



CORPORATE RISK REGISTER 2014/15

Aims:- 1) Excellent Operational Preparedness 2) Excellent Operational Response
3) Excellent Prevention & Protection 4) Excellent People

*January-March
2015*

Mission :- Safer Stronger Communities: Safe Effective Firefighters

RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER	
1.	Budget /Financial Risks	1.1	Insufficient staff to maintain current levels of operational planning, training and management of intelligence	1.1.1	1,2,3,4	Increased risk to all MFRS staff safety - increased numbers of injuries.	15	JAN-MARCH UPDATE: Retirements broadly in line with budget projections. Small number of new recruits. Station mergers will take account of availability of staff	12	AM Operational Preparedness	
				1.1.2	1,2,3,4	increased risk of property loss	12		10		
				1.1.3	1,2,3,4	Reducing ability to respond or maintain competent workforce.	15	JAN-MARCH UPDATE On-going staffing strategies ensure a competent workforce is retained and developed.	10		Director of POD
				1.1.4	1,2,3,4	Reduced ability to maintain FF safety	15	JAN-MARCH UPDATE SOP's, SI's and Risk assessments are in place and adhered to. Station training planning contains monthly expectations. Safe systems of work are identified and adhered too.	10		AM Operational Response/ Preparedness
		1.2	Insufficient staff to maintain current prevention and protection work. Inability to maintain performance (e.g. Care Act)	1.2.1	1,2,3,4	Increased fires, deaths and injuries	15	JAN-MARCH UPDATE At present there is no risk to P&P staff – GM's for Prevention & Protection are tasked to develop robust delivery plans to ensure risks to the Authority are mitigated in line with the IRMP and functional delivery plans.	10	GM Prevention	

1.	Budget/Financial Risks	1.3	Insufficient FF's to maintain current levels of response and current number of fire stations	1.3.1	1,2,3,4	Increased risk of property loss in the community	15	JAN-MARCH UPDATE The availability of appliances remains dynamic and continues to be impacted by having no AVH agreement with the FBU. The Service continues to effectively manage through the TRM department – a sequential appliance unavailability list has been developed and is utilised to mitigate this impact. The closure of Allerton has had an impact in reducing the total number of unavailable appliances.	10	AM Operational Response
				1.3.2	1,2,3,4	Increased fires, deaths and injuries	15	JAN-MARCH UPDATE The Service continues to exceed its performance targets for attendance to incidents during Q1 2015.	10	AM Operational Response
		1.4	Pay increases-impact on ability to maintain a balanced budget	1.4.1	1,2,3,4	1% increase in pay equates to approximately £1M of extra budget requirement.	15	JAN-MARCH UPDATE Pay awards in 14/15 in line with expectation and no major variations in employer contribution rates of National Insurance. Major pressures in 15/16 – pay negotiations	10	Deputy Chief Executive
		1.5	Insufficient support staff to maintain services to front line and maintain good governance.	1.5.1	1,2,3,4	Reduced ability to maintain fleet, PPE, pay FF's and maintain the buildings.	15	JAN-MARCH UPDATE Retirements broadly in line with budget projections. Small number of new recruits. Station mergers will take account of availability of staff	10	Deputy Chief Executive

