



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

Dec 18 to Mar 19 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				
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 Chief Fire Officer on matters relating to corporate risk management and maintains this risk register in collaboration with other members of the Strategic Leadership Team (SLT).

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 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.
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
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
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. April-Aug Update Above mitigation processes are still in place to be utilised as required. Some aspects of work were reduced during May, June and early July given spate conditions locally and support to northwest region. Sep-Nov Update Above mitigation processes are still in place to be utilised as required, however this period has not required resources to be released to extent during summer months. Dec - Mar Update Ops Preparedness are continuing to review staffing	12	AM Operational Preparedness
				1.1.2	1,2,3,4	increased risk of property loss	12		10	

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1.	Budget/Financial Risks							numbers and explore different options through dedicated boards and associated processes.	
					1.1.3	1,2,3,4	Reducing ability to respond or maintain competent workforce.	15	<p>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</p> <p>April-Aug Update No change this period</p> <p>Sep-Nov Update No change this period</p> <p>Dec - Mar-Nov Update The Authority continues to look at all options for the optimum working practices and is currently consulting on the introduction of a Hybrid system that will increase the number of available appliances</p>

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1.	Budget/Financial Risks		1.1.4	1,2,3,4	Reduced ability to maintain FF safety	15	<p>AM Response 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.</p> <p>April-Aug Update 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>Sep-Nov Update Maintenance of competencies managed on station through SPA and the AMC training planner for all operational staff.</p> <p>Dec - Mar Update Maintenance of competencies are managed on station through SPA's and the AMC training planner for all operational staff to ensure LPIs are sustained.</p>	10	AM Operational Response/ Preparedness
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1.	Budget/Financial Risks	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	<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>April-Aug Update 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.</p> <p>Sep-Nov Update Restructure options are</p>	10	AM Community Risk Management

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1.	Budget/Financial Risks						currently being considered		
		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	<p>Dec - Mar Update CRM senior managers continue to review structures to enable efficiency and effectiveness in Service delivery. This will remain ongoing until such time as directorate and departmental resource requirements are achieved.</p> <p>April-Aug Update With the Voluntary additional hours (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>	10

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							<p>Sep-Nov Update No change this period</p> <p>Dec - Mar Update No change this period</p>			
				1.3.2	1,2,3,4	Increased fires, deaths and injuries	15	<p>MFRA undertakes continual review, analysis and testing of necessary operational response changes resulting from budget reductions to ensure effectiveness against Authority response standards.</p> <p>April-Aug Update 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>Sep-Nov Update No change this period</p> <p>Dec - Mar Update No change this period</p>	10	AM Operational Response

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		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>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>	9	<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 provision will cover any additional costs in 2018/19 only.</p> <p>April-Aug Update The firefighter pay award has yet to be settled.</p> <p>Sep-Nov Update No change this period</p> <p>Dec - Mar Update No change this period</p>	9	Treasurer
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		1.5	Insufficient support staff to maintain services to front line and maintain good governance.	1.5.1	1,2,3,4	Reduced ability to maintain fleet, PPE, pay FF's and maintain the buildings.	15	<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>April-Aug Update 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> <p>Sep-Nov Update No change this period</p> <p>Dec – Mar Update No change this period</p>	6	SLT
		1.7	Loss of National Resilience funding from Home Office			Loss of operational response/service/training/lack of equipment/vehicles not maintained.	15	<p>Utilising MFRS resources to fulfil Role and responsibilities.</p> <p>Budget constantly reviewed with Home Office Colleagues</p> <p>April to Aug update Assurances have been sought from Home office on the</p>	12	AM National Resilience

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							on current NR work plans are currently being assessed and will be discussed with Home Office.	
		1.8	Changes to insurance discount rates	1.8.1	1,2,3,4	Increased insurance premiums	<p>15</p> <p>This is largely out of the control of MFRA but careful negotiation and management of all contracts assist with mitigating the effect.</p> <p>April-Aug Update No change this period</p> <p>Sep-Nov Update No change this period</p> <p>Dec - Mar Update No change this period</p>	<p>12</p> <p>Director of Legal, Procurement & Democratic Services</p>

