MERSEYSIDE FIRE & RESCUE SERVICE

April 2020 –March 2021

OCTOBER 2020 to MARCH 2021 update

Increasing Impact B			Likelihood A		4	
					Likely	
1	Slight	Manage for continuous improvement	Manage for continuous improvement	Manage for continuous improvement	Manage for continuous improvement	
2	Minor					
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.

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

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

Corporate Risk Category	Risk Appetite	Explanation
Budget and financial	Low	**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.

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

| 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. |

CORPORATE RISK REGISTER 2020/21

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 steams in the event of insufficient staffing becoming a concern. Business Continuity Plans in place. **April-Oct Update** GM Training constantly reviews staffing levels at the Training and Development Academy and has explored different pilot delivery	12	AM Operational Preparedness

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

					models (associate tutor) to ensure MFRA continues to deliver core training; including recruit training. Additional time has been spent to work with Time and Resource Management to maximise staff / course ratio set against the Local Performance Indicators Additional training is provided at a local level (SPA & LearnPro) to ensure staff have underpinning knowledge across a range of skills and competencies. Resilience is still in place within departments to task staff with priority work streams when required. Business Continuity Plans have been updated from Covid 19 responses and new ICT provisions Recruited two new Workshops staff. Workshops review still in progress and the green book staff review is to be arranged. Looking at		

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| | | | | | | | Succession Planning for Transport Manager.

Business Continuity Officer in place. Operational Procedure Review Team project on target to deliver. Increased courier risk due to kit movements that were meant to drop off through TRM.

Oct-March update
Key deliverables from 20/21 Operational Preparedness Functional Plan are now near completion. Continuous review of staffing through Ops Preparedness Group meetings, one to ones and Ops Board.
Pandemic Plan and Business Continuity Management Strategy. Business Impact Assessment sessions held to all champions.
New Fire control staff recruited. | | |

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

1.	Budget/Financial Risks			1.1.2	1,2,3,4	Increased risk of property loss	12	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. **April-Oct Update** No change this period **Oct-March update** No change review of Business Continuity plans ongoing.	10	AM Operational Preparedness
1.	Budget/Financial Risks			1.1.3	1,2,3,4	Reducing ability to respond or maintain competent workforce.	15	The Authority continues to utilise the most agile working systems to ensure a high level of service delivery and response, integrated with appropriate skill audits and training delivery to ensure a high level of competence in all staff **April-Oct Update** The implementation of the Hybrid duty system is currently ongoing which will culminate in additional posts and Appliance availability	10	Director of POD

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

							being built into the establishment **Oct-March update** The 3rd hybrid has been implemented at St Helens completing the operational response elements of IRMP Supplement 2019-21. Work has commenced on development of IRMP 2021-24 which see further improvements in appliances numbers whilst remaining within the existing 642 Full Time Equivalent firefighters budget.		
1.	**Budget/Financial Risks**			1.1.4	1,2,3,4	Reduced ability to maintain FF safety	15	AM Response Maintenance of competency is managed on station through Safe Person Assessments and the training planner for all operational staff. TRM staff utilise Voluntary Additional Hours to ensure appliances are fully staffed. **April-Oct Update** MFRA continues (including during the pandemic	10	AM Operational Response/ Preparedness

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lockdowns) to deliver core training including recruit training. Additional time has been spent to work with Time and Resource Management to maximise staff / course ratio set against the Local Performance Indicators. Additional training is provided at a local level (SPA & Learnpro) to ensure staff have underpinning knowledge across a range of skills and competencies. Apprenticeship/competency scheme in place.

Oct-March update
Staffing levels and appliance availability with the minimum required numbers of firefighters for safe systems of work (despite Covid and national lockdowns) and within budgetary requirements was maintained as Response continued to work closely with Time and Resource Management to achieve this; absence has remained relatively low with appliance

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								availability largely unaffected. Resilience arrangements remain robust. Core training has continued as have firefighter recruit courses. Learnpro and Safe Person Assessments has continued at local level - AM Response Targeted training has continued throughout COVID-19 to ensure maintenance of competence - AM Preparedness		
1.	**Budget/Financial Risks**	1.2	Insufficient staff to maintain current prevention and protection work. Inability to maintain performance (e.g. Care Act) Political Risk – failure to meet statutory duty Community Safety Risk – failure to address risks to community & Firefighters	1.2.1	1,2,3,4	Increased fires, deaths and injuries	**15**	MFRA continues to deliver its Home Safety Strategy, our focus is targeted at the over 65's and those who are most vulnerable, we have seen advocate performance lift by over 45% this past year and we continue to monitor ADFs and Fire Fatalities through PMG. The impact of the Grenfell Tower Fire is yet to be fully understood but there is the likelihood of increased	**10**	AM Prevention AM Protection

