



# CORPORATE RISK REGISTER 2015/16

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

*July -October 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
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	<b><u>JULY-OCTOBER UPDATE:</u></b> The recent recruit course is now complete. This has meant 2 further wholetime retained appliances are now available for operational duties.  Variable shift patterns are now implemented.  Planning continues with regard to the station mergers consulted on in Knowsley, Wirral and St Helens	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	<b><u>April-June 2015- Update:</u></b> <b><u>JULY-OCTOBER UPDATE:</u></b> <i>Work continues with the representative bodies to introduce the most effective ways of working , with 24hour/whole time retained just been introduced</i> <i>Additionally 16 new recruits are completing their training course all employed on new flexible contracts</i>	10	Director of POD

1.	Budget/Financial Risks		1.1.4	1,2,3,4	Reduced ability to maintain FF safety	15	<p><b>JULY-OCTOBER UPDATE:</b> Safe Person Assessments and Learn-pro on-line modules are being undertaken by operational crews as part of their core work and responsibilities. Practical application knowledge and understanding is tested through a station audit process</p> <p>Operational assurance continues to be carried out dynamically on the incident ground - to highlight areas of good practice and areas of improvement.</p> <p>All incidents are subject to debrief and a new debrief system has been introduced to ensure all H&amp;S information is captured and acted upon.</p>	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	<p><b>JULY-OCTOBER UPDATE:</b> We have delivered staff efficiencies for 2015/16, at present we continue to maintain appropriate staffing levels (advocates) across 6 localities. We are considering options for future service delivery and are engaged in a number of consultative processes.</p>	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	<p><b>JULY-OCTOBER UPDATE:</b> Work continues to provide a more flexible Service to meet demand. This period has seen the reintroduction of Additional Voluntary Hours and the</p>	10	AM Operational Response

1.	Budget/Financial Risks						new day crewing model with recruit firefighters – both of which has seen availability of fire appliances increase.			
				1.3.2	1,2,3,4	Increased fires, deaths and injuries	15	<p><b>JULY-OCTOBER UPDATE:</b> During the last quarter there have been potentially 4 accidental fire deaths (waiting on coroner outcome) and 28 persons injured through fire.</p> <p>Service delivery from operational fire stations has, following restructure, now moved under Operational Response in this last period. The number of Home Fire Safety Checks being carried out has been increased by around 30%</p>	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	<p><b>JULY-OCTOBER UPDATE:</b> Pay settlements for all staff were agreed for 2015/16 at 1% in line with the MFRA 5 year financial plan.</p>	10	Treasurer
		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	<p><b>JULY-OCTOBER UPDATE:</b> Work is on-going to identify savings and new ways of working that will help preserve support services, including potential collaboration with</p>	10	SMG

								the Police and North West Ambulance Service.  Communication is also taking place to reassure staff about this work, explaining that it potentially presents opportunities and will not be rushed.		
<b>Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention &amp; Protection. 4) Excellent People</b>										
<b>2. Legal &amp; Legislative Risks</b>	<b>2.1</b>	National Framework	<b>2.1.1</b>	<b>1,2,3</b>	Damage to MFRS reputation. Impact on public and partner goodwill.	<b>15</b>	<b>JULY-OCTOBER UPDATE:</b> Work continues to provide the highest quality service while meeting the demands of the Government cuts.	<b>8</b>	<b>SMG</b>	
			<b>2.1.2</b>	<b>1,2,3</b>	Inability to respond to major national resilience incidents	<b>15</b>		<b>8</b>	<b>SMG</b>	
			<b>2.1.3</b>	<b>1,2,3</b>	Increased fires, deaths and injuries	<b>15</b>		<b>12</b>	<b>SMG</b>	
	<b>2.2</b>	Corporate Manslaughter Act	<b>2.2.1</b>	<b>1,2,3,4</b>	Sanctions, fines and or arrests resulting from death of Personnel	<b>25</b>	<b>JULY-OCTOBER UPDATE:</b> No sanctions or fines imposed during this period	<b>12</b>	<b>SMG</b>	
	<b>2.3</b>	Changes introduced by the Localism Act 2011	<b>2.3.1</b>	<b>1,2,3,4</b>	Judicial Review – other legal challenges	<b>15</b>	<b>JULY-OCTOBER UPDATE:</b> No Judicial Review applications or other legal challenges during this period	<b>8</b>	<b>Director of Legal, Procurement &amp; Democratic Services</b>	
	<b>2.4</b>	Single Equality Act not maintaining compliance with the	<b>2.4.1</b>	<b>4</b>	Potential impact on reputation	<b>15</b>	<b>JULY-OCTOBER UPDATE:</b> Work continues to embed equality and diversity and consider its	<b>8</b>	<b>Director of Strategy &amp;</b>	

