



# CORPORATE RISK REGISTER

## 2018/19

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

*April 2018 – March 2019*

April – August 18 update

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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
<b>Budget and financial</b>	Low	<b>The appetite for Budget and financial risk is low.</b> 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.
<b>Legal and legislative</b>	Low	<b>The appetite for Legal and legislative risk is low.</b> 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.
<b>Loss of strategic sites and assets</b>	Moderate	<b>The appetite for risk in relation to strategic sites and assets is moderate.</b> 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 fires 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.
<b>Environmental and Political</b>	Moderate	<b>The appetite for risk in relation to environmental and political matters is moderate.</b> 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.
<b>Loss of key staff</b>	Moderate	<b>The appetite for risk in relation to loss of key staff is moderate.</b> 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.
<b>Technology</b>	Low	<b>The appetite for Technology risk is low.</b> 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.
<b>Procurement</b>	Low	<b>The appetite for Procurement risk is low.</b> 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.

**Mission :- Safer Stronger Communities: Safe Effective Fire-fighters**

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Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
<b>1.</b>	<b>Budget /Financial Risks</b>	<b>1.1</b>	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.	<b>15</b>	Resilience exists within departments to task staff with priority work steams in the event of insufficient staffing becoming a concern. Business Continuity Plans in place.	<b>12</b>	<b>AM Operational Preparedness</b>
				1.1.2	1,2,3,4	increased risk of property loss	<b>12</b>		<b>10</b>	
				1.1.3	1,2,3,4	Reducing ability to respond or maintain competent workforce.	<b>15</b>	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	<b>10</b>	<b>Director of POD</b>
				1.1.4	1,2,3,4	Reduced ability to maintain FF safety	<b>15</b>	<u>AM Response</u> Maintenance of competency is managed on station through SPA and the training planner for all operational staff. TRM	<b>10</b>	<b>AM Operational Response/ Preparedness</b>

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<b>1.</b>	<b>Budget/Financial Risks</b>						<p>staff utilise VAH to ensure appliances on fully staffed.</p> <p><b>April-Aug Update</b> With the Vah agreement coming to an end in June 2018 the Authority has reviewed its staff distribution and subsequently brought forward planned structural changes at Liverpool City and Wallasey from Jan 2019 to Sept 2018 in order to align resources in the most effective manner.</p>		
		<b>1.2</b>	<p>Insufficient staff to maintain current prevention and protection work. Inability to maintain performance (e.g. Care Act)</p>	<b>1.2.1</b>	<b>1,2,3,4</b>	<p>Increased fires, deaths and injuries</p>	<p style="text-align: center; color: red;"><b>15</b></p> <p>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.</p> <p>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</p> <p><b>April-Aug Update</b></p>	<b>10</b>	<b>AM Community Risk Management</b>

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1.	<b>Budget/Financial Risks</b>							Community Safety and Community Prevention departments are scoping restructure to offset any risk of insufficient staff. Recruitment strategy has been developed in collaboration with relevant internal partners.		
		<b>1.3</b>	Insufficient FF's to maintain current levels of response and current number of fire stations	<b>1.3.1</b>	<b>1,2,3,4</b>	Increased risk of property loss in the community	<b>15</b>	MFRA undertakes continual review, analysis and testing of necessary operational response changes resulting from budget reductions to ensure effectiveness against Authority response standards.	<b>10</b>	<b>AM Operational Response</b>
				<b>1.3.2</b>	<b>1,2,3,4</b>		Increased fires, deaths and injuries	<b>15</b>	MFRA undertakes continual review, analysis and testing of necessary operational response changes resulting	<b>10</b>

