

Mission :- Safer Stronger Communities: Safe Effective Firefighters

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

Risk	Strategic Corporate Risk	Risk No	Specific Corporate Risks	Sub Risk No	Aims Affected	Impact	Risk Score	Mitigation	Mitigated Score	Risk Owner	Action Owner			
1	budget cuts plus the effect of other financial changes , such as pay increases & NI/Pension and Taxation changes	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	Numerous Standard Operational Procedures (SOP) s & Service Instructions (SI) are in place, core competences are a mandatory requirement and are maintained over a 6 monthly period, using Crew Based Training assessments and live training & testing exercises	10	AM Operational Preparedness	SMG			
				1.1.2		increased risk of property loss	12		SOPs & SI are in place , core competences are a mandatory requirement. Work routines reviewed to ensure time allocated to planning /training/testing/Exercising and intelligence gathering . Shift patterns under review to increase productivity and time spent in Community engagement by operational staff			10	AM Operational Response/Preparedness	SMG
				1.1.3		reducing ability to respond or maintain competent workforce	15					10	Director of POD	SMG
				1.1.4		Reduced ability to maintain FF safety	15					10	AM Operational Response/Preparedness	SMG
		1.2	Insufficient staff to maintain current prevention & protection work	1.2.1	1,2,3,4	Increased Fires, deaths and injuries	15	SOPs & SI are in place , core competences are a mandatory requirement	10	AM Prevention & Protection	SMG			
		1.3	Insufficient FF to maintain current levels of response and current number of fire stations	1.3.1		increased risk of property loss in the Community	15		Robust performance management to target the most vulnerable places and people.	10	AM Operational Response/AM Prevention & Protection	SMG		
				1.3.2		Increased Fires, deaths and injuries	15			10	AM Operational Response	SMG		
		1.4	Pay increases impact on ability to maintain balanced budget	1.4.1		1% increase in pay equates to £0.5M of extra budget requirement ?	25		MFRA has medium term financial plans and reserves in place to mitigate impact	15	Deputy Chief Executive	SMG		
		1.5	Insufficient support staff to maintain services to front line and maintain good governance	1.5.1		Reduced ability to maintain fleet, PPE, pay FF,s, maintain buildings	15		Use of Shared services, and specific Business Continuity Plans (BCP) in place, minimum staffing levels form part of all BCPs.	10	Deputy Chief Executive	SMG		

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1	budget cuts plus the effect of other financial changes , such as pay increases & NI/Pension and Taxation changes	1.5	Insufficient support staff to maintain services to front line and maintain good governance	1.5.2		Reduced ability to provide financial, payroll, HR, planning , procurement services	15	New Information Management Systems being procured to improve efficiency, Service-wide restructure taking place to minimise impact on service delivery.	10	Deputy Chief Executive	SMG
		1.7	Reductions in asset values and increasing replacement costs	1.7.1	1,3	Increasing cost of renewal and renovation of existing assets	15	Framework agreements and sharing best practise in procurement	12	Head of Procurement	
		1.8	Finance Integrated HR\Payroll Project needs to be delivered on time	1.8.1	1,3	Employees and Pensioners & Suppliers cannot be paid	20	1) Work to ensure 'go-live' of replacement Payroll solution occurs prior to expiry of the current FMIS contract on 30 November 2013. 2) Temporary contrcat extentions considered 3) Project Management arrangements already in place to manage implementation	10	Head of Finance	Exchequer Services Manager
2	Legislative Changes	2.1	National Framework - Inability to match increased expectations on the service with regards to providing national resilience	2.1.1	1,2,3	Damage to MFRS reputation impact on public and partner goodwill	15	SOPs & SI,s are in place , core competences are a mandatory requirement, on a 6 monthly basis , plus training/Testing and exercising on a regular basis. .MFRS continually keep	8	Director of Law / AM Operational Preparedness	