2.	Legal & Legislative Risks		Public Sector Equality Duty					implications for service delivery and employment. It is increasingly considered a matter of course by all areas of the organisation.		Performance
		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	<b>JULY-OCTOBER UPDATE:</b> The work in support of the Police and Crime Commissioners (PCC) Office (and 5 Local Authority Community Safety Partnerships (CSP)) remains a priority. We engage at the Merseyside CSP (chaired by PCC) and support a number of tactical groups).	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>JULY-OCTOBER UPDATE:</b> There has been no increase in claims in this period.	12	Director of Legal, Procurement & Democratic Services
				2.7.2	4	Increasing insurance and settlement cost provision	12	<b>JULY-OCTOBER UPDATE:</b> The total incurred (paid and reserved) on the Employee Liability claims increased by £278,160 from 30.6.15 to 30.9.15.	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>JULY-OCTOBER UPDATE:</b> There were 12 accidents on blue lights compared to 5 in the same period the year before.	6	Director of Legal, Procurement & Democratic Services

				2.7.4	2,4	Potential for increased litigation arising from shared premises with partners.	12	<b>JULY-OCTOBER UPDATE:</b> No claims have been received within this period although some slips, trips and falls have been reported.	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>JULY-OCTOBER UPDATE:</b> Authority has responded to the government consultation on Blue light Collaboration.  The Authority and Police & Crime Commissioner have jointly formed a Collaboration Committee. A project board consisting of Deputy Chief Officer (Police and FRS) and the operational director for NWS provide sponsorship for the collaboration project.	6	AM Strategic Change & Resources
<b>Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention &amp; Protection. 4) Excellent People</b>										
3.	<b>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>JULY-OCTOBER UPDATE:</b> Business Continuity Champion nominations now complete, training to be delivered in July. Individual department BIA being completed with view to record within Departmental Business Continuity plans	8	Head of ICT, Treasurer, 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 ICT, Treasurer, AM Operational Preparedness
		3.4	Protective security-	3.4.1	1,2,3,4	Potential security risk in			<b>JULY-OCTOBER UPDATE:</b>	

			potential risks resulting from non-compliance with FRS Protective Security Strategy.			relation to all FRS assets, particularly in relation to Personnel, information and premises risk.	20	Most requirements of the Protective Security Strategy have been implemented and policies are in place. These will be reviewed to ensure this is the case. Government security classification implementation will take place by the end of January.	12	Director of Strategy & Performance
		3.5	Station Change Programme.  Mergers and closures of Merseyside stations in light of cuts.	3.5.1	1,2,3,4	Programme management direction and led by PO's.	20	<b><u>JULY-OCTOBER UPDATE:</u></b> Three station merger projects on-going under the governance of the Station Change Board. No further mergers identified at present however full operational impact of the CSR and the budget plan for 16/17 – 20/21 still being considered.  Sharing of sites currently taking place or being considered on several sites owned by the Authority.	6	AM Strategic Change & Resources
		3.6	Potential elevated target risk for terrorist action in regards to cyber crimes	8.1.1	1,2,3,4	Loss of Fire Control ICT services and information assets	25	<b><u>JULY-OCTOBER UPDATE:</u></b> The mitigation measures for Risk 6.2 in Section 6. Technology apply to this Risk 3.6. <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</li> </ul>	6	Head of ICT



