



CORPORATE RISK REGISTER 2015/16

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

October – March 2016

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	<u>OCTOBER – MARCH 2016 UPDATE</u> Resilience exists within departments, other staff will refocus on priority workstreams in the event of insufficient staffing.	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	<u>OCTOBER – MARCH 2016 UPDATE</u> This is currently not an issue with flexible work patterns and retained resilience in place, backed up with ongoing development and organisational succession planning through the Gateway development programme	10	Director of POD
				1.1.4	1,2,3,4	Reduced ability to maintain FF safety	15	<u>OCTOBER – MARCH 2016 UPDATE</u> 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.	10	AM Operational Response/ Preparedness

1.	Budget/Financial Risks						Operational assurance continues to be carried out dynamically on the incident ground - to highlight areas of good practice and areas of improvement. All incidents are subject to debrief and all H&S information is captured and acted upon.			
		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	<u>OCTOBER – MARCH 2016 UPDATE</u> Staffing levels have remained consistent over the period. Community interventions are targeted at those identified as vulnerable in line with the current Home Safety Strategy.	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	<u>OCTOBER – MARCH 2016 UPDATE</u> Work continues by response directorate to provide a more flexible Service to meet demand. The reintroduction of Additional Voluntary Hours agreement with rep bodies has eased pressure on staffing and unavailability of appliances. The new day crewing model with recruit firefighters – has provided resilience to daytime availability and assisted in areas of transition such as West Kirby.	10	AM Operational Response

1.	Budget/Financial Risks		1.3.2	1,2,3,4	Increased fires, deaths and injuries	15	<u>OCTOBER – MARCH 2016 UPDATE</u> Service delivery; The number of Home Fire Safety Checks being carried out from operational fire stations has been increased and the number being carried out in the identified target group of over 65's has also improved from 38.4% in August 2015 to 71.6% in March 2016	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	<u>OCTOBER – MARCH 2016 UPDATE</u> Pay settlements for all staff were agreed for 2015/16 at 1% in line with the MFRA 5 year financial plan.	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	<u>OCTOBER – MARCH 2016 UPDATE</u> Work is on-going to identify savings and new ways of working that will help preserve support services, including potential collaboration with 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.	10	SMG

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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	OCTOBER – MARCH 2016 UPDATE Work continues to provide the highest quality service while meeting the demands of the Government cuts.	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
		2.2	Corporate Manslaughter Act	2.2.1	1,2,3,4	Sanctions, fines and or arrests resulting from death of Personnel	25	OCTOBER – MARCH 2016 UPDATE No sanctions, fines or arrests made in this period	12	SMG
		2.3	Changes introduced by the Localism Act 2011	2.3.1	1,2,3,4	Judicial Review – other legal challenges	15	OCTOBER – MARCH 2016 UPDATE No Judicial Review challenges 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	OCTOBER – MARCH 2016 UPDATE Work has continued against the E&D Action Plan with a review taking place in April to determine the focus for 2016/17.	8	Director of Strategy & 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	OCTOBER – MARCH 2016 UPDATE CRM is fully engaged with the Collaboration Project and is investigating ways of working with Police Partners to impact on common priorities.	12	AM Community Risk Management

2.	Legal & Legislative Risks	2.7	Increased Litigation costs	2.7.1	4	Staff shortages resulting in dissatisfaction of staff and customers, causing increases in claims.	15	OCTOBER – MARCH 2016 UPDATE No claims received.	12	Director of Legal, Procurement & Democratic Services
				2.7.2	4	Increasing insurance and settlement cost provision	12	OCTOBER – MARCH 2016 UPDATE Insurance costs have reduced largely due to tender process and change in type of insurance for motor.	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	OCTOBER – MARCH 2016 UPDATE There were 15 road traffic collisions on firecalls in 2014 and this increased to 26 in 2015	6	Director of Legal, Procurement & Democratic Services
				2.7.4	2,4	Potential for increased litigation arising from shared premises with partners.	12	OCTOBER – MARCH 2016 UPDATE No claims received.	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	OCTOBER – MARCH 2016 UPDATE Collaboration programme continues to develop outline business case for opportunities identified. No formal indication as to the preferred governance model has been given by either PCC or Mayoral candidates. PCC election May 2016	6	AM Strategic Change and Resources

