

MFRA RISK MATRIX



**MERSEYSIDE  
FIRE & RESCUE  
SERVICE**

likelihood A

Increasing Impact B		Likelihood A			
		1	2	3	4
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	

April 2021 – March 2022

APRIL 2021 to SEPTEMBER 2022  
update

5	<b>Massive</b>	Develop Reduction measures	Compulsory Risk reduction			
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### 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.

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

**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.	<b>Budget /Financial Risks</b>	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.  <b>April-Sep Update</b> Continuous review of staffing through Operational Preparedness Group meetings, one to ones and Ops Board.	12	AM Operational Preparedness

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CORPORATE RISK REGISTER 2021/22 – Apr- Sept 2021 update

								Business Continuity Fuel Plan Revised		
1.	<b>Budget/Financial Risks</b>			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.  <b>April-Sep Update</b> No change this period	10	AM Operational Preparedness
1.	<b>Budget/Financial Risks</b>			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  <b>April-Sep Update</b> The 3 <sup>rd</sup> hybrid has been implemented at St Helens completing the operational response elements of IRMP Supplement 2019-21.	10	Director of POD

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								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.	<b>Budget/Financial Risks</b>			1.1.4	1,2,3,4	Reduced ability to maintain FF safety	15	<p><u>AM Response</u> 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.</p> <p><b>April-Sep Update</b> Continual core training including recruit training. 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 &amp; Learnpro) to ensure staff have underpinning</p>	10	<b>AM Operational Response/ Preparedness</b>

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								knowledge across a range of skills and competencies. Apprenticeship/competency scheme in place.		
1.	<b>Budget/Financial Risks</b>	1.2	<p>Insufficient staff to maintain current prevention and protection work. Inability to maintain performance (e.g. Care Act)</p> <p>Political Risk – failure to meet statutory duty</p> <p>Community Safety Risk – failure to address risks to community &amp; Firefighters</p>	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><b>April-Sep Update</b> MFRA continues to deliver its Home Safety Strategy (as above), as COVID restrictions have eased Operational crews have returned to completing HFSCs, we have worked with Ops Response to improve IRS reporting. We are planning for Older Persons Day on the 1<sup>st</sup></p>	10	<b>AM Prevention AM Protection</b>

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								October 2021. The service is also undertaking a gap analysis against the NFCC prevention Standard.		
1.	<b>Budget/Financial Risks</b>	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>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><b>April-Sep Update</b> No changed in the mitigation process from the above statement</p>	10	AM Operational Response
1.	<b>Budget/Financial Risks</b>	1.4	Pay increases-impact on ability to maintain a balanced budget	1.4.1	1,2,3,4	<p>The current budget assumes 2019/20 pay awards will be settled at an increase of 2%.</p> <p>Each additional 1% increase in pay equates to approximately £0.3m for firefighters and £0.1m for other staff.</p>	9	<p>The Authority has established a £0.700m inflation reserve to meet any unforeseen inflationary pressures or costs.</p> <p><b>April-Sep Update</b> The employers have offered the firefighters 1.5% pay rise for 21/22 which has been accepted. The non-ff staff have been offered 1.75%</p>	0	Treasurer

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								and this is currently being considered. The Qtr 1 financial review identifies how the cost will be covered from reserves in 21/22 and also it will be picked-up in the 22/23 budget process.		
1.	<b>Budget/Financial Risks</b>	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 Remaining staff are trained in processes/services that are still required  <b>April-Sep Update</b> Key services continue to be delivered but opportunities to streamline services and improve efficiency are taken (e.g. manual process being converted to electronic ones)	6	SLT
1.	<b>Budget/Financial Risks</b>	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	12	AM National Resilience