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					Protection teams as such a review is underway **April-Oct Update** The approach to Home Safety has beenmixed this year due to COVID. Advocates continue to deliver Safe and Well and operational crews will deliver HFSCs if the risk of fire outweighs COVID in the main this is post fire. We have experienced 4 fatal fires in quarter 1 but performance against accidental dwelling fires targets is positive. **AM Prevention** Protection are in the process of recruiting a number of Watch Managers and trainee FSI(S) in order to maintain current performance and increase future capacity. **AM Protection** **Oct-March update** We have continued to deliver Safe & Well Checks (8,000+ over the year), to mitigate the impact of much		

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							reduced HFSC activity. We have increased communications across all social media platforms and delivered in excess of 300,000 leaflets (set against themes – older person's day, ward level and deprivation and community reassurance as a result of fatal fires. **AM Prevention**			
1.	**Budget/Financial Risks**	1.3	Insufficient FF's to maintain current levels of response and current number of fire stations	1.3.1	1,2,3,4	Increased risk of property loss in the community	15	MFRA undertakes continual review, analysis and testing of necessary operational response changes resulting from budget reductions to ensure effectiveness against Authority response standards. **April-Oct Update** No change this period Despite the Covid 19 pandemic we have been able to maintain response **Oct-March update** Response has been maintained as has appliance availability and firefighter staffing numbers. Close	10	AM Operational Response

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							working with Time and Resource Management and the Service delivery manager has supported this. St. Helens hybrid went live in October which has further boosted appliances availability. Recruitment has steadily continued which supports firefighter numbers.		
1.	**Budget/Financial Risks**	1.4	Pay increases-impact on ability to maintain a balanced budget	1.4.1	1,2,3,4	The current budget assumes 2019/20 pay awards will be settled at an increase of 2%. Each additional 1% increase in pay equates to approximately £0.3m for firefighters and £0.1m for other staff.	9	The Authority has established a £0.700m inflation reserve to meet any unforeseen inflationary pressures or costs. **April-Oct Update** 2020/21 Pay awards have been settled within the overall established provision (2.75% for non-Firefighter staff, 2% for firefighters **Oct-March update** As above	0	**Director of Finance & Procurement**
1.	**Budget/Financial Risks**	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	Processes are redesigned when cuts to staffing are made Stopping performing specific activities considered.	6	**SLT**

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							Remaining staff are trained in processes/services that are still required **April-Oct Update** Despite the pandemic, services have largely been maintained even with some staff working from home during lockdowns. The Authority have produced a balanced 2020/21 Budget without the need to find further employee savings **Oct-March update** No change from previous update.		
1.	**Budget/Financial Risks**	1.7	Loss of National Resilience funding from Home Office		Loss of operational response/service/training/lack of equipment/vehicles not maintained.	**15**	Utilising MFRS resources to fulfil Role and responsibilities. Budget constantly reviewed with Home Office Colleagues **April to Oct update** Grant payments from Home Office have been unaffected at present time with additional grants now being	**12**	**AM National Resilience**

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					made available to MFRA to support asset refresh and Long Term Capability Management elements. Working relationship with HO remains very positive with periodic finance meetings being held with relevant stakeholders. Given the timing of the New Dimension 2 project and the current arrangements for Lead Authority status that are in place, we would not anticipate any will from Home Office to change the current arrangements and therefore extension to the Lead Authority arrangements and the associated funding, whilst not yet confirmed, is likely to continue. **Oct-March update** Grant funding agreement for 2021/22 is in place with grant payments scheduled for receipt as per extant arrangements. Working relationship with Home Office remains very		

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						positive and periodic finance meetings continue with relevant stakeholders. Additional budget provision to support New Dimension 2 detection, identification and monitoring (DIM) review has been confirmed and expected to be received by end of April 2021/early May. Home Office confirmed support to the new Training and Development Academy build would suggest long term commitment as Lead Authority to be maintained, albeit not confirmed at time of this update.			
1.	**Budget/Financial Risks**	1.9	The impact of unfavourable trade deals with the EU following UK exit in March 2019	1.9.1	1,2,3,4	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. Prices are likely to increase putting strain on budgets, lead times may be extended, shortage and scarcity of parts due to border hold ups,	20	Procurement are contacting critical suppliers to seek details of action they will take to maintain supplies post Brexit, whatever the agreement. **April-Oct Update** No known issues have been identified to date.	15	**Head of procurement**

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					organisations stockpiling and starving supply, contractors failing.		**Oct-March update** – Regular meetings took place from November to January regarding Brexit. These were discontinued as the risk had sufficiently diminished and no issues had arisen. The specific risk can be considered as closed at is encompassed by the business as usual risk of commercial activity	
1.	**Budget/Financial Risks**	1.10			Any remedy / compensation awarded by the Tribunal may have a significant financial impact on the Authority both in terms retrospective compensation payments for retired firefighters and current employees (who may transfer back from FPS 2015 to FPS 1992 and therefore the employer rate would increase from 28.8% to 37.3%). At this point in time both the remedy and any Government funding is unknown, or is likely to be known before 2020/21. In addition to the financial impact the Authority may lose a significant number of	12	As part of the review of current reserves during 2019/20 the Director of Finance will look to increase the General Reserve and create a specific reserve for McCloud/Pension grant as part of a strategy to allow the Authority time to deal with any permanent costs associated with the relevant outcome of the final remedy. **April – Oct update** The 2019 LGPS actuarial review has established an employer rate inclusive of the costs associated with any McCloud remedy from 2020/21 and therefore	0	**Director of Finance & Procurement / CFO / SLT**