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2.	Legal & Legislative Risks	2.1	National Framework	2.1.1	1,2,3	Damage to MFRS reputation. Impact on public and partner goodwill.	15	<u>JAN-MARCH UPDATE</u> The FRA continues to comply with the requirements of the National Framework. An IRMP supplement for 2015/17 was published on 1 st April 2015. Station and organisational change in the light of the requirement to balance operational response to risk and resources is a major focus of the Strategic Management Group's attention with a steering group coordinating the station change programme, a management review underway and full and detailed consultation taking place in relation to mergers and closures.	8	SMG																			
				2.1.2	1,2,3	Inability to respond to major national resilience incidents	15		8	SMG																			
				2.1.3	1,2,3	Increased fires, deaths and injuries	15		12	SMG																			
	Legal & Legislative Risks	2.2	Corporate Manslaughter Act	2.2.1	1,2,3,4	Sanctions, fines and or arrests resulting from death of Personnel	25		<u>JAN-MARCH UPDATE</u> No sanctions, fines or arrests have been imposed during this period as health and safety are taken seriously by the organisation	12	SMG																		
												2.3	Changes introduced by the Localism Act 2011	2.3.1	1,2,3,4	Judicial Review – other legal challenges	15	<u>JAN-MARCH UPDATE</u> There have been no judicial review or other challenges to the Authority as a result of any aspect of the Localism Act during this period.	8	Director of Legal, Procurement & Democratic Services									
																					2.4	Single Equality Act not maintaining compliance with the Public Sector Equality Duty	2.4.1	4	Potential impact on reputation	15	<u>JAN-MARCH UPDATE</u> Work continues to deliver against the E&D action plan which is designed to meet the Authority's obligations under the Equality Duty	8	Director of Strategy & Performance

2.	Legal & Legislative Risks	2.6	Police Crime Commissioner	2.6.1	2,3	Potential impact if MFRA does not build on relationship with PCC on Prevention and Protection working and partnerships	15	JAN-MARCH UPDATE We continue to be an active and engaged partner to the PCC's office and contribute to a number of the PCC's priorities in particular reduction in ASB and Hate Crime. This relationship is maintained locally through attendance at formal meetings and engagements.	12	GM Prevention
		2.7	Increased Litigation costs	2.7.1	4	Staff shortages resulting in dissatisfaction of staff and customers, causing increases in claims.	15	JAN-MARCH UPDATE No comparative increase in claims during this period. Only one claim during this period which does not have any impact upon the levels of claims received during similar periods in other years.	12	Director of Legal, Procurement & Democratic Services
				2.7.2	4	Increasing insurance and settlement cost provision	12	JAN-MARCH UPDATE See above, This means no increase in insurance or settlement costs.	6	Director of Legal, Procurement & Democratic Services
				2.7.3	2,4	Increased incidents/costs/ injuries whilst travelling to incidents under blue lights/speeding	12	JAN-MARCH UPDATE No increase in accidents in this category at present.	6	Director of Legal, Procurement & Democratic Services

				2.7.4	2,4	Potential for increased litigation arising from shared premises with partners.	12	JAN-MARCH UPDATE Utilise different models of working with partners. Incorporating additional costs and litigation.	6	Director of Legal, Procurement & Democratic Services.
		2.8	Authority may lose autonomy post-election	2.8.1	2,3	Possible merger at national or regional level or with other Blue Light Services.	12	JAN-MARCH UPDATE Results and implications of election awaited.	6	Deputy Chief Executive
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
3.	Loss of Strategic sites/Assets	3.1	Loss of strategic sites/assets and inability to provide services to Merseyside	3.1.1	1,2,3,4	Inability to respond to major local and national resilience incidents	20	JAN-MARCH UPDATE SMG paper for 28 th April recommended Business Continuity Plan Champions to be instigated within key areas of the Service who will receive additional training. Regular meetings with Merseyside Police scheduled to align Business Continuity Plans for Joint Control Centre.	8	Head of Technology, Deputy Chief Executive AM Operational Preparedness
		3.2	Loss of FSHQ, MACC, TADA and fire stations	3.2.1	1,2,4	Inability to respond, delay in providing core services	20		8	
		3.3	Black Start causes loss of power at strategic sites	3.3.1	1,2,3,4	Inability to provide core services temporarily whilst fall-back site is brought online	20		8	Head of Technology, Deputy Chief Executive AM Operational Preparedness

