

	Risk Description	Category	Summary of controls	Dec 2014 Priority	Likelihood	Impact	Priority	Target Priority	Financial Implications	Risk Owner	Risk Manager
08/28	Failure to effectively and safely deploy and manage operational staff and resources at incidents leading to staff and public being exposed to unnecessary risks.	Service Delivery	<p>Update 30 Apr 15: Implementation of IRMP continues to be evaluated and reported to Fire Authority including the changes at Stations Yankee and Golf and the trial of TRVs. Recruitment of inter service transfers with existing competence and skills also contributes to mitigation of this risk. In light of the control measures in place it was agreed that reducing this risk to a medium priority would be considered at the next meeting.</p> <ul style="list-style-type: none"> Monitoring of impact of changes to operational response following IRMP response review Ongoing audit and review of equipment and procedures by Operations and Resilience. Swap a shift now fully established into SD staffing, watch skills profile available via Redkite. Formal process (via Operational Assurance) for learning from National Critical Incidents (NCI's) e.g. Marley Farm, Shirley Towers, Critical Incident Seminar held March 2013. Training is intelligence led based on NCIs and local incident data. Ops Assurance Team established in Apr 08 to quality assure the procedures and processes which support operational response. The delivery of bronze, silver and gold training courses in the Command and Control Training Facility commenced in 2009 	HIGH	2	4	HIGH	MEDIUM		ACO CS	AM Service Delivery
At CRMG meeting on 27 Jan 2011 the likelihood of Risk 08/28 was reduced to 2 but it was agreed that this risk should remain as a high priority because of the impact of the risk should it occur.											
10/04	Risk that spending and/or policy decisions of one of our partners has a negative impact on our collaborative work and therefore a detrimental impact on the communities that we serve.	Service Delivery	<p>Update 30 Apr 15: In light of the current political uncertainty we continue to monitor this risk for any future policy changes that may impact on our collaborative work.</p> <ul style="list-style-type: none"> Collaboration to understand resource challenges and make better use of resources eg police co-location, Safetyworks, work via Performance Action Groups to tackle specific challenges working at local level Policy and Performance Committee monitor policy change in Local Authorities that may have an impact on our Service e.g. Refuse Collections. 	HIGH	4	4	HIGH	MEDIUM		ACO CS	ACO CS
08/15	Industrial unrest nationally and/or locally with regard to conditions of service (including ongoing organisational change management programmes) results in industrial action and impacts on service delivery.	HR	<p>Update 30 Apr 15: Business Continuity Plans continue to be implemented and monitored in light of the ongoing industrial action.</p> <ul style="list-style-type: none"> Business Continuity Plans being implemented and monitored in relation to ongoing industrial action. This Authority is actively implementing changes in organisational structure and objectives to improve the service to the communities/reduce costs, with full (and on-going) consultation with representatives from the trade unions. Chairman, CFO and other senior officers meet regularly with staff at all locations and a comprehensive communication process has been introduced. 	HIGH	4	4	HIGH	LOW		CFO	AM HR & L&D
11/02	Risk that further budget cuts will mean that we have to make decisions that will detrimentally affect the delivery of front line services.		<p>Update 30 Apr 15: Data collation and evaluation in relation to the IRMP review continues to be reported to the Fire Authority.</p> <ul style="list-style-type: none"> Detailed IRMP reviews which balance the community risk in Tyne and Wear with a significant reduction in Government funding Reviews of other areas of spend Regular reports are submitted to Fire Authority in relation to the IRMP Implementation Plan to monitor impact Financial modelling continues to be updated in light of funding changes, cost pressures and savings identified. Authority commitment to manage cuts to minimize impact on the delivery of our services Lobbying in relation to future grant and formula arrangements 	HIGH	4	4	HIGH	MEDIUM		ACO S&P	Finance Manager