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<b>1.</b>	<b>Budget/Financial Risks</b>						from budget reductions to ensure effectiveness against Authority response standards.		
		<b>1.4</b>	Pay increases-impact on ability to maintain a balanced budget	<b>1.4.1</b>	<b>1,2,3,4</b>	<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>The 2017/18 – 2019/20 agreed pay offer for all non-firefighters has been settle as per the MTFP (1%,2%,2%). The Firefighter pay award for 2017/18 – 2019/20 has yet to be settled.</p>	<b>9</b>	<p><b>April-Aug Update</b> With the Vah agreement coming to an end in June 2018 the Authority has reviewed its staff distribution and subsequently brought forward planned structural changes at Liverpool City and Wallasey from Jan 2019 to Sept 2018 in order to align resources in the most effective manner.</p> <p>The Authority has established a £0.700m inflation reserve to meet any unforeseen inflationary pressures or costs.</p> <p>As the firefighters had been offered a 2% award for 2017/18 the 2018/19 Budget was amended to take account of this.</p> <p>Any settlement above 2% for the firefighter pay award in 2017/18 – 2019/20 will require the Authority to identify permanent additional savings during the 2019/20 budget process. The inflation</p>	<b>9</b>



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<b>1.</b>	<b>Budget/Financial Risks</b>						<p>provision will cover any additional costs in 2018/19 only.</p> <p><b>April-Aug Update</b> The firefighter pay award has yet to be settled.</p>			
		<b>1.5</b>	Insufficient support staff to maintain services to front line and maintain good governance.	<b>1.5.1</b>	<b>1,2,3,4</b>	Reduced ability to maintain fleet, PPE, pay FF's and maintain the buildings.	<b>15</b>	<p>Processes are redesigned when cuts to staffing are made Stopping performing specific activities considered Remaining staff are trained in processes/services that are still required</p> <p><b>April-Aug Update</b> Voluntary severance allows managers to access which roles they can manage without but also can revisit if this becomes a capacity issue. As a result the mitigation risk score has reduced but as MFRA don't know what future changes there may be to funding the risk will remain.</p>	<b>6</b>	SLT
		<b>1.7</b>	Loss of National Resilience funding from Home Office			Loss of operational response/service/training/lack of equipment/vehicles not maintained.	<b>15</b>	<p>Utilising MFRS resources to fulfil Role and responsibilities.</p> <p>Budget constantly reviewed with Home Office Colleagues</p>	<b>12</b>	AM Operational Preparedness



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		<b>1.9</b>	The impact of unfavourable trade deals with the EU following UK exit in March 2019	<b>1.9.1</b>	<b>1,2,3,4</b>	<p>If the UK leave the EU in March with an unfavourable trading relationship this will have an adverse effect on the supply of goods imported from EU countries.</p> <p>Prices are likely to increase putting strain on budgets, lead times may be extended, shortage and scarcity of parts due to border hold ups, organisations stockpiling and starving supply, contractors failing.</p>	<b>20</b>	<p>Procurement are contacting critical suppliers to seek details of action they will take to maintain supplies post Brexit, whatever the agreement.</p> <p><b>April-Aug Update</b> No change this period</p>	<b>15</b>	Director of Legal, Procurement & Democratic Services	
<b>Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention &amp; Protection. 4) Excellent People</b>											
<b>2.</b>	<b>Legal &amp; Legislative Risks</b>	<b>2.1</b>	Non-compliance with the 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>	<p>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 in the Home Safety Strategy. Data is analysed and considered.</p> <p><b>April-Aug Update</b> Strategic Leadership Team believe processes are still adequate to deal with risks.</p>	<b>8</b>	SLT	
				<b>2.1.2</b>	<b>1,2,3</b>	Inability to respond to major national resilience incidents	<b>15</b>		<b>8</b>	SLT	
				<b>2.1.3</b>	<b>1,2,3</b>	Increased fires, deaths and injuries	<b>15</b>		<b>12</b>	SLT	

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2.	Legal & Legislative Risks	2.2	Corporate Manslaughter Act	2.2.1	1,2,3,4	Sanctions, fines and or arrests resulting from death of Personnel	25	<p>This can be mitigated to some degree by correct application of SOP's. Service Instructions, training and Health and Safety legislation to avoid injury and damage.</p> <p><b>April-Aug Update</b> Processes and guidance are regularly reviewed and updated. All Health and Safety events are reviewed and any learning incorporated in future guidance.</p>	12	SLT
		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> <p><b>April-Aug Update</b> No challenges as in the previous period</p>	8	Director of Legal, Procurement & Democratic Services

