



# CORPORATE RISK REGISTER

April 2021

## **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 the 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 contains 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 :		April 2021	
Risk No.	Risk	Assessment of Risk			Risk Control Measures	Assessment of Risk					
		Impact	Likelihood	Lead		Impact	Likelihood		Impact	Likelihood	
		Original Risk				Current Risk			Residual Risk		
Political		Associated with the failure to deliver either local or central government policy									
2021/22 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	ACFO CP	▪ DSP2.1: implement Business Continuity Plan programme and continue testing  ▪ DSP3.14: review ICT Strategy including Cyber Crime Prevention	4	3		2	3	
		12 High				12 High			6 Medium		

2021/22 P02	<p><b>PO2: Fire and Rescue Reform</b></p> <p>Fire and Rescue Reform as a result of the recommendations of HMICFRS in his State of Fire and Rescue 2019 and 2020 Reports will result in a change in CFA strategic direction in relation to purpose, priorities, roles, responsibilities, pay negotiation mechanisms; and terms and conditions.</p>	4	3	CFO	<ul style="list-style-type: none"><li>▪ CSP7.1: influence and support the work of the Home Office by participating in any relevant consultations in relation to HMICFRS Recommendation 1 regarding the role of the FRS and those who work in them</li><li>▪ CSP7.2: influence and support the work of the Home Office through the Chief’s work on the National Fire Chief’s Council and by participating in any relevant consultations in relation to HMICFRS Recommendation 2 regarding the reform of pay negotiations and the ‘Grey Book’</li><li>▪ CSP7.3: influence the nature of the demarcation between those responsible for governance and operational decision making as required in HMICFRS Recommendation 3 by responding to any consultations</li><li>▪ CSP7.4: as per HMICFRS Recommendation 3, consider any amendments to legislation or National Framework document on demarcation of roles and responsibilities between the CFA and its Chief Fire Officer in the Authority’s Scheme of Delegation</li><li>▪ CSP7.5: consider and reflect any new code of ethics arising from HMICFRS Recommendation 4 against the Brigade’s existing Code of Conduct and Value and Behaviours Framework</li><li>▪ CSP7.6: review and assess the implications of the HMICFRS State of Fire and Rescue: Annual Assessment of FRSs in England Report 2020.</li></ul>	4	3	2	3
		12 High				12 High		6 Medium	

<b>2021/22</b> <b>P03</b> <b>(NEW)</b>	<b>PO3: Fire and Rescue Reform</b>  The Government's pending White Paper on 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  <b>12</b> <b>High</b>	3	CFO	▪ CSP12.1: assess the implications of the Government's 'White Paper' on Fire and Rescue Reform and determine future actions in this respect	4  <b>12</b> <b>High</b>	3		2  <b>6</b> <b>Medium</b>	
<b>2021/22</b> <b>P04</b>	<b>PO4: EU Exit – End of Transition Period</b> <b>(Amended)</b>  The introduction of new rules governing the relationship between the United Kingdom and European Union may result in an adverse impact on the Brigade's ability to deliver its duties effectively and efficiently.	4  <b>12</b> <b>High</b>	3	CFO	▪ Review Government Briefing papers for the end of the transition period and complete high level impact assessments ▪ Liaison with Local Resilience Forum, Local Authorities and NFCC on potential impacts ▪ Maintain EU exit Impact Analysis and associated action plan for the Brigade ▪ Maintain current business continuity plans ▪ CSP1.1: develop and implement a development plan to ensure the production of the Authority's CIRMP 2022/23-2025/26 ▪ CSP1.3: evaluate effectiveness of existing prevention, protection and emergency response services ▪ CSP1.5: identify improvement opportunities; and determine policies and standards for delivery of community safety services ▪ CSP1.6: allocate resources to manage the risks/deliver the services ▪ CSP1.9: publish CIRMP 2022/23 onwards ▪ CSP2.2: review Efficiency Plan	4  <b>12</b> <b>High</b>	3	1  <b>3</b> <b>Low</b>		