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08/31	Disruption to the operation of key ICT systems/ applications resulting in downtime		<p>Update 30 Apr 15: Full business continuity exercise combined with essential maintenance planned for June 2015; plans and procedures will be updated based on learning from this. Research into space weather events and their potential impact on ICT/MOBS systems has been carried out and the likelihood of such impacts currently assessed as low</p> <p>Close work with Telent on implementation of new mor resilient Mobilising system in post go live phase</p> <p>Mutual aid arrangements with Northumberland and Derbyshire go some way to mitigate both local and national events leading to a disruption to service</p> <p>LRF 999 plan details multi-agency arrangements</p> <p>Network upgrade and server virtualization</p> <p>New generator installed at SHQ for servers.</p> <p>ICT Business continuity plan identifies procedures in place for key systems listed in document.</p>	MEDIUM	3	4	HIGH	LOW		ACO S&P	AM SPRA
08/29	Wide scale and prolonged non-availability of staff (not related to industrial action) leading to a 50% reduction in personnel at work for up to 6-12 weeks and resulting in depleted response to emergencies		<p>Update 30 Apr 15: No change to the rating on the National/Local Community risk registers.</p> <ul style="list-style-type: none"> National Risk Register 2013 edition placed Pandemic Influenza as one of the Country's highest priority risks. The risk rating for this risk will continue to be aligned with the National/Local Community risk register rating for Pandemic Influenza. Monitoring LRF and national updates from Cabinet Office. Departmental BCP Plans and procedures for Pandemic Flu tested via Exercise Mowbray and updated thereafter. Staffing contingency plans are tested regularly during other exercises. Recall to Duty and Overtime policies Reserve established to enable contingency arrangements to be put in place to ensure continued service delivery Business continuity plans for all departments incorporate pandemic flu as a key risk. Attendance on Pandemic Influenza Working Group (sub group of Local Resilience Forum). 	MEDIUM	3	3	MEDIUM	LOW		ACO S&P	AM SPRA
11/01	Risk that we do not realise the savings proposed in our IRMP resulting in reduced financial resilience and potential impact on service delivery.	Financial	<p>Update 30 Apr 15: External auditors provide an annual statement of financial standing and value for money which provides assurance as to our approach.</p> <ul style="list-style-type: none"> Previous track record of meeting or exceeding efficiency targets. We are audited annually on how we make savings/efficiencies and the report acknowledged our good performance. Value for money framework to support service reviews SMT monitor and review progress on all reviews with regular reports on IRMP to Fire Authority Financial modelling continues to be updated in light of the funding changes, cost pressures and savings identified. 	MEDIUM	2	4	MEDIUM	MEDIUM		ACO S&P	Finance Manager
10/03	Risk that a spending decision of one of our partners has a detrimental impact on the delivery of some of our services, e.g. Safetyworks, Phoenix, Prince's Trust etc.	Service Delivery	<p>Update 30 Apr 15: Continue to monitor funding for diversionary activities in light of the short term financial commitments. The Safetyworks joint project with the Police is an example of improvement in relation to this risk.</p> <ul style="list-style-type: none"> Fire Authority Paper March 2014 details the agreement of partners to commit to funding both Phoenix and Safetyworks for the next 18-24 months. In light of this this risk needs to be reviewed by end 2015. 	HIGH	2	4	MEDIUM	MEDIUM		ACO CS	ACO CS
09/05	There is a risk that protective security measures fail resulting in an unauthorised access to sensitive information, attacks on personnel or premises that impacts directly on service delivery and the reputation of the Service.	Project Management	<p>Update 30 Apr 15: The gap analysis has shown strengths and areas for improvement, which we are now working to develop. We are currently considering aligning our work in this area to ISO27001 the international information security standard.</p> <ul style="list-style-type: none"> Project team established to develop an FRS Protective Security Strategy (against CFOA Framework) Gap analysis carried out with independent input, provides assurance and supports development of action plans to improve further ICT Systems Security Policy and procedures 	MEDIUM	2	4	MEDIUM	LOW	Software/ Smart Cards	ACO S&P	AM SPRA