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		1.9	The impact of unfavourable trade deals with the EU following UK exit in March 2019	1.9.1	1,2,3,4	<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>	20	<p>Procurement are contacting critical suppliers to seek details of action they will take to maintain supplies post Brexit, whatever the agreement.</p> <p>April-Aug Update No change this period</p> <p>Sep-Nov Update As far as possible assurances have been given by suppliers that supply chains will remain open. However there is still uncertainty moving forward.</p> <p>Dec - Mar Update Further work has been undertaken with identified key suppliers for MFRA and NR. It is not possible to obtain absolute assurances from the supply chain but due diligence is being undertaken wherever appropriate.</p>	15	Director of Legal, Procurement & Democratic Services
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RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
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 in the Home Safety Strategy Data is analysed and considered April-Aug Update Strategic Leadership Team believe processes are still adequate to deal with risks. Sep-Nov update No change Dec - Mar Update IRMP supplement now out to consultation will provide additional mitigation for this risk as additional resources are proposed.	8	SLT
				2.1.2	1,2,3	Inability to respond to major national resilience incidents	15		8	SLT
				2.1.3	1,2,3	Increased fires, deaths and injuries	15		12	SLT
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	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	12	

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2.	Legal & Legislative Risks						<p>damage.</p> <p>April-Aug Update Processes and guidance are regularly reviewed and updated. All Health and Safety events are reviewed and any learning incorporated in future guidance.</p> <p>Sep-Nov Update No change this period</p> <p>Dec - Mar Update No change this period</p>	SLT
		2.3	Changes introduced by the Localism Act 2011	2.3.1	1,2,3,4	Judicial Review – other legal challenges	<p style="text-align: center; color: red; font-weight: bold;">15</p> <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>April-Aug Update No challenges as in the previous period</p>	8

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2.	Legal & Legislative Risk						Sep-Nov Update No challenges as in the previous period			
		Dec - Mar Update No changes this period								
		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 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</p>	8	Director of Strategy & Performance

						<p>Sep-Nov Update Annual workforce data and ED&A annual reports were both published during this period.</p> <p>Black history Month and Interfaith week were both marked by successful collaborative events involving MFRS and police staff and guest speakers.</p> <p>The ED&I steering group and Strategy and Performance Board have agreed to a new approach to promoting and facilitating staff networks to improve engagement with and between staff from protected groups to benefit the Service and the staff involved.</p> <p>Dec - Mar Update A comprehensive programme of face to face training for all staff has been agreed and is being developed. This will be launched in June.</p> <p>An approach to developing staff networks has been agreed.</p>	
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							<p>The ED&I action plan has been incorporated within functional plans and the People Strategy to embed this work into day to day business and allow the ED&I staff to focus on staff training and engagement.</p> <p>The Service submitted its mandatory equal pay report several months ahead of the March deadline, one of the first FRS to do so.</p>		
		2.6	Policing and Crime Act 2017	2.6.1	2,3	Potential change to Governance	<p>15</p> <p>April-Aug Update 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 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> <p>Sep-Nov Update No change</p>	12	AM Preparedness

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						Dec - Mar Update No change			
			2.6.2	2,3	Inability to deliver collaboration across Blue Light Services in line with Policing and Crime Act 2017	12	<p>April-Aug Update 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 collaboration programmes recorded through the Local Collaboration Overview.</p> <p>Sep-Nov Update Quarterly reports submitted to Collaboration Board to</p>	8	AM Preparedness

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							<p>outlining progress to date. On-going meetings to identify best practise and areas of collaboration within each Service.</p> <p>Dec - Mar Update No change</p>		
	2.7	Increased Litigation costs	2.7.1	4	Staff shortages resulting in dissatisfaction of staff and customers, causing increases in claims.	15	<p>April-Aug update There has not been an increase in claims but the situation will continued to be monitored and any increases will be investigated.</p> <p>Sep-Nov Update No changes to the previous update.</p> <p>Dec - Mar Update No changes to the previous update.</p>	12	Director of Legal, Procurement & Democratic Services
			2.7.2	4	Increasing insurance and settlement cost provision	12	<p>April-Aug update 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> <p>Sep-Nov Update</p>	6	Director of Legal, Procurement & Democratic Services