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<b>2.</b>	<b>Legal &amp; Legislative Risks</b>	<b>2.4</b>	Equality Act - not maintaining compliance with the Public Sector Equality Duty	<b>2.4.1</b>	<b>4</b>	Potential impact on reputation Potential legal action	<b>15</b>	<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&amp;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 organisational change</p> <p>A desk top exercise was carried out in 2016/17 to gather information in relation to the LGA Equality and Diversity Framework</p> <p>Two staff surveys have been carried out (2014 and 2016) and action taken to address concerns.</p> <p>Training and support is given to staff to assist them in complying with Equality and Diversity related duties.</p> <p><b>April-Aug Update</b></p>	<b>8</b>	<b>Director of Strategy &amp; Performance</b>
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<b>2.</b>	<b>Legal &amp; Legislative Risk</b>							<p>Progress in delivering the ED&amp;I action plan continues with the Annual Report and Workforce Data report (including Gender Pay Gap reporting) being completed during this quarter. These meet our PSED obligations. A review of staff networks and groups is due to take place this year, and work has started on this.</p> <p>The governance arrangements for ED&amp;I have been reviewed as part of the overall review of the meeting and governance structure and it is intended to involve managers in the delivery and planning of ED&amp;I actions whilst maintaining a strategic commitment and steer on the subject through the new Strategy and Performance Board. Work continues on ED&amp;I training for all staff.</p>		
		<b>2.6</b>	Policing and Crime Act 2017	<b>2.6.1</b>	<b>2,3</b>	Potential change to Governance	<b>15</b>	<p><b>April-Aug Update</b> Police and Crime Commissioner (PCC) representative model on the Fire Authority.</p> <p>A business case would need to be completed and submitted to the Secretary of State. If</p>	<b>12</b>	<b>AM Preparedness</b>

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							<p>disputed an independent panel would review the business case.</p> <p>Continue to maintain dialogue with the PCC through Blue Light Collaboration Programme Board and Fire Authority.</p>			
				2.6.2	2,3	Inability to deliver collaboration across Blue Light Services in line with Policing and Crime Act 2017	12	<p><b>April-Aug Update</b>                      The Policing and Crime Act 2017 places a duty on MFRA to keep opportunities to collaborate under review and to collaborate with one another where it is in the interests of either their efficiency or effectiveness</p> <p>MFRA's position is therefore to consider collaboration where it provides for a more efficient and/or effective service, where it improves the safety of the public, or is in the interests of economy.</p> <p>This will be delivered and monitored through the MFRA commitment to the Blue Light Collaboration Team, the Blue Light Collaboration Programme Board, and all</p>	8	AM Preparedness

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							collaboration programmes recorded through the Local Collaboration Overview.		
	2.7	Increased Litigation costs	2.7.1	4	Staff shortages resulting in dissatisfaction of staff and customers, causing increases in claims.	15	<p><b>April-Aug update</b></p> <p>There has not been an increase in claims but the situation will continued to be monitored and any increases will be investigated.</p>	12	Director of Legal, Procurement & Democratic Services
2.7.2			4	Increasing insurance and settlement cost provision	12	<p><b>April-Aug update</b></p> <p>Claims numbers, reserves and settlements are closely monitored and feedback is provided to the Treasurer. MFRA will tender for its general insurances for 2019 onwards in order to ensure value for money.</p>	6	Director of Legal, Procurement & Democratic Services	
2.7.3			2,4	Increased incidents/costs/injuries whilst travelling under blue lights/speeding	12	<p><b>April- Aug update</b></p> <p>Close work with the Health and Safety team and ongoing training and development and development to manage these types of incidents.</p>	6	Director of Legal, Procurement & Democratic Services	
2.7.4			2,4	Potential for increased litigation arising from shared premises with partners.	12	<p><b>April-Aug Update</b></p> <p>Close work with the Estates and Health and Safety teams and Workplace to manage any issues which arise.</p>	6	Director of Legal, Procurement & Democratic Services.	



