



# CORPORATE RISK REGISTER

## 2015/16

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

*April-June*  
*2015*

**Mission :- Safer Stronger Communities: Safe Effective Fire-fighters**

RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
<b>1.</b>	<b>Budget /Financial Risks</b>	<b>1.1</b>	Insufficient staff to maintain current levels of operational planning, training and management of intelligence	<b>1.1.1</b>	<b>1,2,3,4</b>	Increased risk to all MFRA staff safety - increased numbers of injuries.	<b>15</b>	<b>April-June 2015- Update:</b> Recruit course ongoing. Station mergers include 24 hour shifts and whole time retained appliances. Mutual aid arrangements with surrounding FRA's	<b>12</b>	<b>AM Operational Preparedness</b>
				<b>1.1.2</b>	<b>1,2,3,4</b>	increased risk of property loss	<b>12</b>		<b>10</b>	
				<b>1.1.3</b>	<b>1,2,3,4</b>	Reducing ability to respond or maintain competent workforce.	<b>15</b>	<b>April-June 2015- Update:</b> Work continues with the representative bodies to introduce the most effective ways of working , with 24hour/whole time retained just been introduced Additionally 16 new recruits are completing their training course all employed on new flexible contracts	<b>10</b>	<b>Director of POD</b>
				<b>1.1.4</b>	<b>1,2,3,4</b>	Reduced ability to maintain FF safety	<b>15</b>	<b>April-June 2015- Update:</b> SPA's and Learn pros modules to record training as part of monthly training expectations. SOP's SI's, risk assessments (inc dynamic and analytical) and awareness of requirement to implement suitable and sufficient safe systems of work for all operational personnel.	<b>10</b>	<b>AM Operational Response/ Preparedness</b>

1.	Budget/Financial Risks						Operational performance review project has carried out a detailed hazard and risk analysis of all foreseeable incident types and are developing guidance which will form the basis for all Safe Systems of Work employed at operational incidents. Operational Assurance process in place to ensure that maintenance of safe effective working processes are in place and continuously evaluated.			
		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	Current Home Safety Strategy has been refreshed to reflect move from District to Functional Management review. This will see revised and a more approach to targeting of HFSC activity and those who are most vulnerable.	10	AM Community Risk Management
		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	<b>April-June 2015- Update:</b> The reporting period has seen the introduction of whole time retained working in two locations (Wirral & St Helens) the provision of additional retained pumps offsets the risk posed by whole time pump reductions.  The merging of stations proposed for Wirral and Knowsley will achieve fire appliance placement in locations intended to mitigate the effect on attendance times due to decreased numbers of front line appliances.	10	AM Operational Response

1.	Budget/Financial Risks		1.3.2	1,2,3,4	Increased fires, deaths and injuries	15	<p><b>April-June 2015- Update:</b> In addition to the measures reported in 1.1.3. Above community risk prevention activities will continue to focus on areas of highest risk in this category. Responsibility for station performance in this area now rests with Operational Response following the management re-structure.</p>	10	AM Operational Response
		1.4	1.4.1	1,2,3,4	1% increase in pay equates to approximately £1M of extra budget requirement.	15	<p><b>April-June 2015- Update:</b> A 2 year pay deal was agreed for non-uniformed staff that broadly equated to 1% p.a. The 2015/16 fire-fighters pay offer has been settled at 1%.</p>	10	Deputy Chief Executive
		1.5	1.5.1	1,2,3,4	Reduced ability to maintain fleet, PPE, pay FF's and maintain the buildings.	15	<p><b>April-June 2015- Update:</b> Monitoring implementation of budget savings and VER/VS to balance capacity versus finances.</p>	10	Deputy Chief Executive