		3.4	Protective security-potential risks resulting from non-compliance with FRS Protective Security Strategy.	3.4.1	1,2,3,4	Potential security risk in relation to all FRS assets, particularly in relation to Personnel, information and premises risk.	20	<p>JAN-MARCH UPDATE</p> <p>The FRS continues to implement security requirements. Physical security arrangements are being enforced and staff have received Argus training to equip them to deal with potential security risks and breaches. Confidential waste destruction is aided by the procurement of higher specification shredders. Implementation of Government security classification markings requires completion. Key staff have received ISO27001 (information security standard) training.</p>	12	Director of Strategy & Performance
		3.5	<p>Station Change Programme.</p> <p>Mergers and closures of Merseyside stations in light of cuts.</p>	3.5.1	1,2,3,4	Programme management direction and led by PO's.		<p>JAN-MARCH UPDATE</p> <p>Internal resource implications need further consideration in light of current build programme. Involvement of Police & NWAS has the potential to delay the programme due to their decision making processes. This, in turn, could lead to increased costs for MFRA due to abortive design work & implications for site requirements.</p>		DCFO

		3.6	Potential elevated target risk for malicious cyber attacks	8.1.1	1,2,3,4	Potential elevated target risk for malicious attacks	25	JAN-MARCH UPDATE ICT assets are protected by emergency services standard ICT security measures to validate these measures a penetration test on the corporate network will be commissioned as part of the next internal audit.	6	Head of Technology
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4. Environmental And Political	4.1	Increase in Environmental incidents resulting in the inability to respond	4.1.1	1,4	HSE and legislative impacts from illegal discharges	15	JAN-MARCH UPDATE MFRS continue to closely monitor environmental incidents.	10	Head of Assets/DCE	
	4.2	Insufficient water pressure resulting in the inability to fight fires effectively.	4.2.1	1,2	Potential for major consequences, FF injuries	25	JAN-MARCH UPDATE Suitable arrangement and plans are in place with United Utilities. Training is on-going for FF competence if scenario arises	4	AM Operational Preparedness	
	4.3	Increased deprivation resulting in more individuals and communities falling within high risk categories	4.3.1	1,2,3	Increased economic costs from increases in arson	15	JAN-MARCH UPDATE We are acutely aware of emerging risks such as universal credit and welfare reform and actively monitor against them. We have seen positive outcomes from our Incident Investigation work in bringing successful prosecutions for fire (both in domestic and commercial environments). We continue to engage with the commercial sector in ensuring key safety messages are conveyed appropriately.	12	GM's Prevention & Protection	
			4.3.2	1,2,3	Increased economic costs from increases in fraud	15		12		
			4.3.3	1,2,3	Increased road traffic collisions (RTC)	15		12		
			4.3.4	1,2,3	Increased antisocial behaviour (ASB)	15		12		

4.	Environmental And Political	4.4	Changing demographics in Merseyside brings about a changing in vulnerability profile and higher unemployment	4.4.1	2,3,4	Vulnerable areas may increase and move compromising community safety work.	15	JAN-MARCH UPDATE Our refreshed Home Safety Strategy has recognised the implementation of the Care Act and recent fatal fires to inform future activity – through the Prevention Functional Delivery Plan there will be a number of actions to support this.	12	GM's Prevention & Protection
		4.5	Reputation	4.5.1	1,2,3,4	Negative changes to the Community perception of MFRS may be detrimental to Prevention, protection and partnership activities	15	JAN-MARCH UPDATE: We value our place and standing in the community and will continue to ensure we deliver to the highest standards and will robustly manage performance at a local level to achieve those standards, we will embark on a number of high profile initiatives for Prevention in support of our Corporate Communications strategy.	12	GM's Prevention & Protection Corporate Communicati ons Manager
		4.6	Increased flood risk	4.6.1	1,2	Ability to respond to major flooding incidents from spate conditions.	15	JAN-MARCH UPDATE Specialist team within MFRS has been set up for such incidents. Specific training and equipment has been purchased and maintained. Crews have also been provided with a retained contract to provide resilience during such incidents	10	AM Operational Preparedness & Operational Response
		4.7	Extreme Weather	4.7.1	1,2	Spate conditions will impact on ability to respond	15		10	AM Operational Preparedness & Operational Response
		4.8	Civil Unrest	4.8.1	1,2,3	Inability to respond effectively to civil unrest	15	JAN-MARCH UPDATE SOPs and plans in place to respond effectively. Specialist team and Senior Officers have received training in civil disorder by Merseyside Police.	10	AM Operational Preparedness & Operational Response