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							<p>The insurance tender is currently underway and the outcome and any savings will be established in the next reporting period</p> <p>Dec - Mar Update The insurance tender was completed and significant savings achieved. The cover/limits of indemnity were agreed by SLT and the award of the contract approved by the Authority.</p>			
				2.7.3	2,4	Increased incidents/costs/injuries whilst travelling under blue lights/speeding	12	<p>April- Aug update Close work with the Health and Safety team and ongoing training and development and development to manage these types of incidents.</p> <p>Sep-Nov Update As per the previous update this matter continues to be monitored via the Road Risk Review Group and relevant action taken.</p> <p>Dec - Mar Update As per the previous update, close scrutiny continues with Health and Safety and the Road Risk Review Group.</p>	6	Director of Legal, Procurement & Democratic Services

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			2.7.4	2,4	Potential for increased litigation arising from shared premises with partners.	12	<p>April-Aug Update Close work with the Estates and Health and Safety teams and Workplace to manage any issues which arise.</p> <p>Sep-Nov Update This continues to be monitored and reviewed by the Workplace Review Group</p> <p>Dec - Mar Update An increase in litigation from employees of partners has been noted this quarter and will be closely monitored.</p>	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	<p>April-Aug Update 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</p> <p>Sep-Nov Update No change</p> <p>Dec - Mar Update No change</p>	8	SLT

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		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&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>April-Aug Update No change this period</p> <p>Sep-Nov Update No change during this period</p> <p>Dec - Mar Update 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>April-Aug Update No change this period</p> <p>Sep-Nov Update No change this period</p> <p>Dec - Mar Update Regular contract reviews on LTCM contract with both the contractor and Home Office. Risk register in place and reviewed as part of contract management process.</p>	10	Director of Legal, Procurement & Democratic Services.

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		2.12	Recruitment of Trainee Firefighters with limited driving experience who are contracted to undertake EFAD driving.	2.12.1		Increased risk of fire appliances being involved in collisions due to inexperienced drivers being 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.	15	Competency will be managed through the driving school with assessment and development plans being 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. Sep-Nov Update No change during this period Dec - Mar Update Continuation of training and management of risk overseen by MFRS Driving School. Further data monitoring reviewed by the Road Risk Review Group.	10	Director of HR, AM Operational Preparedness
		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	9	AM Community Risk Management

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							gauging capacity to take on any further partnerships. Sep-Nov Update No change this period Dec - Mar Update No change this period	
		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 Sep-Nov Update No change this period Dec - Mar Update No change this period	9 AM Community Risk Management

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3.	Loss of Strategic sites/Assets	3.1	Loss of strategic sites/assets and inability to provide services to Merseyside	3.1.1	1,2,3,4	Inability to respond to major local and national resilience incidents	20	<p>Treasurer Finance Staff can operate applications from any MFRS site. Application hosted externally with ABS having fall back sites as well.</p> <p><u>Head of Technology & AM Operational Preparedness.</u></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>Apr- Aug2018 No change this period – <i>Head of Technology & AM Operational Preparedness.</i></p>	8	Head of Technology, Treasurer, AM Operational Preparedness

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3.	Loss of Strategic Sites/Assets						<p>Sep-Nov Update No change this period – <i>Head of Technology & AM Operational Preparedness</i></p> <p>Dec - Mar Update No change this period – <i>Head of Technology & AM Operational Preparedness</i></p>		
		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	<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>April-Aug Update 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</p>	9

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							<p>the national security strategy) is being reviewed, but initial findings are that the organisation is well placed in terms of its compliance.</p> <p>Sep-Nov Update The Protective Security Group considered the gap analysis referred to above and agreed that it shows MFRS to be in a good position.</p> <p>Internal Audit started an audit of the Service's response to GDPR during this quarter. Results are expected in the next quarter.</p> <p>Dec - Mar Update Internal audit report still awaited. The report will inform future actions.</p>	
			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>April-August Update Work started on site on 11 June 2018 with an estimated</p>	6