2.	Legal & Legislative Risks	2.6	Role of Police Crime Commissioner	2.6.1	2,3	Potential impact if MFRA does not build on relationship with PCC.	15	<b>April-June 2015- Update:</b> MFRA continues to have and build upon positive relationship with PCC's office. Potential areas for collaboration are being investigated this could extend to consider – co location, shared services and innovative ways of working. Strategic governance arrangements being considered DCFO represents MFRA on Merseyside CSP.	12	AM Community Risk Management
		2.7	Increased Litigation costs	2.7.1	4	Staff shortages resulting in dissatisfaction of staff and customers, causing increases in claims.	15	<b>April-June 2015- Update:</b> No increases in claims of this nature	12	Director of Legal, Procurement & Democratic Services
				2.7.2	4	Increasing insurance and settlement cost provision	12	<b>April-June 2015- Update:</b> During June 2015 there was an unexplained increase (from 5 in June 2014 to 13 In June 2015) in motor accidents (hitting parked vehicles/fixed objects). This is being monitored carefully.	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	<b>April-June 2015- Update:</b> The above is not related to blue lights/speeding and no increase to report for these.	6	Director of Legal, Procurement & Democratic Services

				2.7.4	2,4	Potential for increased litigation arising from shared premises with partners.	12	<b>April-June 2015- Update:</b> One accident reported - this is currently under investigation	6	Director of Legal, Procurement & Democratic Services.
		2.8	Authority may lose autonomy post-election	2.8.1	2,3	(Possible merged at national or regional level or with other Blue Light Services).	12	<b>April-June 2015- Update:</b> Monitoring national policy developments closely whilst working closely with all blue light partners and across the region.	6	Deputy Chief Executive
<b>Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention &amp; Protection. 4) Excellent People</b>										
<b>3. Loss of Strategic sites/Assets</b>	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	<b>April-June 2015- Update:</b> BC Champion nominations now complete, training to be delivered in July. Individual department BIA being completed with view to record within Dept. BC plans	8	Head of Technology, Deputy Chief Executive AM Operational Preparedness	
	3.2	Loss of FSHQ, FIRE CONTROL, 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	<b>April-June 2015- Update:</b> The Protective Security group met in June to re-establish the action plan and a number of actions are underway to comply with the National FRS Protective Security Strategy.	12	Director of Strategy & Performance	

		<p><b>3.5</b> Station Change Programme.</p> <p>Mergers and closures of Merseyside stations in light of cuts.</p>	<p><b>3.5.1</b></p>	<p><b>1,2,3,4</b></p>	<p>Programme management direction and led by PO's.</p>	<p><b>20</b></p>	<p><b>April-June 2015- Update:</b> Strategic Steering Group set up to manage the Station Change programme &amp; has met three times in the period. Allerton closed on 1 April. Progress is being made on acquiring the sites at Prescott and St. Helens. Consultation has ended in Wirral. Reports are due to the Authority on Wirral and St. Helens on 30 June".</p> <p>Specific Risk Registers have been developed for each Merger proposal</p>	<p><b>6</b></p>	<p><b>DCFO</b></p>
		<p><b>3.6</b> Potential elevated target risk for terrorist action in regards to cyber crimes</p>	<p><b>8.1.1</b></p>	<p><b>1,2,3,4</b></p>	<p>Loss of Fire Control ICT services and information assets</p>	<p><b>25</b></p>	<p><b>April-June 2015- Update:</b> The mitigation measures for Risk 6.2 in Section 6. Technology apply to this Risk 3.6.</p> <ul style="list-style-type: none"> <li>• As part of the ICT Infrastructure industry standard security controls are in place</li> <li>• A monthly information security report is produced by the ICT Dept.</li> <li>• A recent Network penetration test has been requested as part of the next Internal Audit</li> </ul> <p>Commissioning an external review of our combined cyber-resilience with the JCC is being considered.</p>	<p><b>6</b></p>	<p><b>Head of Technology</b></p>



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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	<b>April-June 2015- Update:</b> The New FM provider will be supporting our environmental plans though robust monitoring and reporting mechanisms, all legislation within the FM database will be review every six months and procedures drawn up or amended. Sites audits to identify any potential environmental incidents will continue and be recorded.	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	<b>April-June 2015- Update:</b> Availability of Hose Layers and HVP's to support water supplies.	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	<b>April-June 2015- Update:</b> We have a number of robust plans and strategies in place to mitigate those challenges, we will continue to work with partners in a reciprocal manner that meets with MFRS objectives in addition to the wider community needs.	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	<b>April-June 2015- Update:</b> We continue to monitor data from LA and other partners such as Public Health England that highlight key changes to Merseyside profiles. Age continues to be a challenge.