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2	Legislative Changes	2.1	National Framework - Inability to match increased expectations on the service with regards to providing national resilience	2.1.2	1,2,3	Inability to respond to major national resilience incidents	15	SOPs & SI,s are in place, core competences are a mandatory requirement, on a 6 monthly basis , plus training/Testing and exercising on a regular basis. MFRS continually keep stakeholders informed of our strategy to mitigate the effect of the loss of resources, using CFO communication briefings. Service plan actions focus on risk critical areas of FF Role map. Regional agreement in place for investigation by other FRAs. Training for Officers & Members arranged, Safe person assessments for all Operational staff	8	Director of Law / AM Operational Preparedness/Response	H&S Manager T&DA Manager Operational Performance Team Manager		
				2.1.3		Increased Fires, deaths and injuries	15		12				
		2.2	Corporate Manslaughter Act following operational Death on duty.	2.2.1	1,2,3,4	Sanctions, fines and or arrests resulting from death of personnel and resource implications for aftermath, ensuing investigation , legal implications and possible reputational risk.	25		12				
		2.3	Changes introduced by the Localism Act 2011	2.3.1	1,2,3,4	Judicial review -other legal challenges	15		8			Director of Law	
		2.4	Single Equality Act - not maintaining compliance with the Public Sector Equality Duty.	2.4.1	4	Potential impact on reputation	15		8			Director of Strategic Planning	E&D Manager
		2.6	Police Crime Commissioner	2.6.1	2,3	Potential Impact idf MFRS don't build on relationship with PCC on Prevention & Protection working and partnerships	12		8			AM Prevention & Protection	
		2.7	Increased Litigation costs	2.7.1	4	Costly Litigation diverts resources and time	10		6			Director of law	

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2	Legislative Changes	2.7	Increased Litigation costs	2.7.2	4	Increasing Insurance and settlement cost provision	11	Processes & procedures in place to mitigate risk , budgets available and Insurances in place. Insurance cover reviewed prior to renewal and at end of each Financial year	6	Director of law	
				2.7.3	2,4	Increased incidents/costs /Injuries whilst travelling to incidents under Blue Lights/Speeding	12	Processes & procedures in place to mitigate risk , budgets available and Insurances in place. SOPs & SI also in place SI 0669, 0642, 0394 etc.	6	Director of law	
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	BCP are in place for all Directorates/Departments, Disaster Recovery sites have been identified and spaces allocated. ICT secondary site on line. Provision of stand by power on-going. provision of third site being investigated. Minimum annual testing of Corporate & Departmental BCP is in place .	8	HOD of ICT/Assets /Director of Strategic Planning	Business Continuity Manager
				3.2	1,2,4	Inability to respond, delay in providing core services	20		8		
				3.3	1,2,3,4	Inability to provide core services temporarily whilst fall-back site brought on line	20		8		
4	Environmental and political	4.1	An Increase in Environmental Incidents may result in Inability to respond as assets are stretched	4.1.1	1,4	HSE & Legislative impacts from illegal discharges	15	Policies & numerous SOP in place i.e. SOP 5.12, 3.11,5.8, 3.7 & 6.8 etc. and SI 0662, 0588 & 0083 etc.	10	HOD of Assets	Environmental Manager
		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	Arrangements in place with United Utilities. Asset Management plan to be enacted. Training on-going for FF competence if scenario arises . Various SOP,s in place for provision of water to fight fires	4	AM Operational Response/Preparedness	Operational Performance Team Manager

