



CORPORATE RISK REGISTER 2017/18

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

April 2017 – March 2018

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MFRA RISK MATRIX

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			

Introduction

All organisations face risks that can impact on their operations, by establishing a systematic approach to identifying, assessing, and managing risk, Merseyside Fire and Rescue Authority (MFRA) intends to continually improve the organisation's governance, increase accountability and enhance overall performance.

The Director of Strategy and Performance reports directly to the Deputy Chief Fire Officer on matters relating to corporate risk management and maintains this risk register in collaboration with other members of the Strategic Management Group (SMG).

As part of this process the organisation considers the level and type of risk the Authority will accept while conducting its business and puts in place measures to reduce or eliminate that risk. This includes a careful evaluation of how risks affect the Authority's ability to achieve its Mission and Aims and its appetite for taking those risks.

The following categories of risk appetite are considered in relation to each identified Strategic Corporate Risk within this register:

- **Low** – The level of risk will not substantially impede the ability to achieve MFRA's Mission and Aims. Controls are prudently designed and effective.
- **Moderate** – The level of risk may delay or disrupt achievement of MFRA's Mission and Aims. Controls are adequately designed and are generally effective.
- **High** – The level of risk will significantly impede the ability to achieve MFRA's Mission and Aims. Controls may be inadequately designed or ineffective.

Risk Appetite by Strategic Corporate Risk Category

MFRA has an overall conservative risk appetite. The organisation will act in accordance with this to achieve strategic objectives and deliver high quality fire and rescue services to the people of Merseyside within a framework of reducing budget provision.

MFRA will employ sound risk management principles, transparent decision-making and effective communication to prioritise risk. The Authority manages seven strategic corporate risk categories to effectively supervise and ensure a safe and effective fire and rescue service that delivers prevention, protection and response services to Merseyside and beyond. MFRA has a low appetite for most types of risk (see table below), being aware of the need to ensure the prudent use of public money, maintain staff safety and deliver reliable and effective services.

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Corporate Risk Category	Risk Appetite	Explanation
Budget and financial	Low	The appetite for Budget and financial risk is low. MFRA will exercise prudent management of its financial resources to achieve its mission. MFRA will maintain strong internal controls and ensure compliance with applicable legislation and accounting standards. MFRA will make prudent decisions to mitigate the financial impact of internal and external factors that affect it.
Legal and legislative	Low	The appetite for Legal and legislative risk is low. MFRA will always endeavour to comply with the laws that govern its activity and adopt appropriate governance processes. MFRA has no risk appetite for non-compliance with applicable laws and regulations.
Loss of strategic sites and assets	Moderate	The appetite for risk in relation to strategic sites and assets is moderate. Risk appetite in relation to vehicles and equipment is low, as safety and usability must be achieved through the use of detailed specifications of requirements. Risk appetite in relation to FRS sites (e.g. for a new fire station) is higher, as it is acknowledged the options are more limited and the end result in relation to the provision of a new fire station is not entirely predictable at the beginning of the process.
Environmental and Political	Moderate	The appetite for risk in relation to environmental and political matters is moderate. MFRA acknowledges that activity in relation to collaborative work with partners, for example, is not entirely predictable and some risks will be taken whilst attempting to improve service delivery or make savings through the use of new arrangements.
Loss of key staff	Moderate	The appetite for risk in relation to loss of key staff is moderate. MFRA recognises that it may need to adopt new and untried ways of working to deliver its services during periods of industrial action or reductions in the size of the workforce.
Technology	Low	The appetite for Technology risk is low. Information systems must support core MFRA functions with adequate capability, capacity, resiliency, and security from internal and external threats. The organisation relies on a mobile and technologically dependent workforce to carry out its Mission.
Procurement	Low	The appetite for Procurement risk is low. MFRA is bound by legislation and regulations that are designed to ensure that public finance is spent appropriately. As a result processes are designed to ensure that all procurement activity is properly governed and carried out in a way that ensures compliance.