The cell for "McCloud" text (column 5): "McCloud" - The decisions of the Court of Appeal in the Sargeant/McCloud (McCloud) cases have ruled that the transitional protections afforded to older members when the Firefighter Pension Scheme(s), FPS, and Local Government Pension Scheme, LGPS, constituted unlawful age discrimination. On 27th June 2019 the Supreme Court denied the Government

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		permission to appeal this decision.			firefighters (including senior staff) earlier than expected if staff revert back to a pension scheme (FPS 1992) with a potential retirement age of 50.		mitigated the impact of any final remedy proposals. HMT have indicated the cost of firefighters returning to their legacy schemes, with a significantly higher employer rate are likely to be built into the 2020 FPS Actuarial review and new employer rates from 2023/24. The proposed 2021/22 MTFP will take into account a forecast for the cost of any employer rate increase from 2023/24. **Oct-March update** Her Majesty's Treasury have confirmed 2020 actuarial review for Firefighter Pension Scheme will build in costs of the McCloud remedy in 2024/25 employer rates. The Medium Term Financial Plan has built in 3% or £1m in 24/25 for this cost. Current Local Government Pension Scheme employer rate has included estimated cost for McCloud. Smoothing reserve has been established to cover cost of any	

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					compensation claims falling on MFRS No risk for 2020/21. But McCloud and potential admin costs and compensation payments will be built into the 21/22 Risk Register.		

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
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2.	Legal and 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. research and analysis activities are carried out, risks are assessed and strategies and processes adopted to deal with them. **April-Oct Update** There are no concerns about non-compliance with the National Framework.	8	SLT
				2.1.2	1,2,3	Inability to respond to major national resilience incidents	15	**Oct-March update** There are no concerns about non-compliance with the National Framework.	8	SLT

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				2.1.3	1,2,3	Increased fires, deaths and injuries	15		12	SLT
2.	Legal and Legislative Risks									
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 damage. **April-Oct Update** **Relevant training of employees and ensuring compliance with legisalative requirements and SOP's continues to**	12	SLT

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

							mitigate any such risks to avoid injury and damage **Oct-March update** As above the risk continues to be mitigated		
2.	**Legal and Legislative Risks**	2.3	Changes introduced by the Localism Act 2011	2.3.1	1,2,3,4	Judicial Review – other legal challenges	**15**	This can be mitigated to some degree by careful consideration of consultation outcomes and other forms of community input into decisions. Howeve,r any person can apply for Judicial Review regardless of the perceived merits or otherwise of such an application. **April-Oct update** No challenges in the form of Judicial Review or other have been received within this period **Oct-March update**	**8**	**Head of Legal & Democratic Services.**

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						No challenges in the form of Judicial Review or other have been received within this period			
2.	**Legal and Legislative Risks**	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	The Equality and Diversity Policy is regularly reviewed (most recently 2017) An Equality Action Plan has been in place for five years, with outcomes and risks reviewed in full every year and progress monitored quarterly as part of the Service Delivery Plan. An E&D Annual Report details outcomes in line with the Equality Act and Action Plan A Public Sector Equality Duty data report is produced annually and analysed to feed in the action planning process Equality Impact Assessments are carried	8	**Director of Strategy and Performance**

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out for plans, policies, guidance, instructions and organisational change

A desk top exercise was carried out in 2016/17 to gather information in relation to the LGA Equality and Diversity Framework

Two staff surveys have been carried out (2014 and 2016) and action taken to address concerns with preparation for a third taking place during 2019/20.

Training and support is given to staff to assist them in complying with Equality and Diversity related duties.

April-Oct Update

Face to Face ED&I training has been limited this period due to the pandemic, but virtual training is being used

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						temporarily with an intention to return to face to face when possible. Equality Impact Assessments and work with staff networks has continued. The Authority has complied with the Public Sector Equality Duty and published the required reports despite the requirement to do so being suspended during the pandemic. The staff survey was postponed in the summer but will take place in November/December. **Oct-March update** The Service continues to be committed to ED&I and further embedding it. The staff survey took place in Nov/Dec and the results		

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						showed a significant improvement in staff engagement.		

showed a significant improvement in staff engagement.

All required processes continue to be followed and a review of the EIA process is underway.

An Access Audit has been commissioned to ensure the Authority continues to meet its obligations.