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	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	<p><b>April-Aug Update</b> A Transparency Service Instruction has been produced to set out the Authority's commitment</p> <p>There is a transparency section on the website with advice and guidance as well as the data that the Authority is required to publish</p>	8	SLT
	2.10	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	<p>MFRA has a robust suite of H&amp;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.</p> <p><b>April-Aug Update</b> No change this period</p>	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.	15	<p>Mitigation in part through careful contract management.</p> <p><b>April-Aug Update</b> No change this period</p>	10	Director of Legal, Procurement & Democratic Services.
	2.12	Recruitment of Trainee Firefighters with limited driving experience who are	2.12.1		Increased risk of fire appliances being involved in collisions due to inexperienced drivers being	15	Competency will be managed through the driving school with assessment and development plans being	10	Director of HR, AM Operational Preparedness

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		contracted to undertake EFAD driving.			required, under contract, to drive fire appliances for routine and response activity. Recruitment application only requires the applicant to hold a valid driving license and does not account for longevity, experience or type of vehicle they have driven.		tailored to the individual. Trainees will not be time-bound on when EFAD driving is first undertaken following LGV qualification. It will be the Driving School Manager who will decide how long LGV routine activity driving will take place prior to EFAD qualification to allow less experienced individuals to gain the required road knowledge.		
	2.13	Insufficient experienced staff to manage existing Primary Authority Partnerships	2.13.1	1,2,3	Damage to MFRS reputation with the business partner and the government Department of Business, Energy and Industrial Strategy.	12	Resilience is provided to ensure that any loss of key staff facilitating the partnership is minimised. In addition, there is evaluation on the workload involved in managing the partnership and gauging capacity to take on any further partnerships.	9	AM Community Risk Management
	2.14	Insufficient experienced, qualified staff to deal with serious fire safety complaints 'out of hours'.	2.14.1	1,2,3,4	Potential for MFRA to be unable to serve prohibition or restriction notices on premises out of office hours when the use of the premises involves or will involve a risk to the relevant persons so serious that use of the premises ought to be prohibited or restricted.	15	Senior Officers in Protection when scheduled on cover can provide this facility to respond out of hours; providing they are not engaged at an operational incident. Article 31 Officers provide some additional limited support to assess complaints but are not warranted officers or deemed competent under the Fire Protection Competency Framework. Recall to duty provides some resilience but	9	AM Community Risk Management

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Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
								availability is not guaranteed. Potential for assistance from a neighbouring Fire and Rescue Service.		
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	<p>Treasurer</p> <p>Finance Staff can operate applications from any MFRS site. Application hosted externally with ABS having fall back sites as well.</p> <p>Head of Technology &amp; AM Operational Preparedness.</p>	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	<p>Secondary Fire Control is available at TDA for relocation and '999's can be diverted regardless of the availability of SHQ.</p>	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	<p>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.</p> <p>Enhanced buddy arrangements with Surrey including DEIT are under investigation</p> <p><b>Apr- Aug2018</b> No change this period – <i>Head of Technology &amp; AM</i></p>	8	Head of Technology, Treasurer, AM Operational Preparedness

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<b>3.</b>	<b>Loss of Strategic Sites/Assets</b>						<i>Operational Preparedness.</i>	
		<b>3.4</b>	Protective security-potential risks resulting from non-compliance with FRS Protective Security Strategy.	<b>3.4.1</b>	<b>1,2,3,4</b>	Potential security risk in relation to all FRS assets, particularly in relation to Personnel, information and premises risk.	<b>20</b>	<p>A Protective Security Group is led by the DCFO and includes representatives of several departments with security responsibilities.</p> <p>There is a Protective Security Policy and three Service Instructions that deal with Information, Physical and Personnel security</p> <p>In 2017/18 an Internal Audit review of arrangements will take place.</p> <p><b>April-Aug Update</b></p> <p>The Protective security Group continues, now chaired by the Data Protection Officer to ensure governance for data protection matters. A gap analysis of our approach to protective security (against the national security strategy) is being reviewed, but initial findings are that the organisation is well placed in terms of its compliance.</p>

