

Corporate Risk Register

People Consultation

Informing, consulting and involving our people in issues that effect them

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
T/077	Staff Consultation & Engagement Due to the lack of a comprehensive framework for staff and volunteer consultation and engagement, there is a risk they may not be adequately involved, consulted or informed of organisational matters which may lead to weaker organisational solutions and disengagement	DCFO	THR 4 Serious	Possible 3	Amber	Treatment - Improve	DL15 Satisfied Workforce

People Effective Learning And Development

Design effective learning and development programmes and facilities

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
O/026	Training Facility We have the opportunity to invest in a new training facility to ensure that operational staff are effectively trained in existing and developing fire fighting techniques which may result in improved fire fighter safety, increased operational efficiency and a reduction in injuries, fatalities and financial losses and improved community engagement opportunities	DER	OPP 3 Considerable	Possible 3	Amber	Treatment - Improve	DV20 - Training Facilities

People Maintaining Competence

Maintaining competence and continued professional development

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
T/050	Skills Deficiency Due to Changes to pension arrangements, working patterns and a lack of salary increases uniformed officers may take early retirement and non-uniformed staff may seek improved pay conditions in the private sector which could result in a skills deficiency in the organisation	DPOD	THR 3 Significant	Possible 3	Amber	Treatment - Accept	DV14 - POD Strategy

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People Performance Management

Recognising and rewarding good performance and dealing fairly and consistently with poor performance

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
T/049	Staff Turnover Internal and external drivers, including significant change programmes could lead to further increases in sickness levels, reduced staff efficiency and increased staff turnover resulting in increased costs and failure to achieve attendance standards and key performance indicators	DPOD	THR 4 Serious	Possible 3	Amber	Treatment - Reduce	Prog People & Org Development
T/051	Substance Testing Due to the lack of a widely available drug and alcohol testing policy and process we may be unable to effectively manage reported or suspected cases which could result in reputation damage, failure to resolve potential issues and individuals feeling unfairly treated.	DPOD	THR 3 Significant	Possible 3	Amber	Treatment - Reduce	Prog People & Org Development

Prevention Engaging Communities

Engaging with Greater Manchester's communities to inform and educate people in how to reduce the risk of fires and other emergencies and do all we can to prevent crime and disorder

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
T/054	Safeguarding Due to a lack of an all encompassing Safeguarding policy and procedures, and understanding, awareness and training relating to our existing policy relating to Safeguarding issues there is a risk of various groups of staff or volunteers failing to recognise and take appropriate action where a 'Safeguarding' issue exists which may result in unnecessary harm to individuals that in turn results in damage to the Authority's reputation and exposure to potential litigation	DPP	THR 4 Serious	Unlikely 2	Amber	Treatment - Reduce	Core Function - Dept Plan

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Principles Audit Framework

An internal management system audit framework

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
T/006	Document Management Due to the lack of a formal document management process there is a risk that policies, procedures, web and internet content and corporate documents are not maintained effectively resulting in ineffective document management and inconsistencies	DCFO	THR 2 Minimal	Very Likely 5	Amber	Treatment - Reduce	Prog Corp Plan & Intelligence

Principles Healthy And Safe Working Environment

Providing 'safe persons' and a healthy and safe working environment in so far as is practicable in an emergency service

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
T/072	High Rise Incidents Due to the intelligence derived from other areas of the country, following High Rise incident debriefs/reports, there is a risk that our current Standard Operating Procedures, supporting operational risk information, equipment and training are not fit for purpose which may result in the effectiveness of our response being compromised and the may result in the injury or death of fire fighters	DER	THR 3 Significant	Unlikely 2	Green	Treatment - Reduce	DV20 - Training Facilities

Principles Standards And Accountabilities

Setting clear standards and accountabilities

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
T/082	Oldham St Investigations Failure to adequately support the extensive investigations following the Oldham Street incident could lead to the risk that we are perceived as being less than cooperative and are frustrating the attempts to uncover the truth from the events surrounding the incident which could result in a loss of credibility and /or regulatory enforcement action being taken against the authority	DCFO	THR 4 Serious	Very Unlikely 1	Green	Treatment - Reduce	DL10 Continual Improvement

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Principles Standards And Accountabilities

Setting clear standards and accountabilities

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
T/087	Death in Service Due to the lack of recognised procedures and protocols there is a risk that we fail to respond adequately to the potential impact (morally, legally and/or financially) to a death in service which may result in significant costs and / or legal proceedings against the authority	DCFO	THR 4 Serious	Unlikely 2	Amber	Treatment - Reduce	DV-24 Develop BCM Arrangements