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							<p>completion date of 29 April 2019.</p> <p>Sep – Nov Update Works remains on programme with a 22nd April 2019 completion date.</p> <p>Dec - Mar Update Station completed and fully operational on the 25th March 2019 – This risk can therefore be closed.</p>		
				3.5.3	1,2,3,4	St Helens	<p>25</p> <p>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 completely and the current St. Helens site continue to be utilised for response in the wider St. Helens area.</p> <p>April-Aug Update Negotiations continue to acquire the site, subject to the cost of building works being affordable. The results of the recently completed site</p>	12	Head of Estates

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						<p>investigation works will assist in determining affordability.</p> <p>Sep-Nov Update Approval to proceed with this scheme was given by the Authority on 18th October 2018. A planning application to build the new community fire station has been submitted to St. Helens Council with a decision expected by 16th January 2019.</p> <p>It is essential that the land purchase from Pilkington is finalised & paid before 31st March 2019 as Pilkington have threatened to withdraw the land if this deadline is not met.</p> <p>Dec - Mar Update Planning permission granted on 15th March 2019, Contract of sale and Lease have been drafted and agreed in Principle, Awaiting final build costs and build contract - expected to complete the land transaction Mid May.</p>		

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		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). April-Aug Update Apr- Aug2018 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> Sep-Nov Update Station turnout - A two-station POC has been successfully completed and the remaining Multitone equipment is being procured for rollout.	Head of Technology

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Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
							15	<p>Dec - Mar Update Once the station turn out rollout is done, it only remains to carry out a second ITHC and complete the ESN Code of Connection.</p>		
	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	<p>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.</p> <p>April-Aug Update No further update this period</p> <p>Sep-Nov Update No change this period</p> <p>Dec - Mar Update No change this period</p>	10	AM Operational Response
		4.2	Insufficient water pressure resulting in the inability to fight fires effectively.	4.2.1	1,2	Potential for major consequences, FF injuries	25	<p>High volume pumps (HVP's) and hose layer units available to support water supplies. Additional</p>	4	

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Environmental And Political						<p>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>April-Aug Update Water main mapping is now available on MDTs for operational crews.</p> <p>Sep-Nov Update No change during this period</p> <p>Dec - Mar Update Ongoing work exploring the use of shared mapping layers from utility companies within Resilience Direct. Internal stakeholder group feed into NFFC RD Fire Group , currently Chaired by AM Ops Preparedness</p>	<p>AM Operational Preparedness</p>
	4.3	Changing demographics in Merseyside brings about a changing in	4.3.1	1,2,3	Increased economic costs from increases in arson	15	<p>Increased economic costs from increases in arson – The arson reduction strategy focuses multi-agency</p> <p style="text-align: center;">12</p>
			4.3.2	1,2,3	Increased economic costs		

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Environmental And Political		vulnerability profile and higher unemployment.			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	12	AM Community Risk Management
			4.3.3	1,2,3	Increased incidents eg. fires	15		12	
			4.3.4	1,2,3	Increased antisocial behaviour (ASB)	15		12	

	<p>Environmental And Political</p>						<p>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.</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>April-Aug Update There is no change in the risk mitigation measures as described for this period.</p> <p>Sep-Nov Update No change</p> <p>Dec - Mar Update No change this period</p>	
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		4.4	Reputation	4.5.1	1,2,3,4	<p>Negative changes to the Community perception of MFRS may be detrimental to Prevention, protection and partnership activities eg. failure to deliver safety messages.</p>	15	<p>Corporate Communications activity is focused 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). Press and media queries are dealt with promptly with senior officers providing information Events are promoted and provided with communications support Staffing levels are relatively low when compared with other FRS's.</p> <p>April-Aug Update The additional temporary resource employed during 20-17/18 has now ended, but it has been possible to create an additional part time post, taking the size of the team to 2.5 posts. This remains low when compared with other FRSs, but the team work well with other departments to prioritise activity and have been collaborating with the Police to share best practice and experience. The communications strategy will</p>	12	<p>Director of Strategy and Performance</p>
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							<p>be reviewed and revised to take account of current risks, aspirations and opportunities.</p> <p>Sep-Nov Update No change</p> <p>Dec - Mar Update Work progresses on the new website and social and traditional media campaigns continue to inform the public about safety messages and MFRS services and activities.</p>		
	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>	10	AM Operational Preparedness & Operational Response
	4.6	Extreme Weather	4.7.1	1,2	Spate conditions will impact on ability to respond	15	<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>	10	AM Operational Preparedness & Operational Response