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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	Resilience exists within departments to task staff with priority work streams in the event of insufficient staffing becoming a concern. Business Continuity Plans in place.	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	The Authority continues to utilise the most agile working systems to ensure a high level of service delivery and response, integrated with appropriate skill audits and training delivery to ensure a high level of competence in all staff	10	Director of POD
				1.1.4	1,2,3,4	Reduced ability to maintain FF safety	15	<u>AM Response</u> Maintenance of competency is managed on station through SPA and the training planner for all operational staff. TRM staff utilise VAH to ensure appliances on fully staffed. <u>AM Preparedness</u> Safe Person Assessments and Learn pro modules continue to be completed by operational crews as part of their work routine.	10	AM Operational Response/ Preparedness

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1.	Budget/Financial Risks						Confirmation of knowledge and understanding is confirmed through station audit processes.			
		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	MFRA continues to deliver its Home Safety Strategy, our focus is targeted at the over 65's and those who are most vulnerable, we have seen advocate performance lift by over 45% this past year and we continue to monitor ADFs and Fire Fatalities through PMG. The impact of the Grenfell Tower Fire is yet to be fully understood but there is the likelihood of increased Protection teams as such a review is underway	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	MFRA undertakes continual review, analysis and testing of necessary operational response changes resulting from budget reductions to ensure effectiveness against Authority response standards.	10	AM Operational Response
				1.3.2	1,2,3,4	Increased fires, deaths and injuries	15	MFRA undertakes continual review, analysis and testing of necessary operational response changes resulting from budget reductions to ensure effectiveness against Authority response standards.	10	AM Operational Response

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1.	Budget/Financial Risks									
		1.4	Pay increases-impact on ability to maintain a balanced budget	1.4.1	1,2,3,4	<p>The 2017/18 MTFP assumes 1% annual pay increase for all staff in 2017/18 to 2019/20 and then 2% thereafter.</p> <p>Each additional 1% increase in pay equates to approximately £0.3m for firefighters and £0.1m for other staff.</p> <p>For 2017/18 the latest indication is that firefighters will receive a minimum of a 2% pay increase. This will permanently increase expenditure by £0.3m p.a. above the budgeted amount. An additional 3% may be awarded in April 2018, but this is dependent upon the Government funding this, and therefore although unlikely the assumption is that without Gov support the 3% will not be</p>	15	<p>For 2017/18 financial year the inflation reserve, £0.5m, can cover short term funding of the 2017/18 firefighter pay offer, 2%.</p> <p>However permanent additional savings must be identified (during the 2018/19 budget process) to cover the increase on a permanent basis.</p>	10	Treasurer
1.	Budget/Financial Risks									

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						awarded.				
		1.4	Pay increases-impact on ability to maintain a balanced budget	1.4.1	1,2,3,4	<p>The 2017/18 MTFP assumes 1% annual pay increase for all staff in 2017/18 to 2019/20 and then 2% thereafter.</p> <p>Each additional 1% increase in pay equates to approximately £0.3m for firefighters and £0.1m for other staff.</p> <p>For 2018/19 to 2019/20 the updated MTFP is likely to see the assumption that the future pay awards may be 2% p.a. of higher. Increasing the financial challenge by £0.8m by 2019/20, plus the £0.3m from the 2017/18 Firefighter pay award.</p>	25	<p>For 2018/19 & 2019/20 the 2018/19 budget making process must identify permanent savings to cover any change in the pay assumptions. At the present moment no specific saving options have been worked up to cover the increased cost.</p>	25	Treasurer
		1.5	Insufficient support staff to maintain services to front line and maintain good	1.5.1	1,2,3,4	Reduced ability to maintain fleet, PPE, pay FF's and maintain the buildings.	15	<p>Processes are redesigned when cuts to staffing are made</p> <p>Stopping performing specific activities considered</p>	10	SMG

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			governance.					Remaining staff are trained in processes/services that are still required		
		1.7	Loss of National Resilience funding from Home Office			Loss of operational response/service/training/lack of equipment/vehicles not maintained.		Utilising MFRS resources to fulfil Role and responsibilities. Budget constantly reviewed with Home Office Colleagues		AM Preparedness
		1.8	Changes to insurance discount rates	1.8.1	1,2,3,4	Increased insurance premiums		This is largely out of the control of MFRA but careful negotiation and management of all contracts assist with mitigating the effect.		Director of Legal, Procurement & Democratic Services
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
2.	Legal & Legislative Risks	2.1	Non-compliance with the National Framework	2.1.1	1,2,3	Damage to MFRS reputation. Impact on public and partner goodwill.	15	The IRMP process is thorough and consulted on widely. SWOT and PESTEL activities are carried out Community risks are assessed and strategies and processes adopted to deal with them Data is analysed and considered	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				SMG

