CORPORATE RISK REGISTER

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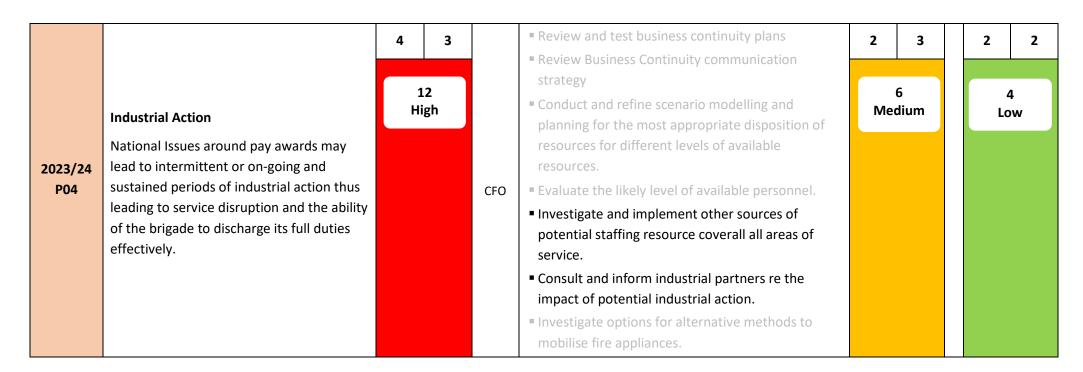
In order to identify all of the strategic risks facing Cleveland Fire Authority the contents of this document should be considered alongside the Cleveland Community Risk Register that is produces and maintained by the Local Resilience Forum in conjunction with partners agencies within the Cleveland Area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

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

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:	Jan 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	ACFO CP	▪ DSP2.1: implement Business Continuity Plan programme and continue testing with ongoing exercise programme. ▪ DSP3.14: review ICT Strategy including Cyber Crime Prevention ▪ Compile risk assessments for IA and Large fires for inclusion in NRA		4	2		2	2
		12 High					**8 Medium**			**4 Low**	

		4	3			4	2		2	2
2023/24 P03	**Fire and Rescue Reform** The Government's 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.	**12 High**		CFO	▪ 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. ▪ SP9.1 Undertake a gap analysis against the Home Office's White Paper 'Reforming our Fire and Rescue Service'	**8 Medium**		**4 Low**	

		4	3			2	3		2	2
2023/24 P04	**Industrial Action** 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.	**12 High**		CFO	▪ Review and test business continuity plans ▪ Review Business Continuity communication strategy ▪ 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. ▪ Investigate and implement other sources of potential staffing resource coverall all areas of service. ▪ Consult and inform industrial partners re the impact of potential industrial action. ▪ Investigate options for alternative methods to mobilise fire appliances.	**6 Medium**		**4 Low**	

- Recruit and train resilience staff
- Obtain agreement for Military Support
- Impact assess all service areas – public facing and enabling services
- Consider impact of Minimum Staffing legislation and how it would be implemented if approved

Economic	Affecting the ability of the organisation to meet its financial commitments including internal budgetary pressures and provision of adequate insurance cover								
		4	3			4	4	3	3
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.	**12 High**		ACFO SPR	▪ 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. ▪ ESR83.2 Implement the 2023/24 and subsequent years Capital Programme ▪ ESR 28.1 Review the provision of Prevention Services to ensure efficiency and effectiveness. ▪ SSC38.1 Use the outcomes from our Independent Resource Review to develop options for improving our emergency response cover to meet current future risks and demands. ▪ ESR27 Further review our Fire-fighter productivity and capacity evaluation following the introduction of our new ICT 'Productivity and Capacity' recording system. ▪ ESR62.1 Aim to reduce our electricity, gas, and water consumption year on year. ▪ 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.	**16 High**		**9 High**

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	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 – provide remedy choice from Oct 2023 • Assess potential shortfall in Pensions Administration Grant	3	3	2	3
		16 **High**				**9** **High**		**6** **Medium**	

| 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. | 3 | 3 | CFO | ▪ Conduct gap and impact analysis on all standards as and when they are published.
▪ Address improvements identified from the gap analysis.
▪ 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
▪ Build in unresourced requirements of the Fire standards into financial planning processes for consideration | 3 | 2 | 3 | 1 |
| | | **9**
High | | | | **6**
Medium | | **3**
Low | |

Social	Relating to the effects of changes in demographic, residential or socio-economic trends on the organisation's ability to deliver its objectives								
2023/24 S01	**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.	4	2	ACFO CP	▪ 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. ▪ SSC 28.1 Work with partners to deliver 20,000+ Safer Homes Visits per year targeting those most vulnerable. ▪ SSC14.1 Progress our Programme of Quality Assurance Compliance Audits aligned to each of the Prevention Activities ▪ SSC15.2 Implement our evaluation programme for our prevention activities. ▪ Develop National Dwelling Fireproof of Concept risk assessment. ▪ Refresh targeting risk assessments with 2021 census information. ▪ Conduct a detailed evaluation of Safer Homes Visits ▪ Implement recommendations from the Safer Homes Evaluation	4	2	2	2
		8 Medium				**8 Medium**		**4 Low**	