								part of the next Internal Audit Commissioning an external review of our combined cyber-resilience with the JCC is being considered.		
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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 (impact from fire-fighting activity)	15	<b>JULY-OCTOBER UPDATE:</b> Extant arrangements to deal with runoff water from firefighting operations are in place by way of arrangements to warn and inform Environment Agency and United Utilities when significant water runoff is anticipated. Incident ground risk assessment will include impact of contained water at fires. HAZMATS incidents are managed in accordance with environmental protection principles with spills being contained where possible. The same principle applies to decontamination water runoff.	10	AM Operational Response
		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>JULY-OCTOBER UPDATE:</b> We are looking at development of supplementary water supply plans for known areas of poor water supply to assist in fire-fighting activities.	4	AM Operational Preparedness
		4.3	Tackling inequalities and changes to society	4.3.1	1,2,3	Increased economic costs from increases in arson	15	<b>JULY-OCTOBER UPDATE:</b> We continue to monitor progress against a number of Local Performance Indicators to ensure we achieve the best possible outcomes set against the risk based strategy, we have seasonal plans to address key	12	AM Community Risk Management
				4.3.2	1,2,3	Increased economic costs from increases in fraud	15			
4.3.3	1,2,3			Increased road traffic						

					collisions (RTC).	15	areas such as anti-social behaviour.	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	<p><b>JULY-OCTOBER UPDATE:</b> Vulnerability remains a high focus for us (the primary areas being ageing and social isolation) we have seen an increase of fatal fires in this particular group and efforts across a number of areas are being implemented to assist by reducing risk.</p>	12	AM Community Risk Management
		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	<p><b>JULY-OCTOBER UPDATE:</b> Brand and reputation management are priorities for the corporate Communications Team. Both members of the team have recently left the organisation and are being replaced. This will remain a priority for the new team.</p>	12	Director of Strategy and Performance
		4.6	Increased flood risk	4.6.1	1,2	Ability to respond to major flooding incidents from spate conditions.	15	<p><b>JULY-OCTOBER UPDATE:</b> All frontline crews are trained and equipped in still water response.</p> <p>A specialist team is available to support major flood incidents with resilience provided by retained personnel. This team has been deployed in this last quarter to support Cumbria Fire and Rescue Service.</p>	10	AM Operational Preparedness & Operational Response
		4.7	Extreme Weather	4.7.1	1,2	Spate conditions will impact on ability to respond	15	<p>Operational planning and intelligence department continue to liaise with local authorities and other Local</p>	10	AM Operational Preparedness & Operational Response

						<p>Resilience Forum partners to develop flood response plans within Merseyside.</p> <p>Met Officer weather warnings are distributed to all MFRS staff with the ability to activate increased service level alerts as per Service Instruction 0815 Service Increased Alert Level Procedure.</p>		
4.8	Civil Unrest	4.8.1	1,2,3	Inability to respond effectively to civil unrest	15	<p><b><u>JULY-OCTOBER UPDATE:</u></b> Joint training exercises carried out with Merseyside Police at Operational and Tactical levels.</p>	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	<p><b><u>JULY-OCTOBER UPDATE:</u></b> 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.</p> <p>In relation to COMAH (Control of Major Accident Hazards) Regs 2015 Health and Safety Executive form part of the competent authority and annually review MFRS who have the legal responsibility for preparation and testing of emergency plans for the upper tier COMAH sites across Merseyside. Work is currently on schedule to ensure compliance for this year.</p>	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>JULY-OCTOBER UPDATE:</b> Business Continuity Plans in place, recall to duty available in addition to resilience contracts.	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>JULY-OCTOBER 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 UPDATE</b> <b>JULY-OCTOBER UPDATE:</b> <i>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</i>	12	Director of 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	<b>JULY-OCTOBER UPDATE:</b> Both members of the team have left the organisation and one has been replaced. Recruitment is underway for the second. The essential work has taken place during this time, but much of the work that enhances the basic provision is on hold and will be picked	12	Director of Strategy & Performance