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2.	Legal & Legislative Risks					15		12		
		2.2	Corporate Manslaughter Act	2.2.1	1,2,3,4	Sanctions, fines and or arrests resulting from death of Personnel	25	This can be mitigated to some degree by all staff taking care at incidents and events to avoid injury and damage.	12	SMG
		2.3	Changes introduced by the Localism Act 2011	2.3.1	1,2,3,4	Judicial Review – other legal challenges	15	<p>This can be mitigated to some degree by careful consideration of consultation outcomes and other forms of community input into decisions. However any person can apply for JR regardless of the perceived merits or otherwise of such an application.</p> <p>No challenges in the form of Judicial Review or other have been received within this period.</p>	8	Director of Legal, Procurement & Democratic Services
		2.4	Equality Act - not maintaining compliance with the Public Sector Equality Duty	2.4.1	4	Potential impact on reputation Potential legal action	15	<p>The Equality and Diversity Policy is regularly reviewed (most recently 2017)</p> <p>An Equality Action Plan has been in place for five years, with outcomes and risks reviewed in full every year and progress monitored quarterly</p> <p>An E&D Annual Report details outcomes in line with the Equality Act and Action Plan</p> <p>A Public Sector Equality Duty data report is produced annually and analysed to feed in the action planning process</p> <p>Equality Impact Assessments are carried out for plans, policies, guidance, instructions and</p>	8	Director of Strategy & Performance

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2.	Legal & Legislative Risks						organisational change A desk top exercise was carried out in 2016/17 to gather information in relation to the LGA Equality and Diversity Framework Two staff surveys have been carried out (2014 and 2016) and action taken to address concerns. Training and support is given to staff to assist them in complying with Equality and Diversity related duties.		
		2.6	Policing and Crime Act 2017	2.6.1	2,3	Potential change to Governance	15 Police and Crime Commissioner (PCC) representative model on the Fire Authority. A business case would need to be completed and submitted to the Secretary of State. If disputed an independent panel would review the business case. Continue to maintain dialogue with the PCC through Blue Light Collaboration Programme Board and Fire Authority.	12	AM Strategic Change and Resources
				2.6.2	2,3	Inability to deliver collaboration across Blue Light Services in line with Policing and Crime Act 2017	12 The Policing and Crime Act 2017 places a duty on MFRA to keep collaboration under review. We will update, review and monitor our local collaboration overview. We will continue with the Blue Light Collaboration Programme Board.	8	AM Community Risk Management
		2.7	Increased Litigation			Staff shortages	SMG will take care to ensure staffing		

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2.	Legal & Legislative Risk		costs	2.7.1	4	resulting in dissatisfaction of staff and customers, causing increases in claims.	15	levels are appropriate to deal with statutory functions	12	Director of Legal, Procurement & Democratic Services
				2.7.2	4	Increasing insurance and settlement cost provision	12	Close work with the Health and Safety team and ongoing training and development	6	Director of Legal, Procurement & Democratic Services
				2.7.3	2,4	Increased incidents/costs/injuries whilst travelling under blue lights/speeding	12	Close work with the Health and Safety team and ongoing training and development	6	Director of Legal, Procurement & Democratic Services
				2.7.4	2,4	Potential for increased litigation arising from shared premises with partners.	12	Estates team monitor shared use and advise partner agencies as appropriate.	6	Director of Legal, Procurement & Democratic Services.
		2.9	Failure to comply with Government Transparency agenda	2.9.1	1,2,3	Damage to reputation of MFRS by not publishing policies and data as required	12	A Transparency Service Instruction has been produced to set out the Authority's commitment. There is a transparency section on the website with advice and guidance as well as the data that the Authority is required to publish	8	SMG

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		2.1 0	Health & Safety audits, failures and investigations	2.10. 1	1,2,3	H&S audits, failures and investigations from HSE resulting in sanctions and or fines	15	MFRA has a robust suite of H&S audits with findings responded to by the central team in liaison with Estates. All incidents follow an investigatory process to maximise learning which includes advice from Legal to ensure protection.	10	AM Operational Preparedness & Operational Response
		2.11	Lead Authority for National Resilience	2.11. 1	1,2,3,4	Increased responsibility and liability; capacity issues and reputational risk.		Mitigation in part through careful contract management.		Director of Legal, Procurement & Democratic Services.
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	Treasurer Finance Staff can operate applications from any MFRS site. Application hosted externally with ABS having fall back sites as well.	8	Head of Technology, Treasurer, AM Operational Preparedness
		3.2	Loss of FSHQ, FIRE CONTROL, TADA, fire stations and National Resilience Control	3.2.1	1,2,4	Inability to respond, delay in providing core services	20	Head of Technology & AM Preparedness Secondary Fire Control is available at TDA for relocation.	8	
		3.3	Loss of utilities due to infrastructure failure.	3.3.1	1,2,3,4	Inability to provide core services temporarily whilst fall-back site is brought online	20	A fall-back 'buddy' agreement is in place with Surrey FRS and BT to redirect and manage Emergency 999 calls during periods of outage, spate and spike. Enhanced buddy arrangements with Surrey including DEIT are under investigation	8	Head of Technology, Treasurer, AM Operational Preparedness