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						<p>April-Aug Update 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> <p>Sep-Nov Update No change during this period</p> <p>Dec - Mar Update SM Ops Intelligence continues to assess weather reports and distribute information accordingly. One new national Flood tactical advisor now in place within MFRS.</p>			
	4.7	Civil Unrest	4.8.1	1,2,3	Inability to respond effectively to civil unrest	15	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).	10	AM Operational Preparedness & Operational Response

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						<p>April-Aug Update Training continues and is programmed in annually to ensure MFRS's ability to effectively respond to incidents of civil unrest. 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</p> <p>Sep-Nov Update Task and finish group chaired by L.A Technical notes issued and reviewed by MRF. Workshop on behalf of Central Government to be held at TDA January 2019</p> <p>Dec - Mar Update EU Exit task and Finish group established. Meetings and exercises regularly held. EU Exit reporting template being completed by LRF and MFRS.</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.		<p>MFRS Transport Manager will closely monitor the situation</p> <p>April-Aug Update No change this period</p> <p>Sep-Nov Update</p>	AM Operational Preparedness

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						<p>At present there is no further information on a congestion charge for Liverpool City area, LCC are continuing with air pollution monitoring</p> <p>Dec - Mar Update No change this period. Transport Manager is evaluating Electric Car Market.</p>	
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 utilised for critical services only during strike conditions</p> <p>April-Aug Update MRF Fuel Plan is currently under review and provisions have been made for priority MFRS users to access designated filling stations.</p> <p>Sep-Nov Update MRF Fuel Plan completed. MFRS business continuity plan updated. MFRS old underground tanks have been decommissioned. Above ground tanks are being upgraded Jan 2019 which will provide resilience supplies for critical services only in a fuel</p>	<p>AM Operational Preparedness</p>

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							strike situation. Priority fuel user passes distributed.			
		4.11	Diesel fuel vehicles being phased out in the future	4.11.1	1,2,3	Impact on fleet and lease vehicles	<p>Dec - Mar Update Fuel tank upgrade ongoing and will be completed April-May 19.</p> <p>April-Aug Update No change this period</p> <p>Sep-Nov Update It is becoming difficult to purchase the vehicles that run with diesel engines due to the new emission regulations. This is likely to increase the capital receipts for vehicle purchases.</p> <p>Dec - Mar Update Transport Manager is evaluating Electric Car Market</p>		AM Operational Preparedness	
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATE D SCORE	RISK/ACTION OWNER
5.	Loss of Key staff	5.1	Sudden Mass Absenteeism Pandemic, Strike, CBRNE incident,	5.1.1	1,2,3,4	Loss of Key staff, Inability to provide core services	15	<u>AM Response</u> The Authority maintains a resilience team capable of providing the necessary	10	AM Operational Preparedness & Operational Response

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						<p>Sep-Nov Update No change this period</p> <p>Dec - Mar Update No change this period</p>				
		5.3	Change resulting in loss of Key staff and increasing workloads to set strategy and deliver services	5.3.1	1,2,3,4	Loss of key skills, lack of momentum going forward, reduced ability to respond to changes.	15	<p>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</p> <p>April-Aug Update No change this period</p> <p>Sep-Nov Update No change this period</p> <p>Dec - Mar Update Continuous monitoring of the situation , and the use of Appraisal data and Gateway development ensures continuity within this area</p>	12	Director of POD

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Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
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	<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 & 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> There will be an individual update for this area in future reports</p> <p><u>Finance & HR</u> There will be an individual update for this area in future reports</p>	6	<p>Head of Technology</p> <p>Director of Strategy & Performance</p> <p>FMIS Manager</p>

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6.	Technology Risks						<p>Apr- Aug 2018 These areas continue to be considered as part of the preparation for the implementation of the General Data Protection Regulation in May 2018. - <i>Director of Strategy and Performance</i></p> <p>Sep-Nov Update <i>No change this period - Director of Strategy and Performance</i></p> <p>Dec - Mar Update Considerable work was undertaken to satisfy ourselves that third party suppliers were GDPR compliant. The applications governance process and regular meetings with the ICT provider telent help to identify any issues and provide solutions.</p>		
		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	<p><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</p>	12