		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	<b>April-June 2015- Update:</b> Partnership framework and mapping exercise being undertaken to ensure key relationships are maintained following the management review.	12	GM's Prevention & Protection  Corporate Communications Manager
		4.6	Increased flood risk	4.6.1	1,2	Ability to respond to major flooding incidents from spate conditions.	15	<b>April-June 2015- Update:</b> All frontline crews trained and equipped in still water response. Specialist team available to support major flood incidents with resilience provided by retained personnel.	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	<b>April-June 2015- Update:</b> Joint training carried out with MerPol at Operational and Tactical levels.	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	<b>April-June 2015- Update:</b> Arrangements for delivery of the Health Safety & Welfare Policy have been fully reviewed and published, following consultation, The Health and Safety management system is fully compliant with HS(g) 65 and best practice management models. This has been assured via achievement of the OHSAS 18001 accreditation via independent audit.	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	<b>April-June 2015- Update:</b> BCP plans in place, recall to duty available in addition to resilience contracts. Over 100 resilience contracts have been renewed during this period.	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	<b>April-June 2015- Update:</b> The service remains confident it is able to provide appropriate fire cover during periods of industrial action through the usage of resilience contracts. These have recently been reviewed with the Fire Officers Association.	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	<b>April-June 2015- Update:</b> Through both the Appraisal system, Gateway Development processes and Management Development programme the Authority continues to plan its required development, and succession planning. These mechanisms are also built into all departmental reviews	12	POD

		5.4	Reduction in size of Corporate Communications/media 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	<b>April-June 2015- Update:</b> The new structure continues to be effective with 24 hour on call cover provided by the team. Focus on the brand and reputation continues.	12	Director of Strategy & Performance
<b>Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention &amp; Protection. 4) Excellent People</b>										
6.	Technology	6.1	Management of 3rd Party Technology Suppliers Software & Applications Training requirements.	6.1.1	1,2,3,4	Software & Applications training	12	<b>April-June 2015- Update:</b> The ICT and Information Management Strategy Steering Group has met and will meet 4 times a year. Reporting to this group is the Application Forum. The Application Forum is attended by staff across the organisation who carry supplier contract management for applications. This consistent approach will deliver improvement in supplier management	6	Head of Technology
		6.2	Infrastructure sharing with partners Security from Virus and hacking , loss of data (Laptops, CD etc.).	6.2.1	1,3,4	Data compromised, loss of data , Safeguarding of Information	15	<b>April-June 2015- Update:</b> As part of the ICT Infrastructure industry standard security controls are in place. These controls are reviewed by Internal Audit and the requirement to have Code of Connections in place when exchanging data or information with third parties. A monthly information security report is produced by the ICT Dept. The Information Security Forum as a reference will review this report and escalate to the ICT and Information Management Strategy Forum. A recent Network penetration test has been requested as part of the next Internal Audit.	12	Head of Technology & Director of Strategy & Performance