Staff Networks and Senior Sponsors for ED&I have continued to develop.

An audit of ED&I practice has been commissioned and taken place (results expected in April).

ED&I objectives have been reviewed and updated as part of IRMP planning.

| 2. | Legal and Legislative Risks | 2.6 | Policing and Crime Act 2017 | 2.6.1 | 2,3 | Potential change to Governance | 15 | A business case would need to be completed and submitted to the Secretary of State. If disputed an independent panel would review the business case.

Continue to maintain dialogue with the PCC through Blue Light Collaboration Programme Board and Fire Authority.

April-Oct Update

As above, in addition the Blue Light Collaboration Programme Board have created a working group to consider strategic direction for collaboration delivery for 2021 and beyond.

Oct-March update

Ongoing | 12 | AM Preparedness |

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

2.	Legal and Legislative Risks			2.6.2	2,3	Inability to deliver collaboration across Blue Light Services in line with Policing and Crime Act 2017	12	The Policing and Crime Act 2017 places a duty on MFRA to keep opportunities to collaborate under review and to collaborate with one another where it is in the interests of either their efficiency or effectiveness MFRAs 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. 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.	8	AM Preparedness

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						April-Oct Update No change this period **Oct-March update** No change this period Local Collaboration Overview produced and presented to Operational Board on 29.3.2021			

2.	**Legal and Legislative Risks**	2.7	Increased Litigation costs	2.7.3	2,4	Increased incidents/costs/injuries whilst travelling under blue lights/speeding	12	Close work with the Health and Safety team and ongoing training and development and development to manage these types of incidents. **April- Oct update** No change to this period as the engagement with health and safety and	6	**Head of Legal & Democratic Services.**

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						training continues to be implemented **Oct-March update** No change to this period as the engagement with health and safety and training continues to be implemented			
2.	**Legal and Legislative Risks**			2.7.4	2,4	Potential for increased litigation arising from shared premises with partners.	12	Close work with the Estates and Health and Safety teams and Workplace to manage any issues which arise. **April-Oct Update** This remains an apparent risk however the liaison with Estates and Health and Health and safety continues and any incidents managed well and risks reduced **Oct-March update** This remains an apparent risk however the liaison with Estates and Health and Health and safety continues and any	6	**Head of Legal & Democratic Services.**

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							incidents managed well and risks reduced		
2.	Legal and Legislative Risks	2.9	Failure to comply with Government Transparency agenda	2.9.1	1,2,3	Damage to reputation of MFRS by not publishing policies and data as required	12	A Transparency Service Instruction has been produced to set out the Authority's commitment There is a transparency section on the website with advice and guidance as well as the data that the Authority is required to publish **April-Oct Update** Compliance with the Transparency Regulations is kept under review and information updated on the website as required. **Oct-March update** As above	8	SLT
2.	Legal and Legislative Risks	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	MFRA has a robust suite of H&S audits with findings responded to by the central team in liaison with Estates. All incidents	10	AM Operational Response

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							follow an investigatory process to maximise learning which includes advice from Legal to ensure protection. **April-Oct Update** No change this period **Oct-March update** No change. All key Health & Safety (H&S) functions have continued through this period and through the continued Covid pandemic. Health and Safety Executive Covid secure workplace spot checks have confirmed Covid compliance – good compliance is a direct result of internal Covid audits introduced by the H&S team. H&S continued to work closely with the legal department to manage risk to the organisation.		
2.	**Legal and Legislative Risks**	2.11	Lead Authority for National Resilience	2.11.1	1,2,3,4	Increased responsibility and liability; capacity issues and reputational risk.	15	Mitigation in part through careful contract management.	10	Head of Procurement

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						April-Oct Update The management of the contract and liability of the Authority continues to be mitigated **Oct-March update** The contracts continue to be subject to particular scrutiny regarding indemnity which are evaluated on a case by case basis.			
2.	**Legal and Legislative Risks**	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	10	Director of HR, AM Operational Preparedness

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						qualification to allow less experienced individuals to gain the required road knowledge. **Apr-Oct Update** No change this period. The Driving school will assess and decide when to put individuals through training. **Oct-March update** No change this period			

| 2. | Legal and Legislative Risks | 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.

April – Oct Update
The Protection Team continues to train and upskill its staff in order to | 9 | AM Protection |

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

							satisfy the needs of the Primary Authority Scheme. A dedicated Station Manager and Watch Manager deal with the Primary Authority Scheme. **Oct-March update** We have increased our number of Fire Safety Inspectors to 25 and increased our Watch Managers by 4 this ensures capacity to respond to Primary Authority Scheme requirements		
2.	**Legal and Legislative Risks**	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	9	AM Protection

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

						some resilience but availability is not guaranteed. Potential for assistance from a neighbouring Fire and Rescue Service. **Apr-Oct update** Protection have recruited and trained a number of Watch Managers as Protection Response Officers. This team provides 24/7 response to any incident where Fire Safety concerns are raised and can deal with them appropriately. This includes moving to formal legislative requirements under the Fire Safety Order. **Oct-March update** Protection Response Officers and Protection qualified flexi-duty officers continue to provide 24/7 and out of hours cover.		

