CORPORATE RISK REGISTER

April 2019

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.

For further details contact:
Cleveland Fire Brigade
Risk and Performance Division
Endeavour House
Training & Administration Hub
Queens Meadow Business Park
Hartlepool, TS25 5TH
Email tgraham@Clevelandfire.gov.uk

Business Objectives		Corporate Risk Register											Completed By:	Head of Risk and Performance
													Date :	April 2019
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**													
2019/20 CR-PO1	Fire and Rescue Reform Program : Efficiency and Collaboration: Failure to address the Government's efficiency and collaboration reform agenda may result in lost opportunities to deliver the most efficient, effective and sustainable services.	**3**	**3**	**CFO**	• ESMCP: Collaboration with NEFRS (UOR 9) • Fleet Workshops : Collaboration with Police • Fleet Workshops : Collaboration with NEAS • Integrated Community Safety Teams with Police • UOR1: Review Operational Whole-time Duty System • UOR2: Review Flexi-Duty System • UOR3: Implement control room proposal • UOR4: Incident Command Unit Operational Arrangements • UOR7: Multi-Agency Incident Command Support • UOR8: Review the outcomes of the national and local emergency medical responder project evaluations and determine the future of the scheme in Teesside • UOR11: Conduct a review of the recruitment, pay and contracts; and availability of retained duty system firefighters • UOR 14: Explore Collaborative Opportunities for Enabling Services with Cleveland Police • UOR20: Investigate the benefits and implications of 24 hour working within the Brigade • UOR 24: Review of Pension Administration and Pension payroll Services • UOR 26: Review of Occupational Health Services • UOR 27:Review of Financial Services	**2**	**3**		**2**	**1**	
		9 High				**6 Medium**			**2 Low**					

2019/20 CR-PO2	Fire and Rescue Reform Program : Accountability and Transparency: Failure to address the Government's accountability and transparency reform programme may result in lost opportunities to deliver the most efficient, effective and sustainable services and reputational damage.	**3**	**3**	**CFO**	• Performance framework including professional standards • Community engagement • Integrate Assurance and Performance Frameworks • Review content of External website • SSC1: Aspire to the guiding principle that 'everyone should have equal entitlement to the same attendance targets for fire engines, irrespective of whether they live in a geographic area in which there is a higher likelihood or a lower likelihood of a fire occurring' and implement the outcomes of the review of the emergency response standards • SSC2: Introduce an optimum emergency response resource of 18 fire appliances • SSC3: Introduce a 'strategic reserve' to sustain the optimum operational configuration of 18 fire appliances • SSC4: Consider the implications of the outcomes from Grenfell public enquiry • SSC5: Develop and Implement our Community Engagement Strategy	**3**	**3**		**2**	**1**
		9 High				**9 High**			**2 Low**	

2019/20 CR-PO3	Fire and Rescue Reform Program : Workforce Reform: Failure to address the Government's workforce reform programme may result in lost opportunities to deliver the most efficient, effective and sustainable services and reputational damage.	**3**	**3**	**CFO**	• PIW1: Leadership and Management • PIW2: Implement the Authority's Equality, Diversity and Inclusion (EDI) Strategy • PIW3: Workforce Planning • PIW4: Inclusive Culture • UOR1: Review Operational Whole-time Duty System • UOR2: Review Flexi-Duty System • UOR3: Implement control room proposal • UOR4: Incident Command Unit Operational Arrangements • UOR7: Multi-Agency Incident Command Support • UOR11: Conduct a review of the recruitment, pay and contracts; and availability of retained duty system firefighters • UOR 14: Explore Collaborative Opportunities for Enabling Services with Cleveland Police • UOR20: Investigate the benefits and implications of 24 hour working within the Brigade	**3**	**3**		**2**	**1**
		9 High				**9 High**			**2 Low**	
2019/20 CR-PO4	Reputational Damage: Outcomes and publicity from current and recent high profile official inquiries and reviews involving the fire sector may impact on the reputation and public confidence of Cleveland Fire Brigade thus preventing the Brigade in discharging its duties efficiently and effectively.	**4**	**3**	**CFO**	• Impact review 'Independent Review of Conditions of Service for Fire and Rescue Staff in England' by Adrian Thomas • Impact review 'Building a Safer Future – Independent Review of Building Regulations and Fire Safety' – Dame Judith Hackitt DBE FREng • Impact review 'The Kerslake Report: An Independent Review into the Preparedness for, and Emergency Response to, the Manchester Arena attack on 22nd May 2017' • Impact review 'Statutory Inspection of Avon Fire and Rescue Authority' • Review and monitor impact of HMICFRS Tranche1 inspection outcome reports. • Review and monitor impact of HMICFRS Public Perception report. • SSC4: Consider the implications of the outcomes from Grenfell public enquiry • SSC6: Assess the Impact of the Potential Introduction of the 'Broadening Role' to the Fire and Rescue Sector	**4**	**2**		**4**	**1**
		12 High				**8 Medium**			**4 Low**	

2019/20 CR-PO5	Brexit: The outcomes of the Governments negotiations with the EU in relation to Brexit may result in an adverse impact on the Brigade to deliver its duties effectively.	**3**	**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 • Membership of Cleveland Local Resilience Forum Brexit Sub Group	**3**	**3**		**1**	**3**
		9 High				**9 High**			**3 Low**	