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3.	Loss of Strategic Sites/Assets	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	A Protective Security Group is led by the DCFO and includes representatives of several departments with security responsibilities. There is a Protective Security Policy and three Service Instructions that deal with Information, Physical and Personnel security In 2017/18 an Internal Audit review of arrangements will take place.	9	Director of Strategy & Performance
		3.5	Station Change Programme doesn't achieve desired outcomes. 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. Prescot	20	The key risk is that not all the three merged stations will be built as planned. However, Prescot is on target to be operational by March 2018.	6	AM Strategic Change and Resources
				3.5.2	1,2,3,4	Saughall Massie	25	Planning permission has now been received for Saughall Massie and Authority approval will be sought later in 2017 for the build to commence, once the land has been obtained.	12	
				3.5.3	1,2,3,4	St Helens	25	In St. Helens a suitable site has been identified & negotiations are currently underway to resolve the various issues that are currently preventing progress. If this site falls through, an alternative site will be sought. If nothing appropriate can be found, Eccleston will close	12	

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							completely and the current St. Helens site continue to be utilised for response in the wider St. Helens area.		
		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	See 6.2 and 6.9. As a further mitigation, cyber security is also increased by having the Fire Control Infrastructure on its own firewalled network with limited access in and out. However, ICT at this point in time would increase the risk level from 6 to 12 in line with other cyber risks (6.2 and 6.9). – <i>Head of Technology</i>		Head of Technology
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People									
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 Action plans are in place with Fire Control to inform the Environment Agency when operational activity may impact the environment to assist with mitigation. HMEPO support officers are available across all flexi duty groups to support incident commanders.	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 High volume pumps (HVP's) and hose layer units available to support water supplies. Additional HVP's available via NCAF arrangements. Availability of mapping for water mains to be accessible on the	4	AM Operational Preparedness

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4.	Environmental And Political							command support unit. Currently awaiting sign off of a Data Licence agreement with United Utilities to share "Safe Dig" Software		
		4.3	Changing demographics in Merseyside brings about a changing in vulnerability profile and higher unemployment.	4.3.1	1,2,3	Increased economic costs from increases in arson	15	Increased economic costs from increases in arson – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of anti-social behaviour (ASB), domestic abuse (DA), serious organised crime (SOC) and the associated deliberate fire setting.	12	AM Community Risk Management
				4.3.2	1,2,3	Increased economic costs from increases in fraud.	15	Increased economic costs from increases in fraud – The newly funded communications and media post will raise awareness of community safety priorities coordinating media messages and campaigns across a digital platform.	12	
				4.3.3	1,2,3	Increased incidents eg. fires	15	Increased road traffic collisions (RTC) – As above (but add 50% Merseyside Road Safety Partnership funded).	12	
				4.3.4	1,2,3	Increased antisocial behaviour (ASB)	15	Increased antisocial behaviour (ASB) – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and	12	

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4.	Environmental And Political							community cohesion, develop community resilience and reduce the tolerance of ASB, DA, SOC and the associated deliberate fire setting. The Street Intervention Team are also deployed via the Voluntary Organisation Support Service (VOSS) and Merseyside Police to engage and divert children and young people away from anti-social behaviour and towards more meaningful activities.		
		4.4	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 eg. failure to deliver safety messages.	15	Increased incidents e.g. Fires – Community Risk Management risk reduction strategies are designed to put measures in place to reduce risk and mitigate high call demand outputs and outcomes are reported via Performance Management Group.	12	Director of Strategy and Performance