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

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											
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	Finance Staff can operate applications from any MFRS site. Application hosted externally with ABS having fall back sites as well. **Apr- Oct Update** Following COVID19 first wave, new agile ICT equipment has been	8	Head of Technology, Director of Finance & Procurement, AM Operational Preparedness

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

						procured to enable flexible working – Head of Technology New agile working and ICT provision in place for staff to work elsewhere if required. Business Continuity plans updated and in place Secondary Fire control and buddy arrangements continue to be in place – AM Preparedness **Oct-March update** Risk information continues to be only available on the Mobile Data Terminal in appliances due to removal of SIRAH. ICT to explore an interim solution as work continues by the CFRMIS project. AM Preparedness		

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

3.	Loss of Strategic Sites/Assets	3.2	Loss of FSHQ, FIRE CONTROL, TADA, fire stations and National Resilience Control	3.2.1	1,2,4	Inability to respond, delay in providing core services	20	**Head of Technology & AM Operational Preparedness.** Secondary Fire Control is available at TDA for relocation and '999's can be diverted regardless of the availability of SHQ. 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. **Apr- Oct Update** For resilience purposes during COVID-19 restrictions, Fire Control Day Watch located in Secondary Control (TDA) and Night Watch at the Primary Control (SHQ). This ensures a degree of social distancing and reduces the likelihood of passing on infection. A significant piece of work took place especially in the early stages of the Covid-19 lock down. Enabled MFRA staff to undertake agile	8	**Head of Technology, Director of Finance & Procurement, AM Operational Preparedness**
							20		8	
3.	Loss of Strategic Sites/Assets	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				

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

						working during Covid-19 lockdown using Surface Pros. The rollout off MS Teams during the Covid-19 pandemic allowed internal and external meeting take place whilst MFRA staff worked in a hybrid home and/or in the workplace. **Training** New agile working and ICT provision is in place for staff to work elsewhere if required. Business Continuity plans have been updated and are in place. Plans in place for Core training to be carried out on fire stations if required and TDA unavailable. **Fire Control** As previous statement **Oct-March update** Risk information continues to be only available on the Mobile Data Terminal in appliances due to the removal of SIRAH. ICT to	

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

						explore an interim solution as work continues by the CFRMIS project. AM Preparedness The use of Surface Pro's and Microsoft Teams continues to allow working from Home whilst Government restrictions remain in place. The rollout of O365 which is underway further enhances the possibilities around remote working. Head of Technology		
3.	**Loss of Strategic Sites/Assets**	3.4	Protective security- potential risks resulting from non-compliance with FRS Protective Security Strategy.	3.4.1	1,2,3,4	Potential security risk in relation to all FRS assets, particularly in relation to Personnel, information and premises risk.	20	A Protective Security Group is led by the Director of Strategy and Performance and includes representatives of several departments with security responsibilities. There is a Protective Security Policy and three Service Instructions that	9	Director of Strategy and Performance

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

						<td style="background:red"></td>	deal with Information, Physical and Personnel security An Internal Audit review of arrangements found MFRA to be compliant with the latest versions of the national requirements. **April-Oct Update** The group did not meet during April to September but was reinstated in November. Despite this, work has continued through normal business to ensure security remains an area of focus. **Oct-March update** The group has continued to meet with no concerns to report.	<td style="background:orange"></td>
3.	**Loss of Strategic Sites/Assets**	3.6	Potential elevated target risk for terrorist action in regards to cyber crimes	3.6.1	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	**Head of Technology**

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

						on its own firewalled network, with limited access in and out. **April-Oct Update** No reduction or impact on Fire Control services due to cybercrime related activities during this period. As MFRA upgrades its command and control system from Vision 3 to Vision 5 the new solution will incorporate cyber protection and a cyber-security penetration test will take place before go-live in Feb 2021. **Oct-March update** A cyber security penetration was undertaken and following remedial actions where resolved in preparation for the upgrade to Vision5 in April 2021	

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

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										
4.	Environmental and Political	4.1	Increase in Environmental incidents resulting in the inability to respond	4.1.1	1,4	HSE and legislative impacts from illegal discharges (impact from fire-fighting activity)	15	Action plans are in place with Fire Control to inform the Environment Agency when operational activity may impact the environment to assist with mitigation. HMEPO support officers are available across all flexi duty groups to support incident commanders. **April-Oct Update** No change this period **Oct-March update** No change this period. No significant increase in large scale environmental incidents noted. Environmental measure mentioned above remain in place.	10	AM Operational Response

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

| 4. | Environmental And Political | 4.2 | Insufficient water pressure resulting in the inability to fight fires effectively. | 4.2.1 | 1,2 | Potential for major consequences, FF injuries | 25 | High volume pumps (HVP's) and hose layer units available to support water supplies. Additional HVP's available via NCAF arrangements.