								up when the team is fully staffed again.		
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<b>6. Technology Risks</b>	<b>6.1</b>	Management of 3rd Party Technology Suppliers Software & Applications Training requirements.	<b>6.1.1</b>	<b>1,2,3,4</b>	Software & Applications training		<b>12</b>	<b><u>JULY-OCTOBER UPDATE:</u></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.	<b>6</b>	Head of ICT
	<b>6.2</b>	Infrastructure sharing with partners Security from Virus and hacking , loss of data (Laptops, CD etc.).	<b>6.2.1</b>	<b>1,3,4</b>	Data compromised, loss of data , Safeguarding of Information		<b>15</b>	<b><u>JULY-OCTOBER UPDATE:</u></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.	<b>12</b>	Head of ICT & Director of Strategy & Performance
	<b>6.3</b>	The ability, both financially and	<b>6.3.1</b>	<b>1,2,3,4</b>	Pace of technology Change and ability to			<b><u>JULY-OCTOBER UPDATE:</u></b> Adopting an ITIL approach the ICT		Head of ICT

6.	Technology Risks		resource wise to keep abreast of technology refresh going forward.			adapt.	15	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	12	
		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	<b><u>JULY-OCTOBER UPDATE:</u></b> Partners and MFRS have had an increasing focus on information sharing agreements lately, with more of these being set up. Work continues to find a suitable on line training package for information security. Staff training sessions and guidance continues to help staff understand their obligations.	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	16	<b><u>JULY-OCTOBER UPDATE:</u></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	9	Head Of ICT

						<p>recently issued Full Business Case and our participation in Local Implementation Assessments</p> <p>The Contract award for Lots 1-3 has taken place and areport will be submitted to SMG early 2015.</p> <p>Risks include</p> <ul style="list-style-type: none"><li>• The Mobile Network Operators are unable to meet their commitment to deliver 4G to 98% of the population by end of 2015. Target date is now end of 2017.</li><li>• The programme is proposing to go live September 2017 for the North West region which is a tight time scale.</li></ul> <p>The Programme Board have therefore agreed to extend the project timescales.</p> <p>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.</p> <p>Risk mitigation is that the Airwave contract has been extended and DCLG will work close with FRS &amp; Airwave to ensure that our current voice communication network remains in place and effective</p>	
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							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		
	<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>JULY-OCTOBER UPDATE:</b> The implementation of the Government Security Classifications will be complete by the end of January 2016.	<b>12</b>	Head of ICT  Director of Strategy & Performance
	<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>JULY-OCTOBER UPDATE:</b> The working relationship with Sophtlogic is good as evidence from the move away from the HR and Fleet Modules.  A reduced Sophtlogic Contract has been put in place for 2015/2016 to cover MIS for Community Fire Protection whilst other alternative solutions are explored.  A further extension to the contract is	<b>12</b>	Head of Technology



							being negotiated for 2016/2107.			
		6.8	Potential for Claims against critical suppliers for poor performance. Possibly terminate the Contract leaving the Authority short of vital resource	6.8.1	1,2,3,4	This is possible rather than probable. From a financial and reputational perspective, it would not be in <i>supplier's interest</i> to terminate but it would have a major impact.		<b>JULY-OCTOBER UPDATE:</b> All contract implementations and handover periods monitored closely. Robust procurement and contract management arrangements	Treasurer	
<b>Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention &amp; Protection. 4) Excellent People</b>										
7.	<b>Procurement</b>	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	<b>JULY-OCTOBER UPDATE:</b> Contract management procedures are in place and are being monitored	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	<b>JULY-OCTOBER UPDATE:</b> No reports of key suppliers ceasing to trade within this period	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			