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				3.5.2	1,2,3,4	Saughall Massie	25	<p>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.</p> <p><b>April-August Update</b> Work started on site on 11 June 2018 with an estimated completion date of 29 April 2019.</p>	6
				3.5.3	1,2,3,4	St Helens	25	<p>In St. Helens a suitable site has been identified &amp; 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 completely and the current St. Helens site continue to be utilised for response in the wider St. Helens area.</p> <p><b>April-Aug Update</b> Negotiations continue to acquire the site, subject to the cost of building works being affordable. The results of the</p>	12

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							recently completed site investigation works will assist in determining affordability.			
		<b>3.6</b>	Potential elevated target risk for terrorist action in regards to cyber crimes	<b>8.1.1</b>	<b>1,2,3,4</b>	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).  <b>April-Aug Update Apr- Aug2018</b> In line with the Emergency Services Mobile Communications Programme (ESMCP) – following an Information Technology Health Check (ITHC) – <i>the station turnout equipment is being replaced. This project has now underway.</i>		Head of Technology
<b>Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention &amp; Protection. 4) Excellent People</b>										
	<b>Environmental And Political</b>	<b>4.1</b>	Increase in Environmental incidents resulting in	<b>4.1.1</b>	<b>1,4</b>	HSE and legislative impacts from illegal discharges (impact from fire-fighting activity)	<b>15</b>	Action plans are in place with Fire Control to inform the Environment Agency when operational activity may	<b>10</b>	AM Operational Response

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<b>Environmental And Political</b>		the inability to respond				25	<p>impact the environment to assist with mitigation. HMEPO support officers are available across all flexi duty groups to support incident commanders.</p> <p><b>April-Aug Update</b></p> <p style="background-color: yellow;">No further update this period</p>		
	<b>4.2</b>	Insufficient water pressure resulting in the inability to fight fires effectively.	<b>4.2.1</b>	<b>1,2</b>	Potential for major consequences, FF injuries	<b>25</b>	<p>High volume pumps (HVP's) and hose layer units available to support water supplies. Additional HVP's available via NCAF arrangements.</p> <p>Availability of mapping for water mains to be accessible on the command support unit. Currently awaiting sign off of a Data Licence agreement with United Utilities to share "Safe Dig" Software</p> <p><b>April-Aug Update</b> Water main mapping is now available on MDTs for operational crews.</p>	<b>4</b>	<b>AM Operational Preparedness</b>
	<b>4.3</b>	Changing demographics in Merseyside brings about a changing in	<b>4.3.1</b>	<b>1,2,3</b>	Increased economic costs from increases in arson	<b>15</b>	Increased economic costs from increases in arson – The arson reduction strategy focuses multi-agency	<b>12</b>	

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<b>Environmental And Political</b>	vulnerability profile and higher unemployment.	4.3.2	1,2,3	Increased economic costs from increases in fraud.	15	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.  Increased economic costs from increases in fraud – The communications and media post will raise awareness of community safety priorities coordinating media messages and campaigns across a digital platform.  Increased road traffic collisions (RTC) – As above (but add 50% Merseyside Road Safety Partnership funded).  Increased antisocial behaviour (ASB) – 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 ASB, DA, SOC and	12	<b>AM Community Risk Management</b>
		4.3.3	1,2,3	Increased incidents eg. fires	15		12	
		4.3.4	1,2,3	Increased antisocial behaviour (ASB)	15		12	



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<b>Environmental And Political</b>							<p>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.</p> <p>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.</p> <p><b>April-Aug Update</b> There is no change in the risk mitigation measures as described for this period.</p>		
	<b>4.4</b>	Reputation	<b>4.5.1</b>	<b>1,2,3,4</b>	Negative changes to the Community perception of MFRS may be detrimental to Prevention, protection and partnership activities eg. failure to deliver safety messages.	<b>15</b>	Corporate Communications activity is focussed on protecting the reputation of the Service whilst providing advice and guidance to communities and promoting the services provided Social media is closely monitored (but not 24/4).	<b>12</b>	<b>Director of Strategy and Performance</b>