		4.9	Health & Safety audits, failures and investigations	4.9.1	1,2	H&S audits, failures and investigations from HSE resulting in sanctions and or fines	15	JAN-MARCH UPDATE No significant H&S risks have arisen during this period	10	AM Operational Preparedness & Operational Response
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5.	Loss of Key staff	5.1	Sudden Mass Absenteeism Pandemic, Strike, CBRNE incident	5.1.1	1,2,3,4	Loss of Key staff, Inability to provide core services	15	JAN-MARCH UPDATE Specific and generic BCP's in place, return to work, Resilience contracts in place. Exercising and reviewing of all BCP on a regular basis. Recall to duty plan has been tested	10	AM Operational Preparedness & Operational Response
		5.2	Industrial Action resulting in the Inability to provide suitable response,	5.2.1	1,2,3,4	Inability to attend incidents, provide core services	15	JAN-MARCH UPDATE The Service continues to operate its resilience arrangements appropriately, so enabling a strong level of operational cover to be deployed during periods of strike action.	12	All AM's, Director of POD
		5.3	Change resulting in loss of Key staff and increasing workloads to set strategy and deliver services	5.3.1	1,2,3,4	Loss of key skills, lack of momentum going forward, reduced ability to respond to changes.	15	JAN-MARCH UPDATE Change continues to be delivered, in conjunction with training, to support role re-design and succession planning.	12	POD
		5.4	Reduction in size of Corporate Communications/medi a handling staff down to 2 members of staff.	5.4.1	1,2,3,4	Reducing promotion of safety messages and service/brand reputation protection.	15	JAN-MARCH UPDATE The team has been successfully restructured and workload is being managed through careful prioritisation and use of external organisations where required.	12	Director of Strategy & Performance

		6.3	The ability, both financially and resource wise to keep abreast of technology refresh going forward.	6.3.1	1,2,3,4	Pace of technology Change and ability to adapt.	15	<p>JAN-MARCH UPDATE</p> <p>The ICT Capacity Meeting attended by senior ICT Managers has this reference.</p> <p>Issues from the meeting can be escalated to the ICT and Information Strategy Forum or the Deputy Chief Executive.</p> <p>MFRA consider individual technology projects and after a POC will implement subject to a business case. An example of this is the Apple iPad role out.</p>	12	Head of Technology
		6.4	Poor data/information management resulting in loss of data, legal redress from Information Commissioner	6.4.1	1,2,3,4	Possible Fines, Poor/incomplete Data Loss of Data.	15	<p>JAN-MARCH UPDATE</p> <p>The ICT and Information Management Strategy Forum has met and will meet 4 times a year. Reporting to this group is the Information Security Forum (ISF).</p> <p>The Service has introduced a Service Instruction 0816 – Protective Marking – Government Security Classifications and Government protective Marking Scheme</p> <p>Work towards ISO27001 information security standard is ongoing</p>	12	Director of Strategy & Performance

