



CORPORATE RISK REGISTER

February 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.

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Business Objectives		Corporate Risk Register						Completed By:	Head of Risk and Performance	
								Date :	February 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								
2018/19 CR-PO1	<p>Fire and Rescue Reform Program : Efficiency and Collaboration:</p> <p>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.</p>	3	3	CFO	<ul style="list-style-type: none"> Establish future strategy for collaborative work with NEAS, depending on outcomes from above trial by Mar 2017 Thornaby Fire Station: Collaboration with Cleveland Police Redcar Fire Station: Collaboration with Coastguard Incident Command Unit: Collaboration with Cleveland Police (UOR7) Welfare Unit: Collaboration with Cleveland Police Drones: Collaboration (deferred) Emergency Medical Responder Scheme: Collaboration with NEAS and NEFRS (UOR 8) ESMCP: Collaboration with NEFRS (UOR 9) Community Safety Services: Collaboration with Cleveland Police & LAs Tackling Vulnerability/Building Resilience: Collaboration with NHS Fleet Workshops : Collaboration with Police Fleet Workshops : Collaboration with NEAS Integrated Community Safety Teams with Police PCC Information Sharing Establishment of Joint Collaboration group with 	2	3	6 Medium	2	1
		9 High					2 Low			

				<p>Cleveland Police</p> <ul style="list-style-type: none"> • Explore collaborative arrangements for training and development (UOR14) • Explore collaborative arrangements for sharing / integrating support services (UOR15) • Explore collaborative arrangements for sharing estates (UOR16) • Explore collaborative arrangements for ICT Strategies and solutions (UOR17) • Fleet Maintenance – Collaboration with Cleveland Police (UOR28) 		
<p>2018/19 CR-PO2</p>	<p>Fire and Rescue Reform Program : Accountability and Transparency:</p> <p>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.</p>	<p>3</p> <p>3</p> <p>9 High</p>	<p>CFO</p>	<ul style="list-style-type: none"> • Performance framework including professional standards • Community engagement • Integrate Assurance and Performance Frameworks • Review content of External website 	<p>3</p> <p>3</p> <p>9 High</p>	<p>2</p> <p>1</p> <p>2 Low</p>
<p>2018/19 CR-PO3</p>	<p>Fire and Rescue Reform Program : Workforce Reform:</p> <p>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.</p>	<p>3</p> <p>3</p> <p>9 High</p>	<p>CFO</p>	<ul style="list-style-type: none"> • People strategy including staff engagement ; equality and diversity; workforce and succession planning; leadership and management (PIW3) • Values – organisational and personal including code of ethics • Apprenticeships (PIW8) 	<p>3</p> <p>3</p> <p>9 High</p>	<p>2</p> <p>1</p> <p>2 Low</p>

<p>2018/19 CR-PO4</p>	<p>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.</p>	<table border="1"> <tr> <td>4</td> <td>3</td> </tr> <tr> <td colspan="2" style="text-align: center;">12 High</td> </tr> </table>	4	3	12 High		<p>CFO</p>	<ul style="list-style-type: none"> • Develop and implement the Community Engagement Strategy (SSC5) • 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. 	<table border="1"> <tr> <td>4</td> <td>2</td> </tr> <tr> <td colspan="2" style="text-align: center;">8 Medium</td> </tr> </table>	4	2	8 Medium		<table border="1"> <tr> <td>4</td> <td>1</td> </tr> <tr> <td colspan="2" style="text-align: center;">4 Low</td> </tr> </table>	4	1	4 Low	
4	3																	
12 High																		
4	2																	
8 Medium																		
4	1																	
4 Low																		
<p>2018/19 CR-PO5</p>	<p>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.</p>	<table border="1"> <tr> <td>3</td> <td>3</td> </tr> <tr> <td colspan="2" style="text-align: center;">9 High</td> </tr> </table>	3	3	9 High		<p>CFO</p>	<ul style="list-style-type: none"> • 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 	<table border="1"> <tr> <td>3</td> <td>3</td> </tr> <tr> <td colspan="2" style="text-align: center;">9 High</td> </tr> </table>	3	3	9 High		<table border="1"> <tr> <td>1</td> <td>3</td> </tr> <tr> <td colspan="2" style="text-align: center;">3 Low</td> </tr> </table>	1	3	3 Low	
3	3																	
9 High																		
3	3																	
9 High																		
1	3																	
3 Low																		

Economic	Affecting the ability of the organisation to meet its financial commitments including internal budgetary pressures and provision of adequate insurance cover								
2018/19 CR-E01	<p>Capital Assets:</p> <p>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.</p>	3	4	DTS	<ul style="list-style-type: none"> 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	