Availability of mapping for water mains to be accessible on the command support unit. Currently awaiting sign off of a Data Licence agreement with United Utilities to share "Safe Dig" Software

April-Oct Update
No change this period. A Memorandum of Understanding with United Utilities is in place for Water supplies.

Oct-March update
United Utilities invited to Command Seminar to discuss risk of insufficient water supplies. Powerpoint presentation available to view on portal | 4 | AM Operational Preparedness |

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

4.	Environmental and Political	4.3	Changing demographics in Merseyside brings about a changing in vulnerability profile and higher unemployment.	4.3.1	1,2,3	Increased economic costs from increases in arson	15	Increased economic costs from increases in arson – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of anti-social behaviour (ASB), domestic abuse (DA), serious organised crime (SOC) & associated deliberate fire setting. 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 the associated deliberate fire setting. The Street Intervention Team are also deployed via the Voluntary Organisation Support Service (VOSS) and	12	AM Prevention
				4.3.2	1,2,3	Increased economic costs from increases in fraud.	15		12	
				4.3.3	1,2,3	Increased incidents eg. fires	15		12	
				4.3.4	1,2,3	Increased antisocial behaviour (ASB)	15		12	

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

					Merseyside Police to engage and divert children and young people away from anti-social behaviour and towards more meaningful activities. 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. **April-Oct Update** We continue to deliver a range of Prevention activities across all LA areas of Merseyside. We actively monitor all aspects of performance – some services have been altered this year due to the pandemic and outcomes have been reported through Performance Management Group, we are in the planning stage now for the Bonfire Period and have had		

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

4.	Environmental and Political	4.4	Reputation	4.5.1	1,2,3,4	Negative changes to the Community perception of MFRS may be detrimental to Prevention, protection and partnership activities eg. failure to deliver safety messages.	some success in securing funding for Street Intervention Teams in each LA area. Advocates remain focused on the delivery of Safe and Well visits and we will see a targeted "flyer" campaign for Older Persons Day and beyond in the final reporting period of this year. 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). 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	15	12	Director of Strategy and Performance

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

					low when compared with other FRS's. **April-Oct Update** Corporate Communications have significantly increased their staff communications output during the period to provide up to date information and guidance and staff during the pandemic. This also involved increased external communications to ensure the public were advised of risks specific to the pandemic and lockdown as well as maintaining regular safety communications. Engagement with partner organisations increased to enable this. Additional resources were required to facilitate this work. The period has also seen the preparation for the bonfire period and preparation for firefighter and Control recruitment. **Oct-March update**		

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

						The increased communication with staff that was detailed in the last update has continued and it was pleasing to note that the 2020 staff survey saw a high level of approval of our approach to communication from staff. Social media and other electronic communications have continued to be important during this period but more traditional leaflet drops have been effective during the period when Prevention activity has been necessarily curtailed. Consultation on the draft IRMP in 2020 and 2021 has shown that the public continue to hold the Service in high regard.			
4.	**Environmental and Political**	4.5	Increased flood risk	4.5.1	1,2	Ability to respond to major flooding incidents from spate conditions.	15	Response Operational Crews train for and are equipped for water rescue incidents. Senior Officers train against	10	AM **Operational Preparedness & Operational Response**

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

| | | 4.6 | Extreme Weather | 4.6.1 | 1,2 | Spate conditions will impact on ability to respond | 15 | national standards for flood response. Specialist Teams are available for local, national and inter-national flood response.

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.

April-Oct Update
No change this period

Oct-March update
Suite of aforementioned options remain in place to assist with an effective response to flooding/extreme weather. Robust plans remain in place to ensure continued appliance availability during spate conditions.
No spate condition activation during this period.
AM Response

No change this period | 10 | AM Operational Preparedness & Operational Response |

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

							AM Preparedness		
4.	**Environmental and Political**	4.7	Civil Unrest	4.7.1	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). **April-Oct Update** No change this period **Oct-March update** No change this period. Plans and training remains in place and are suitable and sufficient. AM Response Service Instructions reviewed in light of increased protests due to COVID AM Preparedness	10	**AM Operational Preparedness & Operational Response**

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

4.	Environmental and Political	4.9	Diesel fuel vehicles being phased out in the future	4.9.1	1,2,3	Initiate an Electrical charging infrastructure and electric vehicles considering the Local Authority aim to introduce pollution charges.		MFRS Transport Manager will closely monitor the situation **April-Oct Update** A task and finish group has been established to look at an electrical charging infrastructure and electric vehicles. The group is initialling examining Procurement frameworks available and assessing electric capacity on MFRS properties **Oct-March update** Mainstreamed into Transport Asset Management Plan		AM Operational Preparedness