Economic	**Affecting the ability of the organisation to meet its financial commitments including internal budgetary pressures and provision of adequate insurance cover**									
2019/20 CR-E01	Capital Assets: Failure to implement the Authority's asset management plan will result in a poor condition of assets and associated significant additional costs in relation to backlog and future repairs and maintenance, adding to the Brigade's existing financial pressures.	**3**	**4**	DTS	• ER3(iii) Build a New Fire Station at Thornaby • ER3(iv) Build a New Fire Station at Grangetown • ER3(v) Refurbish Stranton Fire Station • Complete Queen's Meadow Complex (UOR18a) • Refurbish Stockton Fire Station (UOR18b) • Refurbish Guisborough Fire Station (UOR18c) • Refurbish Loftus Fire Station (UOR18d) • Review and refresh Asset Management Plan	**3**	**2**		**2**	**2**
		12 High				**6 Medium**			**4 Low**	

2019/20 CR-E02	Financial Pressures: Year on year significant reductions in Government grant, capping on council tax increases, the introduction of new business rate retention scheme, higher than expected pay increases and unforeseen expenditure increases may negatively impact the sustainability of future services.	**4**	**4**	DCS	• Prepare for the implementation of the outcomes of the Control Room review (UOR3) • Implement alternative staffing model for the Incident command Unit (UOR4) • Prepare for the implementation of 4 riders per appliance to all fire appliances (UOR5) • Implement incident command and principal officer cover (UOR6) • UOR1: Review Operational Whole-time Duty System • UOR2: Review Flexi-Duty System • UOR3: Implement Control Room proposal • UOR4: Incident Command Unit Operational Arrangements • UOR 10: In light of Forecasted Medium Term Financial Strategy Undertake an Interim Review of CIRMP • UOR 14: Explore Collaborative Opportunities for Enabling Services with Cleveland Police • UOR19: Revenue Budget 2019/20 • UOR21: Continue to develop our trading company to generate commercial revenues	**3**	**4**		**3**	**3**
		16 High				**12 High**			**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**

2019/20 CR-S01	Vulnerability: Increases in the levels of vulnerabilities within our communities may result in increased service demand.	**4**	**3**	**AMP**	• Produce annual Community Risk profile • Develop Information sharing protocols for sharing VP Information • Review and update Safeguarding procedures (SSC15) • SSC5: Develop and Implement our Community Engagement Strategy • PIW2: Implement the Authority's Equality, Diversity and Inclusion (EDI) Strategy • SSC10 Implement Community Safety Strategy	**3**	**2**		**2**	**2**
		12 High				**6 Medium**			**4 Low**	

2019/20 CR-S02	Community Engagement: Better understanding of community requirements may result in improved service provision.	**3**	**3**	**AMP**	• Develop and Implement Community engagement strategy (SSC5) • Conduct stakeholder consultation on CIRMP 2018-22 • Analyse outcomes and findings from HMICFRS Public Perception Report • PIW2: Implement the Authority's Equality, Diversity and Inclusion (EDI) Strategy	**3**	**3**		**2**	**1**
		9 High				**9 High**			**2 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**

2019/20 CR-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**	**DTS**	• Emergency Services Mobile Communications Programme Strategy • Preparation and implementation of clear local plans that are appropriately resourced. • Engagement with ESMCP Regional Implementation Managers. • ESMCP: Collaboration with North East Fire and Rescue Services (UOR 9)	**3**	**3**		**2**	**1**
		16 High				**9 High**			**2 Low**	

Legislative	Associated with current or potential changes in national or European Law										
2019/20 CR-L01	The Policing and Crime Act: Failure to address the statutory requirements of the Policing and Crime Act may result in lost opportunities to deliver the most efficient, effective and sustainable services.	4	3	12 High	CFO	• ESMCP: Collaboration with NEFRS • Community Safety Services: Collaboration with Cleveland Police • Tackling Vulnerability/Building Resilience: Collaboration with NHS • Fleet Workshops : Collaboration with Police • Procurement of ICT System using police framework • PCC Information Sharing • Integrated Community Safety Teams with Police • UOR4: Incident Command Unit Operational Arrangements • UOR7: Multi-Agency Incident Command Support • UOR 14: Explore Collaborative Opportunities for Enabling Services with Cleveland Police	4	2	8 Medium	2	1	2 Low

Environmental	Relating to the environmental consequences of progressing the organisation's strategic objectives, e.g. Pollution and emissions										

Competitive	Affecting the competitiveness of the service, in terms of cost and quality, including its ability to deliver best value										

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

	New and Emerging Risks										

	Redundant and Deleted Risks										
2019/20 CR-E03	Pension Fund Shortfall: A pension fund shortfall arising from the public sector pension actuarial review may lead to an unfunded increase in employer contributions which may negatively impact the sustainability of future services				Risk Integrated into Risk E02 Financial Pressures						
2019/20 CR-T02	Cyber Security: Cyber-attacks on the Brigades IT infrastructure and network may prevent the Brigade discharging its duties effectively				Risk Deleted						
2019/20 CR-L02	General Data Protection Regulations: Failure to comply with GDPR legislation may lead to severe financial penalties				Risk Deleted						

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