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		4.5	Increased flood risk	4.6.1	1,2	Ability to respond to major flooding incidents from spate conditions.	15	<p><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 international flood response.</p> <p>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.</p> <p><b>April-Aug Update</b> Resources remain available to respond to major flooding incidents. Service Increased Alert Level meetings can also be utilised during extended periods of spate conditions e.g. recent wildfires to monitor and minimise impact on response. Additionally GM Staffing Officer can attend Fire Control during spate conditions.</p>	10	AM Operational Preparedness & Operational Response
		4.6	Extreme Weather	4.7.1	1,2	Spate conditions will impact on ability to respond	15		10	AM Operational Preparedness & Operational Response

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		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> <p><b>April-Aug Update</b> Training continues and is programmed in annually to ensure MFRS's ability to effectively respond to incidents of civil unrest. <b>The Government is considering how it might deal with civil unrest in a "no deal" scenario on the exit of the UK from the European Union</b></p>	10	AM Operational Preparedness & Operational Response
		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.		<p>MFRS Transport Manager will closely monitor the situation</p> <p><b>April-Aug Update</b> No change this period</p>		AM Operational Preparedness
		4.10	Fuel Strike			Loss of fuel available due to strike. Critical services only to utilise MFRS diesel tanks.		<p>Merseyside Resilience Forum Fuel plan for strike conditions. MFRS fuel tank supplies</p>		AM

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							utilised for critical services only during strike conditions		<b>Operational Preparedness</b>	
							<b>April-Aug Update</b> MRF Fuel Plan is currently under review and provisions have been made for priority MFRS users to access designated filling stations.			
		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.		<b>AM Operational Preparedness</b>
							<b>April-Aug Update</b> No change this period			
<b>Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention &amp; Protection. 4) Excellent People</b>										
5.	<b>Loss of Key staff</b>	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.	10	<b>AM Operational Preparedness &amp; Operational Response</b>
							<b>April-Aug Update</b> The above arrangements are still extant if required			

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		<b>5.2</b>	Industrial Action resulting in the Inability to provide suitable response	<b>5.2.1</b>	<b>1,2,3,4</b>	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 key locations during contingency situations. In addition section 13-16 arrangements are maintained to supplement internal resilience arrangements.  <b>April-Aug Update</b>	<b>12</b>	<b>Director of POD</b>
		<b>5.3</b>	Change resulting in loss of Key staff and increasing workloads to set strategy and deliver services	<b>5.3.1</b>	<b>1,2,3,4</b>	Loss of key skills, lack of momentum going forward, reduced ability to respond to changes.	<b>15</b>	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  <b>April-Aug Update</b>	<b>12</b>	<b>Director of POD</b>
<b>Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention &amp; Protection. 4) Excellent People</b>										

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6.	<b>Technology Risks</b>	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	<p><u>ICT</u> telent, under the contract and the internal ICT client team manage suppliers to achieve the required service levels and ensure suppliers are appropriate to support the needs of MFRA, both across the ICT infrastructure <i>and</i> the commodity &amp; 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.</p> <p><u>System Support</u></p> <p>There will be an individual update for this area in future reports</p> <p><u>Finance &amp; HR</u></p> <p>There will be an individual update for this area in future reports</p> <p><b>Apr- Aug2018</b> These areas continue to be considered as part of the preparation for the implementation of the</p>	6	<p><b>Head of Technology</b></p> <p><b>Director of Strategy &amp; Performance</b></p> <p><b>FMIS Manager</b></p>
6.	<b>Technology Risks</b>									

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<b>6.</b>							General Data Protection Regulation in May 2018. - <i>Director of Strategy and Performance</i>		
	<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, complaints, legal action, fines	<b>15</b>	<p><u>Director of Strategy &amp; 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.</p> <p><b>April-Aug Update</b> <i>No change this period - Director of Strategy and Performance</i></p>	<b>12</b>	<p><b>Head of Technology</b></p> <p><b>Director of Strategy &amp; Performance</b></p>
	<b>6.3</b>	The inability to keep pace with technology changes.	<b>6.3.1</b>	<b>1,2,3,4</b>	Loss or reduction in the quality of services provided	<b>15</b>	MFRA has forgone a concrete roadmap for its newly launched ICT strategy and has instead adopted a strategic framework which reviews planned activities and	<b>12</b>	<b>Head of Technology</b>