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4.	Environmental And Political							Staffing levels have been very low – this will improve during 2017/18.		
		4.5	Increased flood risk	4.6.1	1,2	Ability to respond to major flooding incidents from spate conditions.	15	<u>Response</u> Operational Crews train for and are equipped for water rescue incidents. Senior Officers train against national standards for flood response. Specialist Teams are available for local, national and inter-national flood response.	10	AM Operational Preparedness & Operational Response
		4.6	Extreme Weather	4.7.1	1,2	Spate conditions will impact on ability to respond	15	Additional resources are available to the Service if required for increased levels of activity. Increased Alert Level protocols can be implemented by Senior Officers for anticipated events. <u>Preparedness</u> Service Instruction 0415 Provision of Resources during Periods of Sustained Operational Activity and or Spate Conditions Service Policy PREPOL07 Spate Conditions All front line crews are trained and equipped for still water response. Swift water trained personnel available for deployment, including boats, to support major flooding events. Further resilience available through retained personnel.	10	AM Operational Preparedness & Operational Response

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							<p>Further assistance available via NCAF arrangements.</p> <p>Fire control have increased activity level procedures to respond to appliance availability</p> <p>4x4 vehicles available for officers.</p>		
	4.7	Civil Unrest	4.8.1	1,2,3	Inability to respond effectively to civil unrest	15	<p>MFRS continually liaises and trains with Merseyside Police and other agencies through formal Local Resilience Forum channels to ensure a coordinated approach to Civil Unrest following the principles of JESIP (Joint Emergency Services Interoperability Protocol).</p>	10	AM Operational Preparedness & Operational Response
	4.8	Impact of increased focus on high rise buildings following the Grenfell Towers fire.	4.8.1	1,2	Required focus on fire safety in high rise buildings following the Grenfell Tower fire has a negative impact on the current MFRS Home Safety Strategy resulting in fewer HFSC's being delivered to over 65's (the group most vulnerable to fire	15	<p>MFRA approach at this time (and subject to continuous review) has established a community reassurance campaign for the 43 high rise buildings initially identified with cladding, MFRA is also cognisant of all communications from Government Departments, National Fire Chiefs Council, housing and others.</p>	10	AM Community Risk Management

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					in the home).		<p>We will continue to engage proactively with key stakeholders locally to mitigate any risks were possible.</p> <p>We will continue to monitor Home Fire Safety Check (HFSC) performance in the short term (set against the status reports) from operational crews given that July and August's focus will be given to high rise premises. This has been reported and acknowledged by the Service's Performance Management Group. Advocates will still predominately focus on core business in the delivery of high risk visits"</p>		
	4.9	Air pollution charges - Report/regulations due out July 2017 on City Centre car charges for diesel vehicles	4.9.1	1,2,3	Cost of MFRS ancillary vehicles entering City centre zone – anticipate fire appliances will be exempt.		MFRS Transport Manager will closely monitor the situation		AM Preparedness
	4.10	Fuel Strike			Loss of fuel available due to strike. Critical services only to utilise MFRS diesel tanks.		Merseyside Resilience Forum Fuel plan for strike conditions. MFRS fuel tank supplies utilised for critical services only during strike conditions		AM Preparedness

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		4.11	Diesel fuel vehicles being phased out in the future	4.11.1	1,2,3	Impact on fleet and lease vehicles		Long term planning for vehicle and asset refresh.	AM Preparedness	
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
5.	Loss of Key staff	5.1	Sudden Mass Absenteeism Pandemic, Strike, CBRNE incident, significant incident	5.1.1	1,2,3,4	Loss of Key staff, Inability to provide core services	15	<u>AM Response</u> The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10 key locations during contingency situations. In addition section 13-16 arrangements are maintained to supplement internal resilience arrangements. <u>AM Preparedness</u> Business Continuity arrangements supported by 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		The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10	12	Director of POD

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								key locations during contingency situations. In addition section 13-16 arrangements are maintained to supplement internal resilience arrangements.		
		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	The Authority continues to manage its staffing requirements through the Workforce strategy group, appraisal process, and Gateway promotion process. All combining to identify potential staff or skill shortage, and ensure adequate training, promotion or recruitment to address those needs	12	Director of POD
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
6.	Technology Risks	6.1	Management of 3rd Party Technology Suppliers Software & Applications Training requirements.	6.1.1	1,2,3,4	Loss or reduction in the quality of services provided	12	Test environment exists for training on systems, upgrades etc before any change is made to the live system. telent and the internal ICT client team manages all supplier performance to the required Service Levels and ensures they are appropriate to support the needs of MFRA, both across the ICT Infrastructure and the Commodity &	6	Head of Technology Director of Strategy & Performance FMIS Manager