								<p><b>April to Sep update</b></p> <p>Second half of grant funding agreement for 2021/22 due to be received in November 2021.</p> <p>Working relationship with Home Office remains very positive and periodic finance meetings continue with relevant stakeholders.</p> <p>Additional budget provision to support New Dimension 2 Detection, Identification and Monitoring (DIM) review has been received as well as funding provision for additional resource required for a 6-month period.</p> <p>Formal grant determination and Lead Authority agreement beyond March 2022 has not yet been received, however Home Office have written to the DCFO indicating their intent to extend the Lead Authority arrangements for a further 3 years beyond March 2022.</p>	
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1.	<b>Budget/Financial Risks</b>	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><b>April-Sep Update</b> Brexit developments were monitored by the Procurement Team in conjunction with FRS procurement colleagues from Cheshire, Lancashire and Manchester during the first calendar quarter of 2021. Although one critical supplier did increase stock holding to 90 days, no other action was reported other than monitoring. The informal group had stopped meeting by April 2021 as the risk of unfavourable deals following UK exit was seen be relatively insignificant as compared to those posed by the continuing pandemic. In particular supply chains have been affected by the non-availability of staff due the effects of the virus itself including the lock-down .</p>	15	Head of Procurement
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							THIS ACTION IS NOW CLOSED			
<b>1.</b>	<b>Budget/Financial Risks</b>	<b>1.1 0</b>	<p><b>“McCloud”</b> - 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 permission to appeal this decision.</p>			<p>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.</p> <p>In addition to the financial impact the Authority may lose a significant number of firefighters (including senior staff) earlier than expected if staff revert back to a pension scheme (FPS 1992) with a potential retirement age of 50.</p>	12	<p style="background-color: yellow;"><b>April – Sep update</b></p> <p>No change. The actuarial review outcome is unlikely to be known before 2023. A smoothing reserve exists to cover any non-Pension Fund costs associated with implementing the immediate detriment or compensation payments.</p>	0	<p><b>Director of Finance / CFO / SLT</b></p>

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

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	<p>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.</p> <p><b>April-Sep Update</b> There are no concerns, Services are delivered effectively and efficiently and integrated risk management planning follows the requirements of the National Framework.</p>	8	SLT
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2.	Legal and Legislative Risks			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

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2.	<b>Legal &amp; Legislative Risks</b>	2.2	Corporate Manslaughter Act	2.2.1	1,2,3,4	Sanctions, fines and or arrests resulting from death of Personnel	25	<p>This can be mitigated to some degree by correct application of SOP's. Service Instructions, training and Health and Safety legislation to avoid injury and damage.</p> <p><b>April-Sep Update</b></p> <p>Relevant training of employees and ensuring compliance with legislative requirements and SOP's continues to mitigate any such risks to avoid injury and damage</p>	12	SLT
2.	<b>Legal and Legislative Risks</b>	2.3	Changes introduced by the Localism Act 2011	2.3.1	1,2,3,4	Judicial Review – other legal challenges	15	<p>This can be mitigated to some degree by careful consideration of consultation outcomes and other forms of community input into decisions. However any person can apply for Judicial Review regardless of the perceived merits or otherwise of such an application.</p> <p><b>April-Sept update</b></p>	8	Head of Legal & Democratic Services.

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								The governance and communication in place continues to mitigate this risk.		
2.	<b>Legal and Legislative Risks</b>	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 Equality Actions form part of the Service Delivery Plan and ED&amp;I Annual Report Equality Impact Assessments are carried out for plans, policies, guidance, instructions and organisational change Training and support is given to staff to assist them in complying with Equality and Diversity related duties.</p> <p><b>April-Sep Update</b> 61.7% of staff have received face ED&amp;I training and 75% have completed an online training module</p>	8	Director of Strategy and Performance



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								<p>Staff networks are doing well and working with management to improve policy, services and outcomes.</p> <p>There have been increases in BAME and female firefighters on recruit courses this year.</p> <p>Equality Impact Assessment processes are being reviewed to improve in this area.</p> <p>ED&amp;I Strategic Board meets quarterly.</p>		
2.	Legal and Legislative Risks	2.6	Policing and Crime Act 2017	2.6.1	2,3	Potential change to Governance	15	<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><b>April-Sep Update</b></p>	12	AM Preparedness

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								Existing governance structure in place. No change.		
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	<p>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</p>	8	AM Preparedness

CORPORATE RISK REGISTER 2021/22 – Apr- Sept 2021 update

								<p>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><b>April-Sep Update</b></p> <p>Existing governance structure in place. No change.</p>		
2.	<b>Legal and Legislative Risks</b>	2.7	Increased Litigation costs	2.7.3	2,4	Increased incidents/costs/injuries whilst travelling under blue lights/speeding	12	<p>Close work with the Health and Safety team and ongoing training and development and development to manage these types of incidents.</p> <p><b>April- Sep update</b></p> <p>No change for this period, the risks are mitigated as above</p>	6	Head of Legal & Democratic Services.