4.	Environmental and Political	4.10	Fuel Strike			Loss of fuel available due to strike. Critical services only to utilise MFRS diesel tanks.		Merseyside Resilience Forum Fuel Plan for strike conditions. MFRS fuel tank supplies utilised for critical services only during strike conditions **April-Oct Update**		AM Operational Preparedness

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

						MFRS Fuel Plan is currently being reviewed **Oct-March update** MFRS Fuel plan updated. Ongoing with Local Resilience Forum partners			

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**		
5.	**Loss of Key Staff**	5.1	Sudden Mass Absenteeism Pandemic, Strike, CBRNE incident, significant incident	5.1.1	1,2,3,4	Loss of Key staff, Inability to provide core services	15	AM Response 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. **April-Oct Update**	10	AM Operational Preparedness & Operational Response

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

						Resilience still in place within departments to task staff with priority work steams when required, Business Continuity Plans have been updated from Covid 19 responses and new ICT provisions – AM Preparedness **Oct-March update** AM Response – Business Continuity plans and Operational resilience continued to be effective and maintained. Close working with Time and Resource Management ensured staffing levels on appliances and fire stations remained sufficient; 10 key station methodology maintained through established resilience arrangements and staff/appliance movement; 13-16 arrangements remained an option.		

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

| 5. | Loss of Key Staff | 5.2 | Industrial Action resulting in the Inability to provide suitable response | 5.2.1 | 1,2,3,4 | Inability to attend incidents, provide core services | | The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10 key locations during contingency situations. In addition, section 13-16 arrangements are maintained to supplement internal resilience arrangements.

April-Oct Update
Resilience team members continual to be supplemented by new recruits entering the service ensuring any reductions due to retirements are offset.

Oct-March update
Business Continuity Plans being continually reviewed | 12 | Director of POD |
|---|---|---|---|---|---|---|---|---|---|---|

5.	Loss of Key Staff	5.3	Change resulting in loss of Key staff and increasing workloads to set strategy and deliver services	5.3.1	1,2,3,4	Loss of key skills, lack of momentum going forward, reduced ability to respond to changes.	15	The Authority continues to manage its staffing requirements through the Workforce strategy group, appraisal process, and	12	Director of POD

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

					Gateway promotion process. All combining to identify potential staff or skill shortage, and ensure adequate training, promotion or recruitment to address those needs **April-Oct Update** A significant number of substantive appointments have been made in line with Workforce Planning arrangements and ensuring newly introduced duty systems are fully resourced. External transfers in to MFRA have been facilitated at both FF and Supervisory manager level. **Oct-March update** Further appointment processes and external transfer have taken place to ensure resilience is in place for loss of key staff and skills from the workforce.		

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

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	
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	ICT 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 *and* 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. **Apr- Oct update** No change during this period.	6	Head of Technology Director of Strategy & Performance FMIS Manager

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

							Systems Support		
							There will be an individual update for this area in future reports		
							Apr- Oct update		
							No concerns around arrangements for maintaining third party software provision during this period.		
							Finance & HR		
							There will be an individual update for this area in future reports		
							Oct-March update		
							Finance & HR		
							No issues for 2020/21		
							Capita are looking to sell their Secure Solutions and Services business (SSS) which includes their CAD and ICCS products which are both used by MFRS.		
							- Capita emphasised the message that it is very much business as usual		

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

						🟧	whilst this commercial activity is ongoing - MFRS and the Home Office are keeping a watch brief. Head of Technology	🟩	
6.	**Technology Risks**	6.2	Infrastructure sharing with partners. Security from Virus and hacking, loss of data (Laptops, CD etc.).	6.2.1	1,3,4	Data compromised, loss of data, complaints, legal action, fines	**15**	<u>Director of Strategy & Performance</u> The Strategy and Performance ICT Board 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. **April-Oct Update** The ICT Board and applications governance referred to above has continued throughout the period which ensures that any issues are identified and responded to. The Protective Security Group has now been reinstated, but work	**12**	**Head of Technology** **Director of Strategy & Performance**

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

							has continued in that area throughout the period. **Oct-March update** All processes relating to applications continue to work effectively and provide good governance. – Director of Strategy and Performance		
6.	**Technology Risks**	6.3	The inability to keep pace with technology changes.	6.3.1	1,2,3,4	Loss or reduction in the quality of services provided	15	MFRA has forgone a concrete roadmap for its newly launched ICT strategy and has 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. For this reason, our ICT strategy is encapsulated in our ICT strategic framework and our asset management	12	**Head of Technology**

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

							plan, and is then aligned to wider organisation strategy at the quarterly held S&P ICT Board. **April-Oct Update** November 2020 will see a restart of the Strategic Framework meetings as ICT return to Business as Usual working during Covid-19. Prior to Nov 2020 ICT has been operating a Business Continuity meeting structure. **Oct-March update** The Strategic Framework meetings resumed with an Innovation and Technology Forum meeting on 25/11/2021.		
6.	**Technology Risks**	6.4	Poor data/information management resulting in loss of data, legal redress from	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 and Performance**

