



## Service Policy STRPOL05 Risk Management Policy

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### Document Control

Active date	Review date	Author	Editor	Publisher
22/09/2009	April 2018	Jeff Edwards & Garry Williams	Deb Appleton & Dan Stephens	Jackie Sutton

### Amendment History

Version	Date	Author	Reasons for Change
001	22/09/2009	Garry Williams	To include reference to all MFRS activities
001	04/02/2010	Jeff Edwards	Reviewed to align with Corporate Policy strategy
001	30/03/2011	Jeff Edwards	Reviewed as per retention Policy
001	24/04/2012	Jeff Edwards	Reviewed as per retention Policy
001	30/01/2013	Jeff Edwards	Reviewed as per retention Policy and Text changes to reflect changes in organisation & Mission statement
001	27/03/2013	Jeff Edwards	Reviewed as per retention Policy
001	09/06/15	Jackie Sutton	Reviewed as per retention Policy
002	02/07/16	Jackie Sutton	Annual Review
003	15/3/17	Jackie Sutton	Annual Review
004	21/9/17	Jackie Sutton	Addition of Risk Appetite

### Equalities Impact Assessment

Initial	Full	Date	Reviewed by	Comments
x		17/10/99	Jeff Edwards	Portal: Approved EIA Forms

### Civil Contingencies Impact Assessment

Date	Reviewed by	Comments

### Related Documents

Doc. Type	Ref No.	Title	Location
Policy	RESPO L05	Health Safety & Welfare Policy	Portal: Service Policies
SI	SI0		Portal: Service Instructions

### Distribution List

Name	Position	I/R
Dan Stephens	CFO	
Deb Appleton	Director of Strategy and Performance	

### Sign-Off List

Name	Position
Dan Stephens	CFO
Deb Appleton	Director of Strategy and Performance

### Target audience

All MFS	X	Ops Crews		Fire safety		Community FS		Support Staff	
Principal		Senior off.		etc		etc		etc	

off.									
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**Ownership**

FOI exemption required?	Yes		URL	
	No	X	Reason	

**Legislation**

Title		
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POLICY

## **Risk Management Policy**

### **1. Policy Introduction and Background**

Merseyside Fire & Rescue Authority's Risk Management Policy has been developed in accordance with our Missions and Values. The Authority is committed to provide, maintain and seek continual improvement of, as far as is reasonably practicable, financial regulatory governance, corporate reputation and a safe working environment for all of its employees and for others that may be affected by its activities. MFRA will conduct its business effectively and efficiently whilst ensuring stringent standards of risk management throughout the Service.

### **2. Policy Explanation**

Risk Management is the ultimate responsibility of the Chief Fire Officer (CFO) and the Strategic Management Group (SMG) and they are fully committed to compliance with all relevant financial, corporate, environmental and health & safety legislation, statutes, regulations and codes of practice and regard compliance as a minimum requirement. The CFO in co-operation with SMG will ensure that risk management is implemented and that responsibilities are assigned, accepted and fulfilled at all levels within MFRA.

Within Merseyside Fire & Rescue Authority (MFRA) there is a "Golden Thread" that links all aspects of the activity undertaken and that is risk management. Risk management within MFRA seeks to enable the identification, evaluation and continuous management of the threats and opportunities to the achievement of MFRA Mission, Aims & Values. The primary goal is to embed risk awareness at all levels of the organisation, in such a way that every MFRA decision is risk informed, with particular reference being given to safety, environmental, commercial, financial, reputational, community, partnership and legal risks. With the framework delivering a balanced control of risk using formal risk management processes.

Risk management is applied whether the activity is strategic, operational, functional or departmental. MFRA will provide adequate resources to ensure commitment and effective implementation of this Policy and is committed to ensuring risk management is an integral part of business performance and function. It is the responsibility of all directors, heads of department and managers at all levels to ensure that risks are understood and appropriately managed.

Risk Management is the responsibility of all employees of MFRA and is a continuing and developing process that runs throughout MFRA Strategy and the implementation of that Strategy.

The annual Statement of Assurance is published in December, in line with the Fire and Rescue National Framework 2012, and explains how MFRA address risk in all areas of business.