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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.  <b>April-Sep Update</b> No change for this period, the risks are mitigated as above	6	Head of Legal & Democratic Services.
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  <b>April-Sep Update</b> All Transparency data on the website is up to date.	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 follow an investigatory	10	AM Operational Response

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								process to maximise learning which includes advice from Legal to ensure protection.		
								<b>April-Sep Update</b> No change this period		
2.	<b>Legal and Legislative Risks</b>	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 Legal & Democratic Services.
								<b>April-Sep Update</b> Contract management continues and a review of the arrangement have been undertaken in this period to mitigate these risks		
2.	<b>Legal and Legislative Risks</b>	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,	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	10	Director of HR, AM Operational Preparedness

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						experience or type of vehicle they have driven.		LGV routine activity driving will take place prior to EFAD qualification to allow less experienced individuals to gain the required road knowledge.  <b>Apr-Sep Update</b> No change this period		
2.	<b>Legal and Legislative Risks</b>	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.  <b>April – Sep Update</b> The Protection Team continues to train and upskill its staff in order to satisfy the needs of the Primary Authority Scheme. A dedicated Station Manager and Watch Manager deal with the Primary Authority Scheme.	9	AM Protection

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2.	<b>Legal and Legislative Risks</b>	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	<p>Senior Officers in Protection when scheduled on cover can provide this facility to respond out of hours; providing they are not engaged at an operational incident. Article 31 Officers provide some additional limited support to assess complaints but are not warranted officers or deemed competent under the Fire Protection Competency Framework. Recall to duty provides some resilience but availability is not guaranteed. Potential for assistance from a neighbouring Fire and Rescue Service.</p> <p><b>Apr-Sep update</b> We have a 24/7 cohort of Protection Response Officers supported by a number of trained Article 31 Officers who maintain a rota available by fire control. Should further assistance be required fire control can request, via</p>	9	AM Protection
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CORPORATE RISK REGISTER 2021/22 – Apr- Sept 2021 update

									recall to duty, specifically trained officers.		
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**Mission :- Safer Stronger Communities: Safe Effective Fire-fighters**

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3.	<b>Loss of Strategic sites/Assets</b>	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	<b>20</b>	<u>Treasurer</u> Finance Staff can operate applications from any MFRS site. Application hosted externally with ABS having fall back sites as well.  <u>Head of Technology &amp; AM Operational Preparedness.</u> 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'	<b>8</b>	Head of Technology, Treasurer, AM Operational Preparedness
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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	agreement is in place with Surrey FRS and BT to redirect and manage emergency 999 calls during periods of outage, spate and spike.	8	Head of Technology, Treasurer, AM Operational Preparedness
							20	SHQ has a UPS backup which will provide electrical power to SHQ to enable decant to fall back sites.  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.	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		<b>Apr- Sep Update</b> <b>Head of Technology</b> The ICT Capital budget covers the replacement of Surface Pros in line with their Asset Life to aid mobile working.  Due to the removal of		

								<p>SIRAH, Risk &amp; Operational Information was only available on the Mobile Data Terminal(MDT) in appliances. ICT were asked to explore an interim solution, as work continues by the CFRMIS project, this was implemented mid-2021.</p> <p><b>AM Preparedness</b> Due to the removal of SIRAH Risk &amp; Operational Information was only available on the Mobile Data Terminal(MDT) in appliances. ICT were asked to explore an interim solution, as work continues by the CFRMIS project, this was implemented mid-2021.</p>		
3.	<b>Loss of Strategic Sites/Assets</b>	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 Director of Legal and includes representatives of several departments with security responsibilities. There is a Protective Security Policy and three Service Instructions that</p>	9	Director of Strategy and Performance

							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.  <b>April-Sep Update</b> Protective security group continues to meet regularly and addresses any emerging issues.	
3.	<b>Loss of Strategic Sites/Assets</b>	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.  <b>April-Sep Update</b> No change during this period.  <b>AM Preparedness</b> CYBER Exercise held in July 2021. MFRS developing plan in conjunction with	Head of Technology

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									Merseyside Resilience forum		
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RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATE D SCORE	RISK/ACTION OWNER	
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People											
4.	<b>Environmental and Political</b>	4.1	Increase in Environmental incidents resulting in the inability to respond	4.1.1	1,4	HSE and legislative impacts from illegal discharges (impact from fire-fighting activity)	15	Action plans are in place with Fire Control to inform the Environment Agency when operational activity may impact the environment to assist with mitigation. HMEPO support officers are available across all flexi duty groups to support incident commanders.	10	AM Operational Response	