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4	Environmental and political	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	Monitor demographic changes going forward, targeted responses using Customer Insight and a risk based approach to Fire Safety Audits. Revenue budgets for Adult Social services and the impact of increasing elderly population	12	AM Prevention & Protection		
				4.3.2		Increased economic costs from increases in fraud	15	Monitor demographic changes going forward, targeted responses using Customer Insight and a risk based approach to Fire Safety Audits. Revenue budgets for Adult Social services and the impact of increasing elderly population			AM Prevention & Protection	
				4.3.3		Increased RTC	15	Monitor demographic changes going forward, targeted responses using Customer Insight and a risk based approach to Fire Safety Audits. Revenue budgets for Adult Social services and the impact of increasing elderly population	12		AM Prevention & Protection	
				4.3.4		Increased ASB	15	Monitor demographic changes going forward, targeted responses using Customer Insight and a risk based approach to Fire Safety Audits. Revenue budgets for Adult Social services and the impact of increasing elderly population	12		AM Prevention & Protection	
		4.4	Changing Demographics in Merseyside brings about a changing vulnerability profile and higher unemployment	4.4.1	2,3,4	Vulnerable areas may increase and move, compromising community safety work.	15	Monitor demographic changes going forward and adjust plans accordingly.	12	AM Prevention & Protection		
		4.5	Changes caused by cuts results in Community perception of MFRS altering	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	Anticipate and monitor changes caused by external influences and respond as necessary to improve perceptions or change plans.	12	AM Prevention & Protection, Director of Corporate Communications		
		4.6	Increased flood risk	4.6.1	1,2	Ability to respond to major flooding incidents from spate conditions	15	Monitor flood plain plans from Environment agency and weather warnings. New procedures for early warning and resource management in place. SOP 5.1, 2.3 & 2.8 and SI 0415 in place. Regular Training & testing of plans	10	AM Operational Preparedness, AM Operational Response		
		4.7	Extreme weather	4.7.1	1,2	Spate conditions will impact on ability to respond	15	Monitor flood plain plans from Environment agency and weather warnings. New procedures for early warning and resource management in place. SOP 5.1, 2.3 & 2.8 and SI 0415 in place. Regular Training & testing of plans	10	AM Operational Preparedness, AM Operational Response	Operational Performance Team Manager	

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4	Environmental and political	4.8	Civil Unrest	4.8.1	1,2,3	Inability to respond effectively to civil unrest	15	SOP 5.6 and plans in place to respond effectively. Regular Training & testing of plans	10	AM Operational Preparedness, AM Operational Response	Operational Performance Team Manager
		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	Robust H&S Management structure, processes and procedures in place. Range of SOPs and SIs under H&S policy RESPOL05.	10	AM Operational Response	H&S Manager
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	Specific and generic BCPs in place, return to work, Resilience contracts in place. Exercising and reviewing of all BCP on a minimum annual basis. Recall to duty plan has been tested also SI 0199 in place.	6	SMG , AM Operational Response	Business Continuity Manager Time & Resource Manager
		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	12	Specific BCP in place , return to work SI 0199 to be enacted, Resilience contracts in place	6	All AMs, Director of POD	Time & Resource Manager
		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	Specific BCPs in place, minimum staffing levels form part of all BCP. Reviews, plans and management in place.	12	SMG	SMG
6	Technology	6.1	The Management of 3rd Party Technology Suppliers Software & Applications Training requirements will need to be monitored to achieve VFM.	6.1.1	1,2,3,4	Software & Applications training	12	ICT contract managed, Training a prerequisite of all managed contracts	6	Head of Technology	Application Manager
		6.2	Infrastructure sharing with partners may result in Security breaches from Virus and hacking , and possible resultant loss of data (Laptops, CD etc.)	6.2.1	1,3,4	Data compromised, loss of data , Safeguarding of Information	15	SI being drafted , training available and Data sharing protocols in place	12	Head of Technology	Application Manager Infrastructure Manager
		6.3	The ability, both Financial 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	3rd party provider managed and budgets in place to enable value for money additions	12	Head of Technology	Application Manager Infrastructure Manager

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6	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	Policies and SIs in place, training provided and data sharing protocols in place. Information Security Policy STRPOL09. SIs 0433,0435, 0759	12	AM Prevention & Protection/Director of Strategic Planning	SIRO
7	Procurement	7.1	PFI Project in provision of new stations	7.1.1	1,2,3,4	Additional cost of decants . Late Delivery charges	12	Managed using Prince 2 methodology, programme under way , contingency budgets in place	8	NW Director of PFI	
		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	Procurement process & procedures in place, contract standing orders in place.	8	Director of Law /Head of Procurement	