6.	Technology Risks	6.5	The Emergency Services Mobile Communication Programme (ESMCP) and transition to the emergency services network	6.5.1	1,2,3	Radio voice services cannot be guaranteed for the Transition	<p>16</p> <p>JAN-MARCH UPDATE</p> <p>We have little control over any programme decisions at this stage. A watching brief is in place and any opportunities to influence the ESMCP project will be taken. An example of influence is our assurance reply to the recently issued Full Business Case and our participation in Local Implementation Assessments</p> <p>The latest procurement update is that the suppliers bidding for Lots 1-3 have been reduced and a negotiation phase entered, prior to best & Final offers. Lot 4 has been withdrawn and as such Airwave will not be involved in negotiations.</p> <p>Risk mitigation is that the Airwave contract has been extended and DCLG will work close with FRS & Airwave to ensure that our current voice communication network remains in place and effective</p> <p>The Emergency Services Mobile Communication Programme (ESMCP) will replace the communication service delivered by Airwave with a national mobile communication service for all 3 emergency services and other organisations that use the Airwave service. This will be called the Emergency Services Network. ESN will take advantage of the latest mobile technologies to provide a national critical voice and broadband data services. It's a cross-government programme hosted by the Home</p>	9	Head Of Technology
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							Office.			
		6.6	Restrictions on storing sensitive information on the MFRA network	6.6.1	1,2,3,4	Consideration will be given when protectively marking information and efforts will be made not to mark information artificially high whilst taking account of any associated risks. Where a marking of RESTRICTED (or the equivalent in the Government Security Classifications is necessary a risk assessment will be carried out before it is stored on the network.	15	<p>JAN-MARCH UPDATE</p> <p>Consideration has been given to the application of the government Security Standards and it is thought likely that the majority of information will be OFFICIAL. It is not thought that any guidance has been published that advises on the level of network security applicable to the GSC.</p> <p>As indicated in Risk 6.4. The Service introduced a Service Instruction 0816 – Protective Marking – Government Security Classifications and Government protective Marking Scheme</p>	12	<p>Head of Technology</p> <p>Director of Strategy & Performance</p>
		6.7	Withdrawal and transition arrangements from SOFTLOGIC to new MIS for Community Fire Protection.	6.7.1	1,2,3,4	Robust transitional arrangements are required to ensure the Authority can carry out its statutory duty as the Enforcing Authority under the RRO (Fire Safety) 2005.	15	<p>JAN-MARCH UPDATE</p> <p>The working relationship with Sophtlogic is good as evidence from the move away from the HR and Fleet Modules.</p> <p>A reduced Soptlogic Contract has been put in place for 2015/2016 to cover MIS for Community Fire Protection whilst other alternative solutions are explored</p>	12	Head of Technology
		6.8	Claim made against suppliers for poor performance.	6.8.1	1,2,3,4	This is possible rather than probable. From a financial and reputational perspective, it would	15	<p>JAN-MARCH UPDATE</p> <ul style="list-style-type: none"> Strategy reported to SMG on a specific issue with a supplier 3/2/15 	12	Head of Finance

						not be in most suppliers interest to terminate but it would have a major impact.		<ul style="list-style-type: none"> • Subsequently added to the Corporate Risk Register. • Letter sent to supplier setting out details of the claim. Supplier has refused the claim. • Supplier has given no indication that they would seek to terminate the contract but rather work towards an amicable solution. That is also the Authority's preferred position but on the understanding that performance improves and costs incurred as a result of poor performance are recovered. 	
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7. Procurement	7.2	Poorly Managed contracts/Partnerships the Financial impacts, onerous T&Cs	7.2.1	1,2,3,4	Negative impact on service delivery, legal issues, poor quality Partnerships undertaken	12	JAN-MARCH UPDATE Contract management procedures are in place and this is being closely monitored. Terms and Conditions are standardised wherever possible for goods and services.	8	Director of Legal, Procurement & Democratic Services
	7.3	Key suppliers of goods and services ceasing to trade	7.3.1	1,2,3,4	Immediate impact on availability of goods and services required to operate efficiently, legal issues, alternative sources of supply needed	15	JAN-MARCH UPDATE No MFRA suppliers have ceased to trade during this period however suppliers can be merged/acquired at any time.	12	Director of Legal, Procurement & Democratic Services

Increasing Impact B		Increasing Likelihood A				
		1	2	3	4	5
		Remote	Unlikely	Possible	Likely	Frequent
1	Slight	Manage for continuous improvement	Manage for continuous improvement	Manage for continuous improvement	Manage for continuous improvement	Manage for continuous improvement
2	Minor					Develop Reduction measures
3	Significant			Develop Reduction measures	Compulsory Risk reduction	
4	Major		Develop Reduction measures	Compulsory Risk reduction		
5	Massive	Develop Reduction measures	Compulsory Risk reduction			