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							<b>April-Sep Update</b> No changed in the mitigation process from the above statement.		
4	<b>Environmental And Political</b>	<b>4.2</b>	Insufficient water pressure resulting in the inability to fight fires effectively.	<b>4.2.1</b>	<b>1,2</b>	Potential for major consequences, FF injuries	<p><b>25</b></p> <p>High volume pumps (HVP's) and hose layer units available to support water supplies. Additional HVP's available via NCAF arrangements.</p> <p>Availability of mapping for water mains to be accessible on the command support unit. Currently awaiting sign off of a Data Licence agreement with United Utilities to share "Safe Dig" Software</p> <p><b>April-Sep Update</b> United Utilities(UU) presented at a command seminar June 2021. Additional water support is available from UU through Fire Control and Local Resilience Forum arrangements.</p>	<b>4</b>	AM Operational Preparedness

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4.	<b>Environmental and Political</b>	4.3	Changing demographics in Merseyside brings about a changing in vulnerability profile and higher unemployment.	4.3.1	1,2,3,4	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	1,2,3,4	Increased economic costs from increases in fraud.	15		12	
				4.3.3	1,2,3,4	Increased incidents eg. fires	15		12	
				4.3.4	1,2,3,4	Increased antisocial behaviour (ASB)	15		12	

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								<p>Merseyside Police to engage and divert children and young people away from anti-social behaviour and towards more meaningful activities.</p> <p>Increased incidents e.g. Fires – Community Risk Management risk reduction strategies are designed to put measures in place to reduce risk and mitigate high call demand outputs and outcomes are reported via Performance Management Group.</p> <p><b>April-Sep Update</b> Update as above, however we have sought to understand the broader health related impacts of covid on communities and vulnerable people.</p>		
4.	<b>Environmental and Political</b>	4.4	Reputation	4.4.1	1,2,3,4	Negative changes to the Community perception of MFRS may be detrimental to Prevention, protection and partnership activities eg.	15	<p><b>April-Sep Update</b> MFRS continues to be well regarded due to highly effective service delivery and positive communications.</p>	12	Director of Strategy and Performance

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						failure to deliver safety messages.				
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	<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 inter-national flood response.</p>	10	AM Operational Preparedness & Operational Response
		4.6	Extreme Weather	4.6.1	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> <p><b>April-Sep Update</b> <u>AM Preparedness</u> Additional resources are available to the Service if required for increased levels of activity.</p> <p>Increased Alert Level protocols can be implemented by Senior</p>	10	AM Operational Preparedness & Operational Response



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								Officers for anticipated events. (These protocols have now changed and are referenced as Fire Silver or Fire Gold meetings to discuss severe weather).  <u>AM Response</u> No changed in the mitigation process from the above statement.		
4.	<b>Environmental and Political</b>	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).  <b>April-Sep Update</b> Service Instructions were reviewed in light of increased protests due to COVID	10	AM Operational Preparedness & Operational Response

4.	<b>Environmental and Political</b>	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		<b>April-Sep Update</b> Initial discussion meeting held Sept 2021 and being		AM Operational Preparedness
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CORPORATE RISK REGISTER 2021/22 – Apr- Sept 2021 update

						Authority aim to introduce pollution charges.		raised at Strategic Estates Group October 2021	
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4.	Environmental and Political	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><b>April-Sep Update</b></p> <p>Business Continuity arrangements reviewed and discussed at meetings planned within September 2021</p>	AM Operational Preparedness
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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
<p><b>Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention &amp; Protection. 4) Excellent People</b></p>										
5.	Loss of Key Staff	5.1	Sudden Mass Absenteeism	5.1.1	1,2,3,4	Loss of Key staff, Inability to provide core services	15	AM Response	10	AM Operational Preparedness

Our Aims: ~ Protect ~ Prevent ~ Prepare ~ Respond

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			Pandemic, Strike, CBRNE incident, significant incident						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.		& Operational Response
									<b>April-Sep Update</b> No change this period		

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.	12	Director of POD
									<b>April-Sep Update</b>		



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	<p>ICT talent, under the contract and the internal ICT client team manage suppliers to achieve the required service levels and ensure suppliers are appropriate to support the needs of MFRA, both across the ICT infrastructure <i>and</i> the commodity &amp; fire control applications used by the Authority. This ensures the suppliers deliver continuous service improvement, show best value and are fit for purpose to meet the business needs.</p> <p><b>Apr- Sep update</b>  <u>Head of Technology</u>            Capita plc (Capita) announced 01.01.2021 that it has agreed to sell its Secure Solutions and Services (SSS) business to</p>	6	Head of Technology  Director of Strategy & Performance  FMIS Manager