Principles Working In Partnership

Seeking to work in partnership to achieve better outcomes than could be achieved alone

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
T/061	North West Fire Control Due to the complex nature of delivering a joint North West Fire Control solution there is a risk that the project will fail or be delayed which may result in additional financial costs, further investment in our own control systems or damage to our reputation	DICT	THR 4 Serious	Unlikely 2	Amber	Treatment - Reduce	DV15 - Technical Control Soln

Public Value Additional Funding

Attracting additional funding where necessary, to support the delivery of our aims

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
T/092	Capital Grants Due to our ageing asset base and the removal of the capital fund there is a risk that we will have to seek alternative financial solutions, including loan financing which may result in an increased budget gap	DFTS	THR 3 Significant	Unlikely 2	Green	Treatment - Reduce	DV13 - Station Build & Refurb

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Public Value Influencing

Being influential locally, regionally, nationally and internationally to benefit Greater Manchester

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
T/062	Council Tax Arrears Due to changes in the way in which council tax benefits will be administered arrears and write offs will be dealt with locally resulting in a risk that our income share could be adversely affected	DFTS	THR 2 Minimal	Probable 4	Amber	Treatment - Reduce	Prog Finance & Tech Services

Public Value Maximising Resources

Maximising the use of our resources

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
O/027	Efficiencies Funding Due to the outcomes of the Knight review and the availability of additional funding we have the opportunity to bid for funds to help us in initiating further efficiency initiatives and / or implement areas of joint working	DFTS	OPP 3 Considerable	Probable 4	Amber	Treatment - Improve	DL10 Continual Improvement
O/029	Driving Change Due to Government's policy on Public Sector Reform, and the availability of support from the Fire Transformation Fund, we have the opportunity to enter into collaborative projects that will realise more effective and efficient services for the public Of Greater Manchester	DPP	OPP 4 Substantial	Probable 4	Red	Treatment - Improve	DV18 - Shared Services
T/063	Economic Climate Due to the current European and Global economic climate there is a risk of further economic deterioration at a micro and /or micro level which could challenge our approach to delivering scalable efficiencies in a measured way	DFTS	THR 5 Extreme	Unlikely 2	Amber	Treatment - Reduce	Prog Finance & Tech Services
T/071	Retained Fire-fighter Pensions Due to a recent employment tribunal ruling on retained fire-fighter pensions allowing access to the pension	DFTS	THR 2 Minimal	Possible 3	Green	Treatment - Reduce	Prog Finance & Tech Services

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T/080	<p>scheme which was previously denied there is a risk that our liability could increase resulting in additional costs which have not been included in our budgetary forecasts</p> <p>Municipal Mutual</p> <p>Due to Municipal Mutual Insurance being declared insolvent and the activation of the scheme of arrangements there is a risk that our financial liabilities within the scheme could exceed our reserve allocation which could result in additional financial costs</p>	DFTS	THR 3 Significant	Unlikely 2	Green	Treatment - Accept	Prog Finance & Tech Services
T/084	<p>Service Improvement</p> <p>Due to the lack of an integrated approach for delivering service excellence, there is a risk that we are missing opportunities to continuously improve in all areas which could impact on the achievement of our purpose and aims</p>	DCFO	THR 2 Minimal	Probable 4	Amber	Treatment - Reduce	DL10 Continual Improvement
T/086	<p>Pension Liabilities</p> <p>Due to the Norman Pension Ruling (pension liability relating to additional / non standard payments) there is a risk that we could have additional employer pension liabilities which could result in increased pension costs</p>	DFTS	THR 2 Minimal	Probable 4	Amber	Treatment - Reduce	Awaiting National Guidance
T/091	<p>Re-Evaluation of FF Pension Scheme</p> <p>Due to a planned re-evaluation of the fire fighters pension scheme there is a risk that employer contributions could be increased by up to 3% which would result in additional financial costs in the region of £1.5 million per annum from 2015 onwards</p>	DFTS	THR 2 Minimal	Very Unlikely 1	Green	Treatment - Accept	Awaiting National Guidance
T/093	<p>NWFC Project</p> <p>Due to difficulties with the North West Fire Control project there is a risk that our transfer to NWFC for call</p>	DER	THR 2 Minimal	Probable 4	Amber	Treatment - Reduce	DV25 Transition To NWFC

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Public Value Maximising Resources

Maximising the use of our resources

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	handling may be delayed which may result in additional organisational costs						

Public Value Research

Effective research

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O/023	Developments in Fire Fighting Due to a combination of developments in fire fighting techniques and equipment there is an opportunity to research and where appropriate, develop and implement new or revised fire fighting procedures, equipment and techniques with the aim of improving our fire fighting capabilities and public and fire fighter safety	DER	OPP 4 Substantial	Possible 3	Amber	Treatment - Improve	DV26 Research Fire Fighting