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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	OCTOBER – MARCH 2016 UPDATE Provisions established for secondary Fire Control. Further Fire Control fall back arrangements being developed with Surrey FRS. Retained and recall provisions in place for specialist Teams and Officers. Ability to request assistance through Section 13/16 and National Co-ordination Advisory Framework (NCAF) arrangements. Business contingency plans in place.	8	Head of Technology, 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	
		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	OCTOBER – MARCH 2016 UPDATE Implementation of Protective Security actions continues with the Government Security Classifications (protective marking of information assets) being introduced and personnel and physical security arrangements continuing to be implemented and reviewed.	12	Director of Strategy & Performance
		3.5	Station Change Programme. Mergers and closures of Merseyside stations	3.5.1	1,2,3,4	Programme management direction and led by PO's.	20	OCTOBER – MARCH 2016 UPDATE All three station mergers schemes remain in the planning stage. The cost of construction and the	6	AM Strategic Change and Resources

			in light of cuts.					remediation of sites are greater than initially forecast which presents financial risk in escalating costs. Amended budget has been approved by Authority for Prescot scheme. Any further variance will be reported to Authority for approval prior to progression of work.		
		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	OCTOBER – MARCH 2016 UPDATE See 6.9	6	Head of ICT
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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	OCTOBER – MARCH 2016 UPDATE 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	<p>OCTOBER – MARCH 2016 UPDATE</p> <p>Service Instructions in place. Availability of Hose Layers and High Volume Pump's to support water supplies. Supplementary water supply plans for known areas of poor water supply being developed to assist fire-fighting activities.</p> <p>Additional High Volume Pump resources are available via extant NCAF arrangements.</p>	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	<p>OCTOBER – MARCH 2016 UPDATE</p> <p>Arson Reduction Advocates work closely with IIT and partner agencies to identify and deal with those involved with arson activity and support and provide guidance to those who could potentially be at risk of arson. IIT investigations have resulted in the prosecution of arsonists. RTC presentations are provided to a variety of high risk groups across Merseyside.</p>	12	AM Community Risk Management
				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	Use of Exeter Data (over 65s) and partner data sets continues to support a 'status report' delivery of Home Safety to the most at risk groups in our communities.	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	<u>OCTOBER – MARCH 2016 UPDATE</u> The promotion of the services provided by MFRS and a proactive and responsive approach to providing information about incidents attended in the traditional and social media maintains a focus on developing and protecting the Service’s reputation.	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	<u>OCTOBER – MARCH 2016 UPDATE</u> All frontline crews are trained and equipped in still water response. A specialist team is 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	Operational planning and intelligence department continue to liaise with local authorities and other Local Resilience Forum partners to develop flood response plans within Merseyside. 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. Fire Control fall back arrangements being developed with Surrey FRS to	10	AM Operational Preparedness & Operational Response

							support call handling during spate conditions. Ability to request assistance through 13/16 and NCAF arrangements. Implementation of Increased Activity Level procedures by Fire Control (reduced attendance at certain incident types based on nature of call and due to current response activity/appliance availability).			
		4.8	Civil Unrest	4.8.1	1,2,3	Inability to respond effectively to civil unrest	15	OCTOBER – MARCH 2016 UPDATE Joint training exercises continue to be carried out with Merseyside Police 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	OCTOBER – MARCH 2016 UPDATE 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	OCTOBER – MARCH 2016 UPDATE 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	<p><u>OCTOBER – MARCH 2016 UPDATE</u> <u>Operational response</u></p> <p>The service remains confident it is able to provide appropriate fire cover during periods of industrial action through the usage of resilience contracts.</p>	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	<p><u>OCTOBER – MARCH 2016 UPDATE</u></p> <p>Service remains confident this is not an issue with ongoing development at all levels, and succession planning ensuring a skills through flow</p>	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	<p><u>OCTOBER – MARCH 2016 UPDATE</u></p> <p>The period reported on was a particularly busy one for major incidents, requiring significant communications resource. This was coupled with a complete change of staff in the team. The implications of this are currently under consideration by the director to resolve the capacity issues presented by high levels of demand.</p>	12	Director of Strategy & Performance