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6.	<b>Technology Risks</b>						<p>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.</p> <p>For this reason, our ICT strategy is encapsulated in our ICT strategic framework and our asset management plan, and is then aligned to wider organisation strategy at the 'ICT and Information Management Strategy' meetings.</p> <p><b>April-Aug Update</b> Fire &amp; Police attend each other's ICT strategy and planning meetings. Each acting as a critical friend / devil's advocate, but also hopefully be exposed to new ideas and different ways of working</p>		
	6.4	Poor data/information management resulting in loss of data, legal	6.4.1	1,2,3,4	Data compromised, loss of data, complaints, legal action, fines	15	There are polices for Information Security and Governance, Acceptable use	12	Director of Strategy & Performance

6.	Technology Risks		<p>redress from Information Commissioner.          Particularly in relation to failure to implement the General Data Protection Regulation.</p>				<p>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.</p> <p>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.</p> <p><b>April-Aug Update</b>          A small team worked with colleagues throughout the organisation to implement the requirements of the GDPR and Data Protection Act 2018. Work continues to refine and develop our approach.</p> <p>There was a breach of the Act during this period which</p>	
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## CORPORATE RISK REGISTER 2018/19

<b>Technology Risks</b>							involved some personal data being visible on the network to staff that did not need to have access. Although this was regrettable, action was taken quickly to mitigate the impact address the issues. This resulted in a shut-down of the folders concerned by the Data Protection Officer, an assessment of the information, a rebuild with only essential information, a change to POD procedures, guidance to staff and checks by senior managers. Feedback from the Information Commissioners Officer is awaited.	
	<b>6.5</b>	The Emergency Services Mobile Communication Programme (ESMCP) and transition to the emergency services network	<b>6.5.1</b>	<b>1,2,3</b>	Radio voice services cannot be guaranteed for the transition	<b>16</b>	ESMCP will replace the communication service delivered by Airwave with a national mobile communication service for all three emergency services.  The ESMCP presents a high-risk potential for MFRA, dependent on external factors beyond its day-to-day control; the main issue being slippage at the national level.	<b>9</b>

							<p>The Home Office will continue to work closely with FRSs &amp; Airwave to ensure that our current voice communication network remains in place and effective.</p> <p>ICT staff regularly attend ESMCP updates at Fire Control North West to gain the latest information on the progress of the project and maintain a watching brief to ensure any opportunities to influence national/regional aspects of ESMCP are taken.</p> <p>The project risks are being managed by the MFRA ESMCP project board and a national programme risk register is maintained by the Home Office central team.</p> <p>A key risk mitigation is that Motorola have bought Airwave as a company.</p> <p><b>April-Aug 2018 Update</b> Home Office have also extended Marconi, EE and Airwave supplier contracts until 2023 to reduce transition risks during migration</p>	<p><b>Head of Technology</b></p>
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## CORPORATE RISK REGISTER 2018/19

		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	<p>The replacement of the SOPHTLOGIC system is programmed in for development and options are being explored. The transitional arrangements remain part of that process.</p> <p><b>April-Aug Update</b> The process of developing the alternative application has begun. The transitional arrangements are maintained in the meantime.</p>	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 measures, 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> <p><b>April - Aug Update</b></p>	12	Head of Technology

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									As part of the ITHC we have undertaken a review of our hybrid Azure arrangements and the report from the subject matter expert is anticipated in the coming weeks.		
		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.  <b>April-Aug Update</b> 3g Dongles and mobiles where issued to workshops. A new solution has been identified and permission is being sort from the Vesty landlord to erect a pole as part of the solution. Once approved installation will begin.		AM Operational Preparedness Head of Technology
<b>Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention &amp; Protection. 4) Excellent People</b>											
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.  <b>April-Aug Update</b> No change this period	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		15	Use of Creditsafe alerts to identify and financial changes to contracted suppliers.	12	Director of Legal, Procurement

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					efficiently, legal issues, alternative sources of supply needed.		<b>April-Aug Update</b> No change this period		<b>&amp; Democratic Services</b>
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