<p>2018/19 CR-E02</p>	<p>Financial Pressures:</p> <p>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.</p>	<p>4</p>	<p>4</p>	<p>DCS</p>	<ul style="list-style-type: none"> • OD15 Efficiency Plan Revenue Budget 2017/18 • ER1 Implementation of Emergency Response Industrial and Commercial Strategy • ER3(iii) Build a New Fire Station at Thornaby • ER3(iv) Build a New Fire Station at Grangetown • ER3(v) Refurbish Stranton Fire Station • ER9 Prepare for the Introduction of Retained Duty System Arrangements for the Second Fire Station at Thornaby and Grangetown Fire Stations (Deferred) • Development, approval and implementation of CIRMP 2018-22 • Review Medium Term Financial Strategy • Complete Queen’s Meadow Complex (UOR18a) • Refurbish Stockton Fire Station (UOR18b) • Refurbish Guisborough Fire Station (UOR18c) • Refurbish Loftus Fire Station (UOR18d) • 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) 	<p>3</p>	<p>4</p>	<p>3</p>	<p>3</p>
<p>16 High</p>						<p>12 High</p>		<p>9 High</p>	
<p>2018/19 CR-E03</p>	<p>Pension Fund Shortfall:</p> <p>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</p>	<p>3</p>	<p>4</p>	<p>DCS</p>	<ul style="list-style-type: none"> • Model the potential financial impact of unfunded contributions • Review Medium Term Financial Strategy 	<p>3</p>	<p>4</p>	<p>3</p>	<p>3</p>
<p>12 High</p>						<p>12 High</p>		<p>9 High</p>	

Social		Relating to the effects of changes in demographic, residential or socio-economic trends on the organisation's ability to deliver its objectives									
<p>2018/19 CR-S01</p>	<p>Vulnerability: Increases in the levels of vulnerabilities within our communities may result in increased service demand.</p>	4	3	<p>AMP</p>	<ul style="list-style-type: none"> • Tackling Vulnerability/Increasing Resilience • Produce annual Community Risk profile • Develop Information sharing protocols for sharing VP Information • Review and update Safeguarding procedures (SSC15) • Review Community Safety Strategy (SSC10) • Develop Community Health Strategy (SSC9) • Develop Safer Homes Strategy • Develop delivery plan for Community safety Strategy 	3	2	2	2		
<p>12 High</p>		<p>6 Medium</p>				<p>4 Low</p>					
<p>2018/19 CR-S02</p>	<p>Community Engagement: Better understanding of community requirements may result in improved service provision.</p>	3	3	<p>AMP</p>	<ul style="list-style-type: none"> • Develop and Implement Community engagement strategy (SSC5) • Conduct stakeholder consultation on CIRMP 2018-22 • Analyse outcomes and findings from HMICFRS Public Perception Report 	3	3	2	1		
<p>9 High</p>		<p>9 High</p>				<p>2 Low</p>					

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									
<p>2018/19 CR-T01</p>	<p>Emergency Services Mobile Communication Program (ESMCP):</p> <p>Failure to meet the ESMCP national project milestones may result in delays to the Brigade's switch over to the new ESN communication facility</p>	<p>4</p>	<p>4</p>	<p>DTS</p>	<ul style="list-style-type: none"> 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) 	<p>3</p>	<p>3</p>	<p>2</p>	<p>1</p>	
<p>2018/19 CR-T02</p>	<p>Cyber Security:</p> <p>Cyber attacks on the Brigades IT infrastructure and network may prevent the Brigade discharging its duties effectively</p>	<p>4</p>	<p>2</p>	<p>DTS</p>	<ul style="list-style-type: none"> Ensure IT business continuity plans are in place and tested on an annual basis. Ensure all staff have the appropriate knowledge and training to deal with potential risks and training refreshed annually. Ensure Information Security Policy and procedures are up to date and implemented. 	<p>4</p>	<p>2</p>	<p>1</p>	<p>2</p>	
		<p>16 High</p>				<p>9 High</p>		<p>2 Low</p>		
		<p>8 Medium</p>				<p>8 Medium</p>		<p>2 Low</p>		

Legislative	Associated with current or potential changes in national or European Law									
<p>2018/19 CR-L01</p>	<p>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.</p>	4	3	<p>CFO</p>	<ul style="list-style-type: none"> • Thornaby Fire Station: Collaboration with Cleveland Police • Redcar Fire Station: Collaboration with Coastguard • Incident Command Unit: Collaboration with Cleveland Police • Welfare Unit: Collaboration with Cleveland Police • Drones: Collaboration with Cleveland Police • Emergency Medical Responder Scheme: Collaboration with NEAS and NEFRS • 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 	4	2	2	1	
		<p>12 High</p>				<p>8 Medium</p>		<p>2 Low</p>		

2018/19 CR-L02	General Data Protection Regulations: Failure to comply with GDPR legislation may lead to severe financial penalties	4	3	DTS	<ul style="list-style-type: none"> • Key personnel to undertake GDPR training • Undertake GDPR gap analysis and produce remedial action plan • Nominate a GDPR Data Protection Officer • Review Information Governance Framework to ensure GDPR compliance • Review all third party contracts and service providers for GDPR compliance • Document legal basis for processing each category of personal data • Review Privacy Notices • Provide awareness training to all staff • Update policy and procedures to achieve and demonstrate compliance with GDPR (UOR10) • Complete Internal Audit Review and associated recommendations for arrangements for compliance with GDPR 	2	2	2	2
		12 High				4 Low		4 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									

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