6.							<p>security Governance arrangements for applications were been reviewed and formalised in 2016.</p> <p>April-Aug Update <i>No change this period - Director of Strategy and Performance</i></p> <p>Sep-Nov Update The Protective Security group remains unchanged, but the ICT and Information Management Strategy Group has been replaced by the quarterly ICT/information-focused Strategy and Performance Board and the other more specific groups sitting below that Board.</p> <p>Dec - Mar Update The focused Strategy and Performance Boards referred to in the last update are working well in providing information about any issues and the governance processes for the ICT contract and applications provide reassurance that any potential issues can be picked up and resolved.</p>	
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6.									
	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	<p>MFRA has forgone a concrete roadmap for its newly launched ICT strategy and has instead 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.</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>April-Aug Update Fire & Police attend each other's ICT strategy and planning meetings. Each acting as a critical friend / devil's advocate, but also</p>	12	Head of Technology
		Technology Risks							

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6.	Technology Risks						<p>hopefully be exposed to new ideas and different ways of working</p> <p>Sep-Nov Update No change this period</p> <p>Dec - Mar Update No change this period.</p>	
		6.4	<p>Poor data/information management resulting in loss of data, legal redress from Information Commissioner. Particularly in relation to failure to implement the General Data Protection Regulation.</p>	6.4.1	1,2,3,4	<p>Data compromised, loss of data, complaints, legal action, fines</p>	15	<p>There are polices for Information Security and Governance, 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.</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</p>

	<p>Technology Risks</p>						<p>FRAs is being considered to share best practice.</p> <p>April-Aug Update 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 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.</p> <p>Sep-Nov Update Liverpool City Council Internal</p>	
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							<p>Audit team have commenced an audit of MFRS's approach to GDPR, the results will be reported back in the next quarter</p> <p>Dec - Mar Update Audit results awaited. Information security matters are picked up at the Protective Security Group but also form part of several other ICT and applications based meetings.</p>			
		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	<p>ESMCP will replace the communication service delivered by Airwave with a national mobile communication service for all three emergency services.</p> <p>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.</p> <p>The Home Office will continue to work closely with FRSs & Airwave to ensure that our current voice communication network remains in place and</p>	9	Head of Technology

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							functionality developed for the SIRAH app will be reused in the Protection app, however the completion of the application (And the withdrawal of Sophtlogic) will take some time.		
		6.9	Increase potential for Cyber Attack as we move to the Cloud			Loss or reduction in the quality of services provided	<p>15 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>April - Aug Update 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.</p> <p>Sep-Nov Update The first draft of the report - which is a security review of</p>	12	Head of Technology

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						<p>the Azure application SIRAH, in terms of its implementation and architecture within MFRS ICT infrastructure - has been received. The report is now in circulation for comments and feedback.</p> <p>Dec - Mar Update The report states that security controls are in place to ensure risks previously identified have been managed and mitigated appropriately. The report will be presented to the S&P ICT Board 16/04/2019</p>	
		<p>6.10 Unavailability of the Home Office Incident Recording System (IRS). March 2019 - CFOs have received notification that funding has not been granted to renew this system and although the intention is to maintain it there is a risk that it will become unavailable.</p>			<p>MFRS would be unable to record any detailed data about incidents other than what is captured on the mobilising system management information system. This would severely hamper the Service's ability to supply data and information for planning and performance management purposes.</p>	<p>We will engage with Home Office and NFCC to try and ensure that access to the system is not lost.</p> <p>Also, some fire and rescue services have their own incident recording system and only use IRS to send data to government. We will explore other systems used and whether they would be appropriate/affordable for MFRS.</p>	<p>12</p>

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RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
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. April-Aug Update No change this period Sep-Nov Update No change this period Dec - Mar Update Work undertaken to identify if planned EU Exit will impact on contracts (cost or continuity of supply).	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. April-Aug Update No change this period Sep-Nov Update No change this period Dec - Mar Update Work has been undertaken to	12	Director of Legal, Procurement & Democratic Services

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							try and assure continuity of goods if the planned EU exit proceeds. Second line of supply for key goods has been identified where this is critical.	
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