			<ul style="list-style-type: none"><li>▪ CSP2.3: review Reserve Strategy</li><li>▪ CSP3.1: review Asset Management Plan</li><li>▪ Membership of SCG and TCG when standing</li></ul>		
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Economic		Affecting the ability of the organisation to meet its financial commitments including internal budgetary pressures and provision of adequate insurance cover									
2021/22 E01	<b>Financial Pressures and Service Sustainability</b>  Unknown outcomes relating to future Comprehensive Spending and Fair Funding Reviews; capping on council tax increases; business rate retention scheme; and pay increases as well as financial pressures associated with the impact of COVID-19 (unplanned expenditure; and loss of council tax and business rates income) may negatively impact the planning and sustainability of future community safety services.	4	3	ACFO SPR	<ul style="list-style-type: none"><li>▪CSP3.1: undertake budget and reserve adjustments 2021/22</li><li>▪CSP3.2: review Efficiency Plan</li><li>▪CSP3.3: review of budget provision</li><li>▪CSP3.4: review Reserve Strategy</li><li>▪CSP3.4: prepare a CSR 2021 submission to the Treasury</li><li>▪DSP3.1: achieve an unqualified opinion on the financial statement</li><li>▪DSP3.2: achieve an unqualified opinion on Value for Money</li><li>▪DSP3.3: monitor and report on costs associated with COVID-19</li><li>▪DSP3.4: apply and monitor grant funding relating to COVID-19</li><li>▪CSP4.1: implement 2021/22 Asset Management Plan</li><li>▪DSSC1.1: implement cost recovery model in relation to our Unwanted Fire Signal Strategy</li><li>▪DSSC1.2: evaluate the UWFS 24hr operating model (pilot)</li><li>▪CUOR3.1: explore opportunities to increase capacity through a review of fire-fighter productivity</li><li>▪CUOUR3.2: align productivity to budget spend</li></ul>	4	4		3	3	
		12 High				16 High			9 High		

2021/22 E02 (NEW)	<b>E02: Pension Reforms</b>  Pension Reform and remedies as a result of 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	<ul style="list-style-type: none"><li>▪ CSP12.1: deal with the remedy for the immediate detriment cases</li><li>▪ CSP12.2: transfer all members to FPS 2015 at 1 April 2022</li><li>▪ CSP12.3: Deferred Choice Underpin (DCU) Part 1 - implement</li><li>▪ CSP12.4: Deferred Choice Underpin (DCU) Part 2 - maintenance of CARE underpinned records from April 2015</li><li>▪ CSP12.5: Deferred Choice Underpin (DCU) Part 3 – provide remedy choice from Oct 2023</li><li>▪ CSP12.6: Monitor Progress of the legal case outcomes and consider next steps</li></ul>	4	4		2	3
		16 High	16 High			6 Medium				



Social		Relating to the effects of changes in demographic, residential or socio-economic trends on the organisation's ability to deliver its objectives									
2021/22 S01	<b>Increased Vulnerability</b>  A changing community profile and the impacts of COVID-19 (increased unemployment; social inequality, crime, drugs and alcohol use; mental health; social isolation; fuel poverty; human trafficking) may increase the demands for and the nature of the Brigade's services.	4	2	ACFO CP	<ul style="list-style-type: none"><li>▪ CSSC3.1: implement years 1 and 2 of our Arson Reduction Strategy</li><li>▪ CSSC4.2: review the prevention targeting methodology for allocating resources to risk and re-design the service offer to communities</li><li>▪ DSSC3.1: review our specialist capability re line rescue including bariatric lifts and body recovery</li><li>▪ DSSC5.1: implement Year 3 actions within our Community Safety Strategy</li><li>▪ DSSC5.2: evaluate and develop the efficiency and effectiveness of the 'Prevention at Home' on-line tools</li></ul>	4	3		2	2	
		8 Medium				8 Medium			4 Low		
2021/22 S02	<b>Community Engagement (Opportunity)</b>  Continuing to enhance our understanding of community requirements may result in improved service provision.	-3	-3	ACFO CP	<ul style="list-style-type: none"><li>▪ DSSC5.1: implement Year 3 actions within our Community Safety Strategy</li><li>▪ DSSC5.2: evaluate and develop the efficiency and effectiveness of the 'Prevention at Home' on-line tools</li><li>▪ DSSC5.3: evaluate and develop the efficiency and effectiveness of the 'Protection for Business' on-line tools</li></ul>	-3	-3		-1	-3	
		-9 High				-9 High			-3 Low		