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

		Information Commissioner. Particularly in relation to failure to implement the General Data Protection Regulation.				of ICT equipment and Protective Security. There are also several Service Instructions covering the key issues associated with this, including data protection, retention period, destruction of information assets, records management and Freedom of Information. Work to implement the General Data Protection Regulation was successful. This included: 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. **April – Oct update** Work continues to ensure that data processing (new and existing) complies with legislation and good practice. **Oct-March update**

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

						No change from the previous update.			
6.	**Technology Risks**	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	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. The Home Office will continue to work closely with FRSs & Airwave to ensure that our current voice communication network remains in place and effective. 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	9	**Head of Technology**

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

					influence national/regional aspects of ESMCP are taken. 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. **April-Oct Update** Work on the trial and testing of the Emergency Services Network Direct 2.0 products is nearing completion. The successful trials should ensure the final PRIME product due in Q3 2021 will deliver an effective operational replacement to the Airwave product. Work to ensure the continued availability and support of the Airwave radio system are ongoing including upgrades within the Airwave network and fibre links to our onsite equipment. **Oct-March update** Following confirmation that Merseyside FRS would		

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

							become an Assurance Partner for the ESN Programme, both MFRS and our service partner telent have engaged Capita to scope a suitable environment for ESN testing. Work continues on the various ESN product streams and test plans in readiness for pilot trails in late 2021.		
6.	**Technology Risks**	6.7	Withdrawal and transition arrangements from SOPHTLOGIC to new MIS for Community Fire Protection.	6.7.1	1,2,3,4	Robust transitional arrangements are required to ensure the Authority can carry out its statutory duty as the Enforcing Authority under the RRO (Fire Safety) 2005.	**15**	The replacement of the SOPHTLOGIC system is programmed in for development and options are being explored. The transitional arrangements remain part of that process. **April-Oct Update** Work is ongoing to replace this application. **Oct-March update** The organisation changed its approach in November 2020 when research showed that there was a commercial off the shelf application available that would provide a Management Information System for Protection,	**12**	**Director of Strategy and Performance**

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

							Prevention and site specific risk information. This was not available when internal development work commenced, but careful consideration showed that it would be advantageous to the Authority to procure this application (CFRMIS) and as a result internal development ceased. CFRMIS is due to start going live (Protection) in May 2021.		
6.	**Technology Risks**	6.9	Increase potential for Cyber Attack as we move to the Cloud			Loss or reduction in the quality of services provided	**15**	ICT deploys a number of security measures to protect the Merseyside Fire and Rescue Authority (MFRA) networks and information. Measures to protect from external attacks include applying updates and patches to applications, software and operating systems; deploying firewalls; filtering traffic; deploying access control solutions; using anti-malware solutions to block malicious code (including viruses, trojans, worms, spyware, ransomware, adware, etc.);	**12**	**Head of Technology**

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

						🟥	network segregation solutions and e-mail filtering solutions. **April - Oct Update** ICT received warnings from North West Warning & Advice Reporting Point (NW WARP and the Head of ICT attended quarterly NW WARP meetings for the first time. **Oct-March update** No change during this period	🟨	

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										
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.	0	**Head of Procurement**

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

							April-Oct Update Additional training is being arranged for Procurement staff to ensure the management of contracts is at the highest professional level **Oct-March update** No issues arising in the year		
7.	**Procurement**	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-Oct Update** No areas of concern have been identified **Oct-March update** No areas of concern for 2020/21	0	**Head of Procurement**

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

		1.8	Changes to insurance discount rates	1.8.1	1,2,3,4	Increased insurance premiums	15	This is largely out of the control of MFRA but careful negotiation and management of all contracts assist with mitigating the effect. **Removed Octt 2019**	12	**Director of Legal, Procurement & Democratic Services**
				3.5.2	1,2,3,4	Saughall Massie		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. **Removed Octt 2019**	6	**Head of Estates**
4.	**Environmental and Political**	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. **April-Oct Update** ==Risk merged with 4.9 with change to descriptor== – November 2020		AM Operational Preparedness

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6.	Technology Risks	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.		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.		We will engage with Home Office and NFCC to try and ensure that access to the system is not lost. 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. **Closed March 2020**	12	Director of Strategy and Performance
3.	**Loss of Strategic Sites/Assets**		3.5.3	1,2,3,4	St Helens	25			In St. Helens a suitable site has been identified & negotiations are currently underway to resolve the various issues that are currently preventing progress. If this site falls through, an alternative site will be sought. If nothing appropriate can be found, Eccleston will close completely and the current St. Helens site continue to be utilised for response in the wider St. Helens area. **Apr-Oct Update**	12	Head of Legal & Democratic Services.

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						New station build completed and opened on 16th October Station completed and opened on 16th October. **CLOSED**		

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