CORPORATE RISK REGISTER

September 2020

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 :	September 2020		

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	

Risk No.	Risk	Impact	Likelihood	Lead	Risk Control Measures	Impact	Likelihood	Impact	Likelihood
2020/21 P01	**National Security** The NRR recognises that the UK faces a serious and sustained threat from Terrorism which has operational implications for the FRS support as part of the national infrastructure	4 12 High	3	ACFO CP	▪ CSP1.2: identify existing and future risks ▪ DSP2.1: test all Business Continuity Plans in line with Business Continuity Review Programme ▪ CSSC5.1: implement policy, procedures and training relating to the National MTA Strategy ▪ E-Learning package for all staff	4 12 High	3	2 6 Medium	3
2020/21 P02	**Fire and Rescue Reform** Fire and Rescue Reform as a result of the recommendations of HMICFRS in his State of Fire and Rescue 2019 Report may result in a change in CFA strategic direction in relation to purpose, priorities, roles, responsibilities, pay negotiation mechanisms, terms and conditions.	4 12 High	3	CFO	▪ CSP5.1: influence and support the work of the Home Office by participating in any relevant consultations in relation to HMICRFS Recommendation 1 regarding the role of the FRS and those who work in them ▪ CSP5.2: 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'	4 12 High	3	2 6 Medium	3

		▪ CSP5.3: 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 ▪ CSP5.4: 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 ▪ CSP5.5: influence and support the work of the National Fire Chief's Council by participating in any relevant consultations in relation to HMICFRS Recommendation 4 regarding a Code of Ethics ▪ CSP5.6: 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 ▪ Watching Brief on changes to timescales due to Covid		

Economic	Affecting the ability of the organisation to meet its financial commitments including internal budgetary pressures and provision of adequate insurance cover											
2020/21 E01	**Brexit** The outcomes of the Government's negotiations with the EU in relation to Brexit may result in an adverse impact on the Brigade's ability to deliver its duties effectively and efficiently.	4	3	CFO	▪ Review Government Briefing papers for a No Deal Brexit and complete high level impact assessments. ▪ Liaison with Local Resilience Forum, Local Authorities and NFCC on potential impacts. ▪ Maintain Brexit Impact Analysis and associated action plan for the Brigade. ▪ 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 ▪ CSP2.3: review Reserve Strategy ▪ CSP3.1: review Asset Management Plan ▪ Membership of SCG whose focus is on Covid, winter prepardness and Brexit	4	3	2	3		
		12 High				**12 High**		**6 Medium**				

Ref	Risk	L	I	Rating	Owner	Controls / Actions	L	I	Rating	L	I	Rating
2020/21 E02	**Financial Pressures and Service Sustainability** Unknown outcomes in relation to future Comprehensive Spending Reviews; pension settlements and Fair Funding Reviews combined with increased employer pension costs; capping on council tax increases; business rate retention scheme; reduce Capital Spending, higher than budgeted pay increases and financial impact and uncertainty of Covid 19 may negatively impact the planning and sustainability of future services.	4	3	**12 High**	ACFO SPR	• CSP1.1: develop and implement a programme 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 • CSP2.3: review Reserve Strategy • CSP3.1: review Asset Management Plan • CSP3.2: implement 2020/21 Asset Management Plan	4	4	**16 High**	3	3	**9 High**

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

Ref	Risk	L	I	Rating	Owner	Controls / Actions	L	I	Rating	L	I	Rating
2020/21 S01	**Increased Vulnerability** A changing Community Profile in terms of increased older people; unemployment; crime, drugs and alcohol use; mental health; social isolation; fuel poverty; human trafficking; and diversity may increase the Brigade's risk and demand profiles.	4	2	**8 Medium**	ACFO CP	• CSSC3.1: implement year 1 of our Arson Reduction Strategy • CSSC4.1: improve the stratification of risks associated with the most vulnerable people in our communities • CSSC4.2: review the targeting methodology for allocating resources to risk • CSSC4.3: re-design service offer to communities • DSSC2.1: develop a quality assurance mechanism for our prevention activity	4	3	**12 High**	2	2	**4 Low**

					▪ DSSC3.1: review our specialist capability re line rescue including bariatric lifts and body recovery ▪ DSSC5.1: implement our Year 2 actions within our Community Safety Strategy ▪ DPPPIW3.1: using the Brigade's Community Profile establish an engagement strategy to establish the communities' requirements in relation to service design and delivery ▪ Implementation of New ways of delivery of Prevention / Protection services during Covid				
2020/21 S02	**Community Engagement (Opportunity)** Continuing to enhance our understanding of community requirements may result in improved service provision.	-3	-3	ACFO CP	▪ CUF1.1: produce a community engagement strategy and implement year 1 actions ▪ CUF1.2: produce a staff engagement strategy and implement year 1 actions ▪ CUF1.3: produce a partnership engagement strategy and implement year 1 actions ▪ DPPPIW3.1: using the Brigade's Community Profile establish an engagement strategy to establish the communities' requirements in relation to service design and delivery	-3	-3	-1	-3
		-9 High				**-9 High**		**-3 Low**	