## 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.

Corporate Risk Category	Risk Appetite	Explanation
Budget and financial	Low	<b>The appetite for Budget and financial risk is low.</b> MFRA has a low appetite for risk in relation to its financial resources to achieve its mission. MFRA will ensure compliance with applicable legislation and adopt prudent decisions to mitigate the financial impact of its activities.
Legal and legislative	Low	<b>The appetite for Legal and legislative risk is low.</b> MFRA will comply with the laws that govern its activity and adopt appropriate measures to ensure no risk appetite for non-compliance with applicable laws.
Loss of strategic sites and assets	Moderate	<b>The appetite for risk in relation to strategic sites and assets is moderate.</b> Risk in relation to vehicles and equipment is low, as safety and the use of detailed specifications of requirements. Risk in relation to a new fire station (for a new fire station) is higher, as it is acknowledged that the end result in relation to the provision of a new fire station will be the beginning of the process.
Environmental and Political	Moderate	<b>The appetite for risk in relation to environmental and political risk is moderate.</b> MFRA acknowledges that activity in relation to collaborative working with other organisations is entirely predictable and some risks will be taken when delivering or making savings through the use of new arrangements.
Loss of key staff	Moderate	<b>The appetite for risk in relation to loss of key staff is moderate.</b> MFRA may need to adopt new and untried ways of working to ensure the continuity of industrial action or reductions in the size of the workforce.
Technology	Low	<b>The appetite for Technology risk is low.</b> MFRA will ensure that all MFRA functions with adequate capability, capacity and resources to manage internal and external threats. The organisation relies on a skilled and dependent workforce to carry out its Mission.
Procurement	Low	<b>The appetite for Procurement risk is low.</b> MFRA will ensure that all procurement processes are designed to ensure that all procurement is governed and carried out in a way that ensures compliance with applicable legislation.

## MFRA Mission

MFRA will manage its activities to world class standards of risk management, professionalism, technical knowledge and expertise in the field of fire and rescue service provision, in pursuit of the MFRA Mission:

Safer, stronger communities; Safe effective firefighters.

MFRA recognises that a good corporate culture exists when risk management is understood to be, and is accepted as, a high priority. Fire and rescue service provision to the community does not exist in a vacuum isolated from other aspects of the organisation such as people and financial management. Risk management is an integral part of the overall corporate culture. Cultures consist of shared beliefs, practices, and attitudes that exist in an establishment. It is the atmosphere created by those beliefs, attitudes, etc., which shape our behavior. MFRA is committed to the development of a strong and sustainable organisational culture through effective risk management and control strategies.

### **MFRA Beliefs and Principles**

MFRA will act responsibly towards the communities in which it operates. The principles, by which MFRA operates, within the limits of current knowledge, are:

- In a strong organisational culture, everyone is responsible for safety, financial and reputational management, and risk management is pursued on a daily basis;
- We will adhere to the highest standards of financial regulation.
- Line managers are accountable for leading the continuous improvement in risk management performance to defined goals.
- Everyone will be involved in the risk management improvement process.
- Information on risk management performance will be made available to all our stakeholders.
- Personnel within MFRA are our most valuable asset.

### **MFRA is recognised for excellence in Risk Management**

- We will constantly encourage, develop, review and share corporate risk management practice, performance and initiatives both internally & externally through effective protocols;
- We are individually and collectively committed to these principles and expect all who work in MFRA to behave in accordance with them. We will actively promote these principles throughout MFRA;
- We will only work with partners who are willing to meet and achieve our risk management expectations. We will engage and influence stakeholders to drive improvements in risk management;
- Our policy will be delivered by generating a culture that does not tolerate threats to MFRA, its functions or services provided to the community.

### 3. Policy Implementation

The Service Instructions used to underpin this Policy are:

Staff should familiarise themselves with these Service Instructions:

- SI 0857 Fatigue Risk Management System
- SI 0040 Management of Occupational Road Risk
- SI 0832 Site Specific Risk Information (SSRI) Risk Based Strategy
- SI 0820 Stress Risk Assessment
- SI 0627 Completion of Risk Assessment
- SI 0805 Community Fire Protection Risk Based Strategy
- SI 0042 Analytical Risk Assessment
- SI 0195 MFRS Fire Risk Assessment in Fire Authority Premises
- SI 0789 Critical Incident Stress Management
- SI 0060 Dynamic Risk Assessment
- SI 0467 Business Risk Response Group