2	4	6	8
	1	1	2	3	4
		1	2	3	4
		Impact			