6.	Technology Risks						and make appropriate recommendations to the ICT & IM Steering Group			
							MFRA consider individual technology projects and after a Proof of Concept will implement subject to a business case.			
		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. To be replaced with – Data compromised, loss of data, complaints, legal action, fines	15	OCTOBER – MARCH 2016 UPDATE All information security related policies and service instructions are reviewed and updated as appropriate and staff training is given. Research is currently on going into an online information security training system.	12	Director of Strategy & Performance
		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	OCTOBER – MARCH 2016 UPDATE 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. Risks include 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. The programme is proposing to go live September 2017 for the North West region which is a tight time scale. Risk mitigation is that the Airwave	9	Head Of Technology

						<p>contract has been extended and Motorola has now bought Airwave as a company.</p> <p>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</p>		
6.6	Restrictions on storing sensitive information on the MFRA network – Members are asked to consider closing this risk	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><u>OCTOBER – MARCH 2016 UPDATE</u></p> <p>The Head of ICT and Director of Strategy and Performance believe that the replacement of the Government Protective Marking Scheme with the Government Security Classifications has removed this risk as no guidance has been given by Government on the Business Impact Levels associated with the GSC. The Business Impact Levels are what previously limited the storage of RESTRICTED information on the network.</p>	12	<p>Head of ICT</p> <p>Director of Strategy & Performance</p>
6.7	Withdrawal and	6.7.1	1,2,3,4	Robust transitional	15	<u>OCTOBER – MARCH 2016 UPDATE</u>	12	

			transition arrangements from SOPHTLOGIC to new MIS for Community Fire Protection.			arrangements are required to ensure the Authority can carry out its statutory duty as the Enforcing Authority under the RRO (Fire Safety) 2005.		The working relationship with Sophtlogic is good as evidence from the move away from the HR and Fleet Modules. For a second year reduced Sophtlogic Contract has once again been put in place for 2016/2017 to cover MIS for Community Fire Protection whilst other alternative solutions are explored. For this reason this the risk has been reduced.		Head of ICT
		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 supplier's interest to terminate but it would have a major impact.		OCTOBER – MARCH 2016 UPDATE All contract implementations and handover periods monitored closely. Robust procurement and contract management arrangements		Treasurer
		6.9	Increase potential for Cyber Attack as we move to the Cloud			Loss or reduction in the quality of services provided	15	It must be appreciated releasing full details of security measures is a Security Risk in itself. The Authority, however, can say that regular penetrations tests and ICT Health checks have taken place as part of the Internal Audit process and the need to comply with Code of Connection agreements. ICT deploys a number of security measures to protect our networks and information. Measures to	12	Head of ICT

						<p>protect from external attacks include: applying updates and patches to applications, software and operating systems; deploying firewalls; filtering traffic; deploying access control solutions; using anti-malware solutions to block malicious code (including viruses, trojans, worms, spyware, ransomware, adware, etc); network segregation solutions; and e-mail filtering solutions.</p> <p>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.</p> <p>Regular e-mails advising all staff of the risks on various types of Cyber Attack are communicated by the SIRO.</p> <p>As part of the DevOps process it is planned to have ICT Security Experts attend key Development Sprints.</p>	
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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	OCTOBER – MARCH 2016 UPDATE Formal contract management processes in place for all contracts over £100K. Key contracts are subject to further contract management where appropriate	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	OCTOBER – MARCH 2016 UPDATE Procurement are in the process of setting up alerts on key suppliers to notify us when there are any significant changes to finances	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			