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6.	Technology Risks							Fire Control Applications used by the Authority. This ensures the Suppliers deliver continuous service improvement, show best value and are fit for purpose to meet the business needs. – <i>Head of Technology</i>		
		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, complaints, legal action, fines	15	<u>Director of Strategy & Performance</u> ICT and Information Management Strategy Group considers and responds to strategic risks A Protective Security Group focuses on information security Governance arrangements for applications were been reviewed and formalised in 2016. <u>Head of Technology</u> An Exempt report on Cyber Security Attacks was presented to MFRA on 6 th June 2017. This informed Members of the arrangements in place – both proactive and reactive – in response to the escalating threat of cyber-attacks. As can be appreciated, releasing full details of security measures is a security risk in itself In August 2016, as part of the requirement to prepare for connection to the Emergency Services Network (ESN), MFRSA	12	Head of Technology Director of Strategy & Performance

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6.							undertook an IT Health check engaging 3rd Party Security consultants CNS to undertake the IT Health Check (ITHC). The ITHC remedial Action Plan will contribute to increase Cyber Security for MFRA. – <i>Head of Technology</i>			
	Technology Risks	6.3	The inability to keep pace with technology changes.	6.3.1	1,2,3,4	Loss or reduction in the quality of services provided	15	MFRA has forgone a concrete roadmap for its newly launched ICT strategy and has adopted a Strategic Framework which reviews planned activities and outcomes in a yearly cycle of meetings. This ability to “evolve” the strategic outcomes allows the Authority to match the fast pace of change in the ICT sector, taking advantage of appropriate innovations, whilst having an ICT Infrastructure that is robust, secure, reliable and resilient. For this reason our ‘ICT Strategy is encapsulated in our ICT Strategic Framework and our Asset Management Plan, which is then aligned to wider organisation strategy at the ICT and Information Management Strategy Meetings.	12	Head of Technology
		6.4	Poor data/information management resulting	6.4.1	1,2,3,4	Data compromised, loss of data,		There are polices for Information Security and Governance,		Director of Strategy &

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6.	Technology Risks		in loss of data, legal redress from Information Commissioner. Particularly in relation to failure to implement the General Data Protection Regulation.			complaints, legal action, fines	15	Acceptable use of ICT equipment and Protective Security. There are also several Service Instructions covering the key issues associated with this, including data protection, retention period, destruction of information assets, records management and Freedom of Information. Work has commenced to implement the General Data Protection Regulation with a working group considering its implications. This includes: Developing an information asset register, privacy impact assessments, access to information and the role of the Data Protection Officer. Collaborative work with Merseyside police and other FRAs is being considered to share best practice.	12	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	The ESMCP programme presents a high-risk potential for MFRA dependent on external factors beyond its day-to-day control, the main issue being slippage at a national level. A watching brief is in place and any opportunities to influence the ESMCP national regional aspects of the project will be taken.	9	

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6.	Technology Risks						<p>The project risks are being managed by the MFRA ESMCP Project board and the national programme risk register is being maintained by the Home Office Central Team.</p> <p>A key risk mitigation is that the Airwave contract has been extended and Motorola has now bought Airwave as a company.</p> <p>The Home Office will work closely with FRS & Airwave to ensure that our current voice communication network remains in place and effective.</p> <p>ESMCP will replace the communication service delivered by Airwave with a national mobile communication service for all 3 emergency services.</p> <p>ICT staff regularly attend ESMCP updates at Fire Control North West to gain the latest information on the progress of the project. - <i>Head of Technology</i></p>		Head of Technology
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		6.7	Withdrawal and transition arrangements from SOPHTLOGIC 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	The replacement of the SOPHTLOGIC system is programmed in for development and options are being explored. The transitional arrangements remain part of that process.	12	Director of Strategy & Performance
		6.9	Increase potential for Cyber Attack as we move to the Cloud			Loss or reduction in the quality of services provided	15	<p>ICT deploys a number of security measures to protect our networks and information See 6.2.</p> <p>In addition to these, members of ICT have joined the Cybersecurity information Sharing Partnership (CiSP), which is a joint industry and government forum for cybersecurity practitioners to share advice and warnings.</p>	12	Head of Technology
		6.10	Loss of system signal to Vesty building			In extreme weather (fog or snow) and if foliage is overgrown there is a loss of systems in the Engineering Centre		Business Continuity plans are in place for these eventualities.		AM Preparedness

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Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
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	Regular, documented contract management in place for key contracts with priorities agreed between the Authority and the supplier.	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	Use of Creditsafe alerts to identify and financial changes to contracted suppliers.	12	Director of Legal, Procurement & Democratic Services