<b>6.</b>	<b>Technology Risks</b>	<b>6.3</b>	The ability, both financially and resource wise to keep abreast of technology refresh going forward.	<b>6.3.1</b>	<b>1,2,3,4</b>	Pace of technology Change and ability to adapt.	<b>15</b>	<b>April-June 2015- Update:</b> Adopting an ITIL approach the ICT Capacity Meeting has been replaced by a Continuous Service Improvement meeting. This is attended by senior ICT Managers has this reference. Issues from the meeting can be escalated to ICT and Information Management Strategy Steering Group 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.	<b>12</b>	<b>Head of Technology</b>
		<b>6.4</b>	Poor data/information management resulting in loss of data, legal redress from Information Commissioner	<b>6.4.1</b>	<b>1,2,3,4</b>	Possible Fines, Poor/incomplete Data Loss of Data.	<b>15</b>	<b>April-June 2015- Update:</b> Advice, guidance and training continues. ISO 27001 standard is being explored. New methods of providing training are being investigated.	<b>12</b>	<b>Director of Strategy &amp; Performance</b>
		<b>6.5</b>	The Emergency Services Mobile Communication Programme (ESMCP) and transition to the emergency services network	<b>6.5.1</b>	<b>1,2,3</b>	Radio voice services cannot be guaranteed for the Transition	<b>16</b>	<b>April-June 2015- Update:</b> 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 The Contract award remains on-track and is planned for Summer 2015. However.... <ul style="list-style-type: none"> <li>The Mobile Network Operators are unable to meet</li> </ul>	<b>9</b>	<b>Head Of Technology</b>

**6. Technology Risks**

their commitment to deliver 4G to 98% of the population by end of 2015. Target date is now end of 2017.

- The programme was proposing to deliver 600 active sites by March 2016. This number will now be significantly lower.

The Programme Board have therefore agreed to extend the project timescales.

Extending the Project Timescale impacts on the existing Airwave contracts and as such the North West region will now be the first to transfer from the Airwave system to the new ESN.

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

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 Office.		
	<b>6.6</b>	Restrictions on storing sensitive information on the MFRA network	<b>6.6.1</b>	<b>1,2,3,4</b>	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.	<b>15</b>	<b>April-June 2015- Update:</b> The Service is in the process of implementing the Government Security Classifications and this will include consideration of whether or not there are any restrictions on holding marked information on the MFRS network.	<b>12</b>	<p><b>Head of Technology</b></p> <p><b>Director of Strategy &amp; Performance</b></p>
	<b>6.7</b>	Withdrawal and transition arrangements from SOFTLOGIC to new MIS for Community Fire Protection.	<b>6.7.1</b>	<b>1,2,3,4</b>	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.	<b>15</b>	<b>April-June 2015- Update:</b> The working relationship with Sophtlogic is good as evidence from the move away from the HR and Fleet Modules.  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	<b>12</b>	<b>Head of Technology</b>

		<b>6.8</b>	Potential for Claims against critical suppliers for poor performance. Possibly terminate the Contract leaving the Authority short of vital resource	<b>6.8.1</b>	<b>1,2,3,4</b>	This is possible rather than probable. From a financial and reputational perspective, it would not be in <b>supplier's interest</b> to terminate but it would have a major impact.		<b>April-June 2015- Update:</b> All contract implementations and handover periods monitored closely. Robust procurement and contract management arrangements		<b>Head of Finance</b>
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<b>7.</b>	<b>Procurement</b>	<b>7.2</b>	Poorly Managed contracts/Partnerships the Financial impacts, onerous T&Cs	<b>7.2.1</b>	<b>1,2,3,4</b>	Negative impact on service delivery, legal issues, poor quality Partnerships undertaken	<b>12</b>	<b>April-June 2015- Update:</b> Contract management procedures are being further defined, with an increasing onus on risk management. SM. 11/06/15	<b>8</b>	<b>Director of Legal, Procurement &amp; Democratic Services</b>
		<b>7.3</b>	Key suppliers of goods and services ceasing to trade	<b>7.3.1</b>	<b>1,2,3,4</b>	Immediate impact on availability of goods and services required to operate efficiently, legal issues, alternative sources of supply needed	<b>15</b>	<b>April-June 2015- Update:</b> HoP is reviewing different financial assessment software applications (Creditsafe, D&B etc.)To identify which offer the best options to track key suppliers. Alternative sources of supply are identified wherever possible.	<b>12</b>	<b>Director of Legal, Procurement &amp; Democratic Services</b>



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			