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									
2021/22 T01	<b>Emergency Services Mobile Communication Program (ESMCP)</b>  Failure to meet the ESMCP national project milestones may result in delays to the Brigade’s switch over to the new ESN communication facility.	4	4	ACFO SPR	<ul style="list-style-type: none"><li>▪ CUOR7.3 progress the communication technology transfer from the Airwave Communication System to the new Emergency Services Mobile Communications Programme in collaboration with other NEFRSs</li><li>▪ CUOR7.4: in collaboration with CDFRS explore options to seek mutual technological and service delivery enhancements to emergency call handling and mobilising provision</li><li>▪ DSP3.14: review ICT Strategy including Cyber Crime Prevention</li></ul>	4	4		2	2	
	16 High	16 High	4 Low								
2021/22 T02	<b>Information and Data Security</b>  Increase in Cyber Crime and breaches of Information and Data Security may result in reputational; organisational and personal loss.	4	2	ACFO SPR	<ul style="list-style-type: none"><li>▪ DSP3.14: review ICT Strategy including Cyber Crime Prevention</li><li>▪ DSP2.1: implement Business Continuity Plan programme and continue testing</li></ul>	4	2		4	1	
	8 Medium	8 Medium	4 Low								

2021/22 T03 (NEW)	T3 : Digital Transformation (Opportunity)  Leveraging the changes and opportunities of digital technologies will improve the efficiency and effectiveness of our services and business processes; and the way we work.	-4	-2	ACFO SPR	<ul style="list-style-type: none"><li>▪CUOR7.1: design a Digital Transformation Strategy/Programme that enables the achievement of our strategic objectives by using customer insight and experience to establish new digital community safety services as set out in our CIRMP and achieve efficiencies and increased productivity in internal processes through digital applications.</li><li>▪CUOR7.2: launch our new digital business platform that will enable digital transformation and support staff on their digital transformation journeys, stimulating thought and innovative ways of working and the required cultural change.</li><li>▪CUOR7.4: in collaboration with CDFRS explore options to seek mutual technological and service delivery enhancements to emergency call handling and mobilising provision</li><li>▪DUOR7.1: implement Phase 2 of the Integra System to improve stock management and control of uniform and equipment</li><li>▪DUOR7.2: implement Human Resource Information and Operational Rota Systems to improve workflow; and data collection and monitoring</li></ul>	-4	-2		-4	-1
		-8 Medium				-8 Medium			-4 Low	

Legislative		Associated with current or potential changes in national or European Law									
2021/22 L01	<b>L1 : Grenfell Tower Inquiry</b>  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.	3	2	ACFO CP	<ul style="list-style-type: none"><li>▪ 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</li><li>▪ CSSC5.2: allocate grant funding to progressing the Brigade’s Grenfell Tower Action Plan and monitor expenditure</li></ul>	3	2		2	2	
		6 Medium				6 Medium			4 Low		
2021/22 L02	<b>L2 : Reform of Building Safety</b>  The review of building regulations and fire safety will introduce building safety minimum standards legislation (Regulations & Approved Documents) that will put in place a new and modernised regulatory regime system. This undoubtedly places a new capacity burden on FRSs to support and, if necessary, enforce compliance.	3	3	ACFO CP	<ul style="list-style-type: none"><li>▪ CSSC1.1: complete the implement of the new professional standards for business safety</li><li>▪ CSSC1.2: implement Year 2 of the competence framework for our fire-fighters and specialist protection staff</li><li>▪ CSSC2.1: implement the Brigade’s new risk based inspection programme</li><li>▪ CSSC2.2: evaluate the Brigade’s risk based inspection programme to ensure efficiency and effectiveness including the Brigade’s capacity to meet our duty to enforce under the Regulatory Reform (Fire Safety) Order 2005</li></ul>	3	3		2	3	
		9 High				9 High			6 Medium		

Environmental		Relating to the environmental consequences of progressing the organisation’s strategic objectives, e.g. Pollution and emissions									
2021/22 En01	En01: Climate Change  Our day to day operations 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.	3	3	ACFO SPR	▪ SP6.1: 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	3	3		1	3	
		9 High				9 High			3 Low		

Organisational		Cross cutting risks, in terms of effectiveness, cost and quality of service delivery									
2021/22 O01	<p><b>Improved Performance and Public Confidence (Opportunity)</b></p> <p>Addressing the gaps identified in the Brigade’s Self-Assessment and HMICFRS Report will provide the opportunity to further improve efficiency, effectiveness and people management performance and public confidence</p>	-3	-3	ACFO SPR	<ul style="list-style-type: none"><li>CUF2.1: establish an Evaluation Framework</li><li>DSSC1.1: implement cost recovery model in relation to our Unwanted Fire Signal Strategy</li><li>DSSC1.2: evaluate the 24hr operating model (pilot)</li><li>DSSC3.1: review our specialist capability re line rescue including bariatric lifts and body recovery</li><li>DSSC5.1: implement Year 3 actions within our Community Safety Strategy</li><li>DSSC5.2: evaluate and develop the efficiency and effectiveness of the ‘Prevention at Home’ on-line tools</li><li>DSSC5.3: evaluate and develop the efficiency and effectiveness of the ‘Protection for Business’ on-line tools</li><li>CSP2.2: evaluate effectiveness of existing prevention, protection and emergency response services</li><li>CSP2.3: identify improvement opportunities; and determine policies and standards for delivery of community safety services</li></ul>	-3	-3		-3	-1	
		-9 High				-9 High			-3 Low		