2020/21 S03	Pandemic A Large-scale outbreak of an infectious disease that greatly increases morbidity and mortality to the area leading to significant increase in demand on services, economic, social, and political disruption may result in an adverse impact on the Brigade's ability to deliver its statutory duties and services effectively and efficiently	4	4			4	4		4	2
		16 High		CFO ACFO CP ACFO SPR	▪ Implement appropriate mitigating actions specified in National Risk Assessment (Risk R95– DHSC Influenza-type pandemic NRA) ▪ Category 1 Member of Local resilience Forum and implement appropriate mitigating actions via multi agency approach ▪ Implement Internal Business Continuity Plans ▪ DSP2.1: test all Business Continuity Plans in line with Business Continuity Review Programme ▪ Internal Review CFB approach to Pandemic to identify lessons to be learnt ▪ Peer review of CFB approach to Pandemic ▪ Review Pandemic Business Continuity Plans ▪ Review pandemic risk assessments ▪ Develop and implement new ways of working to deliver statutory duties ▪ Membership of SCG focus on Covid, winter prepardness and Brexit ▪ Complete HMICFRS Inspection and associated activities on Covid	**16 High**		**8 Medium**	

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									
2020/21 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.	4	4	ACFO SPR	▪ CUOR6.1: progress the communication technology transfer from the Airwave Communication System to the new Emergency Services Mobile Communications Programme in collaboration with other NEFRSs ▪ DUOR6.1: implement Year 2 of the Brigade's ICT Strategy	4	4	2	2
		16 High				**16 High**		**4 Low**	
2020/21 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	▪ DSP2.1: test all Business Continuity Plans in line with Business Continuity Review Programme ▪ DSP3.12: review data protection policy ▪ DSP3.16: review of freedom of information policy ▪ DSP3.17: review all information compliance policies ▪ DSP3.18: review information governance policy ▪ DSP3.19: review all information security policies ▪ DSP3.20: review record management policy ▪ DSP3.21: review RIPA policy ▪ LRF Interagency exercise re Cyber Attack	4	2	4	1
		8 Medium				**8 Medium**		**4 Low**	

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

	Public Inquiries Outcomes and publicity from the recent high profile inquiry into the Grenfell Tower Fire by Dame Judith Hackett may impact on the reputation and public confidence of Cleveland Fire Brigade thus preventing the Brigade in discharging its duties efficiently and effectively	3	2	ACFO CP	▪ CSSC1.1: implement the new professional standards for business safety ▪ CSSC1.2: implement a competence framework for our firefighters and specialist protection staff ▪ CSSC2.1: review and implement the Brigade's risk based inspection programme ▪ Develop Funding plan for Ring-fenced funding for High Risk Fire Protection	3	2	2	2
2020/21 L01		**6 Medium**				**6 Medium**		**4 Low**	

2020/21 L02	**Reform of Building Safety** 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	▪ CSSC1.1: implement the new professional standards for business safety ▪ CSSC1.2: implement a competence framework for our firefighters and specialist protection staff ▪ CSSC2.1: review and implement the Brigade's risk based inspection programme ▪ DSP3.13: review fire safety enforcement policy ▪ DSP3.14: review fire safety general service standards	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								
2020/21 E01	**Environmental Changes** Environmental changes relating to climate change, fracking; carbon emissions; the built environment; waste storage and disposal may result in an increase in local and national risk and demand.	3	3	ACFO SPR	• CSP4.1: identify the risks associated with Climate Change • CSP4.2: establish a Climate Change Strategy	3	3	1	3
		9 High				**9 High**		**3 Low**	

Organisational	Cross cutting risks, in terms of effectiviness, cost and quality of service delivery								
2020/21 O01	**Improved Performance and Public Confidence (Opportunity)** 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	-3	-3	ACFO SPR	• DSP1.1: prepare a HMICFRS Inspection Programme for Cleveland Fire Brigade • DSP1.2: refresh the Brigade's Self-Assessment	-3	-3	-3	-1
		-9 High				**-9 High**		**-3 Low**	

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

Likelihood		RISK				OPPORTUNITY					Likelihood
	4	4	8	12	16	-16	-12	-8	-4	-4	
	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					