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08/13	Inability to continue diversification of the workforce year on year results in the Authority not realising the benefits in terms of service delivery and community engagement and missed targets.	HR	<p>Update 30 Apr 15: We continue to monitor diversification as the workforce reduces. An action plan developed by an external consultant has been implemented to assist diversification which has led to this risk becoming a medium priority.</p> <ul style="list-style-type: none">'Excellent' status for Equality Framework achieved through Peer Challenge process. Equality Strategy (2012-16) fully incorporates requirements of Equality Act (public sector duties) and identifies actions to address this risk in light of the limited recruitment opportunities e.g. Volunteers. Community Relationship Building and Engagement Strategy publishedContinued limited scope to mitigate this risk due to ongoing recruitment freeze. The Equality Strategy addresses workforce diversification in relation to promotion. Volunteer pilot is at the evaluation stageVolunteer Pilot evaluation now complete and more volunteers have been recruited. An external consultant has been appointed to consider internal opportunities for under represented groups.Community Relationship Building and Engagement Strategy agreed by SMT and HR committee.	HIGH	3	2	MEDIUM	LOW	None	ACO HR L&D	AM HR & L&D
13/01	Risk that the transition from Airwave to ESMCP will not be completed within the timescales set by central government leading to an impact on service delivery communications.	Operations	<p>Update 30 Apr 15: The national Airwave contract has been extended until end 2019 to take into account the progress of the ESMCP. Although the costs relating to hardware and transition are expected to be funded by central government, the full detail is yet to be agreed and therefore this risk remains the same.</p> <p>Planned go live date is Jan-Oct 2017, roll out timescales and costs are to be confirmed. A Regional FRS group has been established to feed into the National Focus group via the ACO DDFRS.</p> <p>Early work in taking place to identify resources and project plans for this project</p>	MEDIUM	2	3	MEDIUM	LOW		ACO CS	GM OPS & RESILIENCE
11/04	Risk of smoke alarms with 10 year batteries expiring resulting in alarm not working.	Service Delivery	<p>Update 30 Apr 15: We continue to monitor and investigate all failures of smoke alarms and recognise that any equipment can suffer a manufacturing defect, however due to the low failure rate, national/local campaigns to 'test' smoke alarms and the HSC Risk Based Inspection Programme this risk priority has been reduced.</p> <ul style="list-style-type: none">HSC Risk Based Inspection Programme has recorded a low number ofreports of smoke alarms failing. The alarms fitted are tested to British Standard and the likelihood of failure is low, the risk is mitigated by household testing of alarms and we actively promote weekly testing. Many areas of social housing have smoke alarms hardwired.Quality control from manufacturers.Testing of all failed smoke alarms by manufacturers.	MEDIUM	2	2	LOW	LOW		ACO CS	AM Service Delivery

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08/18	Allegations of inappropriate behaviour against employees leading to prosecution and damage to our reputation	HR	<p>Update 30 Apr 15: As the impact of this risk occurring is high this risk should continue to be monitored.</p> <ul style="list-style-type: none">• DBS checks carried out on appropriate staff• Selection and recruitment procedures.• Well established policies (e.g. child protection) and code of conduct in which all personnel have been trained.• Incident investigation and reporting procedures.• Code of conduct/disciplinary procedures.• Response to and communication with the media and community groups.	LOW	1	4	LOW	LOW		ACO HR L&D	AM HR L&D
08/10	Risk of a serious attack by member of the public on staff resulting in injury.	HR	<p>Update 30 Apr 15: Quarterly reporting to the H&S and Welfare committee continues to report a reduction in the number of verbal/physical attacks on personnel. CCTV on appliances has significantly assisted the mitigation of this risk. The risk rating has been reduced to low to reflect this.</p> <ul style="list-style-type: none">• Incidents relating to violence at work are monitored and reported on quarterly to H&S and Welfare committees.• Emergency Workers (Obstruction) Act 2006 makes it an offence to obstruct or hinder emergency workers who are responding to emergency circumstances• 360° coverage CCTV to fire appliances• DNA swab collection kit• Prevention and Education department has ongoing initiative to combat anti-social behaviour towards staff with the provision of 'Dealing with Conflict and Resolution Training' given to staff.• Authority has a number of standard operating procedures in place: 15.3 Lone Working Policy, 17.2 Appliances Attending Educational Premises or Outdoor Events, 17.3 Visits to Tyne & Wear Fire & Rescue Service Premises.• The Health and Safety department has a reporting mechanism in place for the collation and statistical analysis of all reported attacks of violence. There is also a system to report stress at work resulting from physical or verbal abuse through the Occupational health Unit.	MEDIUM	1	3	LOW	LOW		ACO HR L&D	GM H&S