Public Value Risk Management, Planning And Performance Management

Effective risk management, planning and performance management

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
T/090	Insurance Arrangements Due to our current Insurers for Employee and Public Liability breaking the Long Term Agreement (LTA) or the imposition of high premium increases and our decision to re-tender our insurance provision there is a risk that our insurance premiums will increase resulting in increased financial pressures	DFTS	THR 2 Minimal	Very Likely 5	Amber	Treatment - Reduce	Prog Finance & Tech Services

Public Value Technological Improvements

Using technology to improve services and efficiency

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
T/058	Information Security Due to the lack of observance of physical, personnel and information security there is a risk that sensitive	DCFO	THR 4 Serious	Probable 4	Red	Treatment - Reduce	Prog Corp Plan & Intelligence

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Using technology to improve services and efficiency

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
	information could be compromised. This could result in reputational damage, litigation and substantial fines						

Response Business Continuity

Effective business continuity arrangements

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
T/059	Business Resilience Due to our having only tested our Business resilience Plan (County Guard) during short periods of strike action there is a risk that the plan may fail during prolonged periods of industrial action which could result in our inability to provide an acceptable level of fire cover	DER	THR 5 Extreme	Unlikely 2	Amber	Treatment - Accept	Prog Emergency Response
T/076	Resilient Communications Due to the lack of a resilient ground based connection from GMFRS to the Airwave Network there is a risk that the corresponding Airwave Network could reach capacity resulting in the inability of control to communicate with operational crews via the Airwave Network	DICT	THR 4 Serious	Unlikely 2	Amber	Treatment - Accept	Core Function - Dept Plan
T/081	Industrial Dispute Due to the on-going potential of further strike action over proposed changes to the fire fighter pension scheme there is a risk that operational staff may withdraw their labour which may adversely affect our operational capabilities	DER	THR 5 Extreme	Possible 3	Red	Treatment - Reduce	DV-24 Develop BCM Arrangements
T/085	Discontinuation of Energy Supplies Due to the possibility of national energy requirements exceeding supply there is a risk that both gas and electricity supply could be discontinued which could impact on our service delivery during a period of heightened fire risk	DER	THR 3 Significant	Possible 3	Amber	Treatment - Reduce	DV-24 Develop BCM Arrangements

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Response Business Continuity

Effective business continuity arrangements

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
T/094	Fuel Shortages Due to our not holding bunkered fuel reserves there is a risk that we would run out of fuel if normal supplies were halted for up to 10 days before any national intervention which may affect our ability to respond to incidents	DER	THR 4 Serious	Possible 3	Amber	Treatment - Reduce	DV-24 Develop BCM Arrangements

Response Emergency Response

Determining what emergencies we respond to

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
O/028	Response Capability Due to our capability to offer a rapid response rescue to a wider range of incidents we have the opportunity to deliver interventions for non-life threatening injuries, resulting in clear benefits through faster stabilisation of the casualty and speedier recovery of the individual; and a commensurate reduction in cost	DER	OPP 4 Substantial	Probable 4	Red	Treatment - Improve	DL9 Rescue Peole From Harm

Response Plan And Prepare For Emergencies

Plan and prepare for emergencies and make a high quality, effective and resilient response to them

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
T/067	Command & Control Due to Internal and External factors there is a risk that appropriate supporting systems, procedures and training are not secured, integrated and applied to the command, control and communication for operational incidents. This could result in reduced operational efficiency which may affect fire-fighter and public safety and lead to unnecessary losses which could result in reputational damage and /or legal challenge	DER	THR 4 Serious	Possible 3	Amber	Treatment - Improve	DV12 - Incident Command

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Response Response Standards

Having in place Valid response standards

Risk No	Risk Description	CLT Owner	Impact	Probability	Risk Rating	Current Status	Corporate Alignment
T/088	<p>Additional Hours</p> <p>Due to the voluntary nature of additional hours there is a risk that we are unable to accurately plan and deliver the assumptions made to bolster the establishment which may impact on ability to crew appliances, undertake training activities and affect resilience</p>	DER	THR 2 Minimal	Unlikely 2	Green	Treatment - Reduce	DL8 Maintain Preparedness
T/089	<p>Establishment Profile</p> <p>Due to being operationally under established at the start of the new roster year (2014/15), there is a risk that we will fail to crew some appliances which may result in a fall in average response times</p>	DER	THR 3 Significant	Unlikely 2	Green	Treatment - Improve	DL8 Maintain Preparedness