		-3	**-3**			**-3**	**-3**	**-1**	**-3**

| 2023/24 S02 | **Community Engagement (Opportunity)**

Continuing to enhance our understanding of community requirements may result in improved service provision. | **-9 High** | ACFO CP | ▪ PIW4.4 Ensure Appropriate Mechanisms to Engage with and Seek Feedback from all Staff, Including those from Under-represented Groups.
▪ PIW 4.5 Increase Diversity of Workforce to Better Reflect the Communities We Serve
▪ PPP14.1 Improve our local community intelligence with regard to identifying any potential barriers; busting any myths; showcasing our work and promoting us an Employer of Choice
▪ SSC 6.1 Continue to work with Partners to gather better insight relating to our diverse and 'hard to reach' communities (NFCC Access to Services)
▪ SSC31.1 Establish a Community Volunteer Scheme
▪ SSC5.3aWork with Local Businesses (large and small) to Share Information and Expectation on Compliance with Fire Safety Regulations
▪ SSC22.1: Use good practice (NFCC Access to Services) to improve engagement with our business community.
▪ Refresh Community Profile with Census 2021 Information | **-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								

		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	▪ CUOR 6.4: in collaboration with CDDFRS explore options to seek mutual technological and service delivery enhancements to emergency call handling and mobilising provision. ▪ DSP3.14: review ICT Strategy including Cyber Crime Prevention	**9 High**		**4 Low**	
		4	2			4	2	4	1
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.	**8 Medium**		ACFO SPR	▪ DSP3.14: review ICT Strategy including Cyber Crime Prevention ▪ DSP2.1: implement Business Continuity Plan programme and continue testing. ▪ Undertake Cyber Security independent audit and implement recommendations. ▪ Address the improvement actions identified within the 2022/23 Information Security Internal Audit ▪ Participate in a lesson learnt review on recent cyber security issues within a Fire and Rescue Services	**8 Medium**		**4 Low**	

		-4	-2			-4	-2		-4	-1
2023/24 T03	**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.	**-8 Medium**		ACFO SPR	▪ DUOR 6.1: implement Phase 2 of the Integra System to improve stock management and control of uniform and equipment. ▪ DUOR 6.2: implement Human Resource Information and Operational Rota Systems to improve workflow; and data collection and monitoring. ▪ ESR 2.1 Transition to our new business platform 'The Bridge' aligned to our digital transformation priorities. ▪ ESR 3 Embrace workplace mobility, providing the necessary accessibility and connectivity for our people to work anytime anywhere on any device. ▪ ESR4 Expand our use of Microsoft 365 business productivity tools and unified communication. ▪ ESR 6 Utilise digital technology to support the Health and Wellbeing of our people. ▪ ESR 7 Enable the public to provide us with digital information at the scene of an emergency. ▪ ESR 9 Introduce digital mobile applications for alerting our flexi duty officers and our retained firefighters. ▪ ESR 13.1 Align all of our geospatial and location data, across all of our systems, with the national UK Addressing Database ▪ ESR 14.1 Integrate the national Multi Agency Incident Transfer protocols within our Fire Control Systems ▪ ESR16 Enhance the visualisation and presentation of our data through the expanded use of business intelligence dashboards using Microsoft Power BI ▪ ESR 17 Establish a Digital Transformation Group to support the delivery of our Digital Transformation Strategy	**-8 Medium**		**-4 Low**

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.	2 / 4 — 8 Medium	ACFO CP	▪ 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	2 / 4 — 8 Medium	1 / 3 — 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			3	3	1	3
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.	**9 High**		ACFO SPR	▪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. ▪ESR 21.1 Undertake a programme of site de-carbonisation to support our Climate Change plans. ▪ESR61 Undertake a baseline review to profile our current energy usage and carbon footprint across our estate. ▪ESR 62.1 Aim to reduce our electricity, gas, and water consumption year on year. ▪ESR 65.1 Implement an 'Electric Vehicle' charging infrastructure. ▪ESR 25.5 Evaluate a range of greener vehicles in support of our Climate Change aims. ▪ESR 64 Undertake a baseline review to profile our current fuel consumption and carbon footprint across our fleet. ▪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**	

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

			-3	-3			-3	-3	-3	-1

2023/24 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.

-9 High

ACFO SPR

- CSP2.3: identify improvement opportunities; and determine policies and standards for delivery of community safety services.
- SSC 6.1 Continue to collaborate with Partners to gather better insight relating to our diverse and 'hard to reach' communities.
- SSC 8.1 Use the outcomes from the NFCC CRM work to develop enhancements in our approach to risk management to improve the safety, health, wellbeing, and economic prosperities of communities.
- SSC 9.1 Develop a more detailed understanding of the impact of vulnerability factors on the causes of dwelling fires to support the assessment of risk.
- SSC 22.1 Use good practice to improve engagement with our business community.
- 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.
- SSC10.1b Quality Assure our Prevention Activities
- SSC 15.1: Implement our evaluation programme.
- SSC 29.1: Continue to Implement our Arson Reduction Strategy with Partners
- SSC 31.1: Establish a Community Volunteer Scheme
- SSC 32.1: Further explore innovative and digital solutions to delivering prevention services.
- SSC25: Maintain our 'Green' rating with TSAB for our safeguarding arrangements

-9 High

-3 Low

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.	3	3	ACFO CP	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. ■ 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 SSC 36.1 Continue to develop and train our staff in line with the National Competency Framework for Fire Safety Regulators ■ SSC 34.1 Further explore innovative and digital solutions to delivering protection services	3	3	3	1
		9 High				**9 High**		**3 Low**	
2023/24 O04	**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	ACFO CP	• 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. • Develop improvement plans to implement the relevant improvement actions	4	3	3	1
		6 Medium				**12 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						
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 ●				

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					