2021/22 O02 (NEW)	<b>O02: Organisational Learning and COVID-19 (Opportunity)</b>  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.	-3	-3	ACFO SPR	<ul style="list-style-type: none"><li>▪ CSP9.1: ensure that the Authority’s governance is maintained to be assured that its statutory functions, service priorities and budgetary provision are fully discharged during the pandemic</li><li>▪ CSP9.2: in line with good governance, the Brigade has developed and implemented a Pandemic Flu Plan and a bespoke COVID-19 Business Continuity Plan. Maintain preparedness activity and ensure that the plans are reviewed and remain effective against a changing landscape</li><li>▪ CSP9.3: adopt a risk-based approach to the maintenance of the core statutory functions</li><li>▪ CSP9.4: maintain the health, safety and wellbeing of all staff to the highest possible standards</li><li>▪ CSP9.5: in conjunction with the Local Resilience Forum and/or Local Strategic Outbreak Boards, we will protect our communities by carrying out additional activities, beyond our core role, to support other local blue light services and other public service providers</li><li>▪ CSP9.6: lessons learnt from the COVID-19 response are gathered, shared and acted upon, where appropriate</li><li>▪ CSP9.7: in considering recovery we will align to the Emergency Response and Recovery Non statutory guidance accompanying the Civil Contingencies Act 2004</li><li>▪ CSP10.1: evaluate and develop new and innovative ways of working introduced during the pandemic</li><li>▪ CSP10.2: ensure whole-time fire-fighters are fully productive, while minimising the risk of them contracting or spreading the virus</li></ul>	-3	-3	-3	-1
		-9 High				-9 High		-3 Low	

				<ul style="list-style-type: none"><li>▪ CSP10.3: evaluate the activities undertaken to support our partner organisations and assess the continuation of those services</li><li>▪ CSP10.4: consider the adaptation of flexible working arrangements to make sure that we have the right provisions to support a modern workforce</li><li>▪ DSSC5.2: evaluate and develop the efficiency and effectiveness of the 'Prevention at Home' on-line tools</li><li>▪ DSSC5.3: evaluate and develop the efficiency and effectiveness of the 'Protection for Business' on-line tools</li></ul>			
<div>2021/22</div> <div>001</div> <div>(NEW)</div>	<div>O03: Capacity to Enforce the Regulatory Reform (Fire Safety) Order 2005</div> <div>Significant increases in enforcement activity under the Regulatory Reform (Fire Safety) Order 2005 as a result of the economic downturn during the COVID-19 global pandemic combined with the expected increase in this activity through 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 including any regulations made under it in relation to premises for which the Authority is responsible.</div>	<div>3</div> <div>3</div> <div>9</div> <div>High</div>	ACFO CP	<ul style="list-style-type: none"><li>▪ DSP3.28: review fire safety enforcement policy</li><li>▪ DSP3.29: review fire safety general standards</li><li>▪ CSSC2.1: implement the Brigade's new risk based inspection programme</li><li>▪ CSSC2.2: evaluate the Brigade's risk based inspection programme to ensure efficiency and effectiveness including the Brigade's capacity to meet our duty to enforce under the Regulatory Reform (Fire Safety) Order 2005</li></ul>	<div>3</div> <div>3</div> <div>9</div> <div>High</div>	<div>3</div> <div>1</div> <div>3</div> <div>Low</div>	



Customer	Associated with failure to meet the current and changing needs and expectations of the community										
	New and Emerging Risks										
	Redundant and Deleted Risks										

### 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 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				OPPORTUNITY					
Likelihood	4	4	8	12	16	-16	-12	-8	-4	-4	Likelihood
	3	3	6	9	12	-12	-9	-6	-3	-3	
	2	2	4	6	8	-8	-6	-4	-2	-2	
	1	1	2	3	4	-4	-3	-2	-1	-1	
		1	2	3	4	-4	-3	-2	-1		
		Impact				Impact					