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								<p>NEC Software Solutions UK Limited</p> <p>Capita emphasised the message that it is very much business as usual whilst ownership transfers.</p> <p><u>Director of Strategy and Performance</u></p> <p>Relationships between MFRA, telent and suppliers continue to be positive and effective.</p>		
6.	<b>Technology Risks</b>	<b>6.2</b>	Infrastructure sharing with partners. Security from Virus and hacking, loss of data (Laptops, CD etc.).	<b>6.2.1</b>	<b>1,3,4</b>	Data compromised, loss of data, complaints, legal action, fines	<b>15</b>	<p><u>Director of Strategy &amp; Performance</u></p> <p>The Strategy and Performance ICT Board considers and responds to strategic risks</p> <p>A Protective Security Group focuses on information security</p> <p>Governance arrangements for applications were been reviewed and formalised in 2016.</p> <p><b>April-Sep Update</b></p> <p>The ICT Strategic Board and several operational Boards</p>	<b>12</b>	<p>Head of Technology</p> <p>Director of Strategy &amp; Performance</p>

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CORPORATE RISK REGISTER 2021/22 – Apr- Sept 2021 update

								beneath that continue to effectively manage all ICT arrangements.		
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	<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 quarterly held S&amp;P ICT Board.</p> <p><b>April-Sep Update</b></p>	12	Head of Technology

CORPORATE RISK REGISTER 2021/22 – Apr- Sept 2021 update

								No change during this period.	
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6.	Technology Risks	6.4	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.	6.4.1	1,2,3,4	Data compromised, loss of data, complaints, legal action, fines	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 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.</p>	12	Director of Strategy and Performance
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CORPORATE RISK REGISTER 2021/22 – Apr- Sept 2021 update

								<p>Collaborative work with Merseyside police and other FRAs is being considered to share best practice.</p> <p><b>April – Sep update</b></p> <p>Work continues to ensure legislation is complied with including:</p> <ul style="list-style-type: none"> <li>Information sharing agreements</li> <li>Privacy notice updates</li> <li>Data Protection impact assessments</li> <li>Reviews of records management</li> <li>Advice/training for staff</li> </ul>		
6.	<b>Technology Risks</b>	<b>6.5</b>	The Emergency Services Mobile Communication Programme (ESMCP) and transition to the emergency services network	<b>6.5.1</b>	<b>1,2,3</b>	Radio voice services cannot be guaranteed for the transition	<b>16</b>	<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>	<b>9</b>	Head of Technology

								<p>The Home Office will continue to work closely with FRSs &amp; Airwave to ensure that our current voice communication network remains in place and effective.</p> <p>ICT staff regularly attend ESMCP updates at Fire Control North West to gain the latest information on the progress of the project and maintain a watching brief to ensure any opportunities to influence national/regional aspects of ESMCP are taken.</p> <p>The project risks are being managed by the MFRA ESMCP project board and a national programme risk register is maintained by the Home Office central team.</p> <p><b>April-Sep Update</b> Airwave Representatives from MFRS who sit on the National Airwave Sustainability Working Group, report on the ongoing activities which</p>	
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CORPORATE RISK REGISTER 2021/22 – Apr- Sept 2021 update

								ensure the continued support and availability of Airwave is maintained.		
								ESMCP Work continues on the various ESN product streams and associated test plans in readiness for pilot trails and Operational Evaluation exercises. Due to Programme delays, these are now expected to take place in 2023.		
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.  <b>April-Sep Update</b> The Sophtlogic arrangement is being phased out as CFRMIC comes online.	12	Director of Strategy and Performance
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	12	Head of Technology

								<p>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.); network segregation solutions and e-mail filtering solutions.</p> <p><b>April - Sep Update</b> ICT received warnings from North West Warning &amp; Advice Reporting Point (NW WARP and the Head of ICT attended quarterly NW WARP meetings for the first time.</p> <p><b>Apr to Sep Update</b> <u>Head of Technology</u> No change during this period.</p>	
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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										
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	<p>Regular, documented contract management in place for key contracts with priorities agreed between the Authority and the supplier.</p> <p><b>April-Sep Update</b> Formal contract management arrangements are in effect for key contracts: ICT services; Facilities Management (including PFI); Long Term Capability Management.</p> <p>The contracts register has been populated which will assist with their management e.g. extensions, re-procurement, merge etc.</p> <p>A policy to protect the Authority from Modern</p>	0	Head of Procurement

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								Slavery practices has been drafted with a view to provide additional training for contract managers.  A suitable contract management accreditation course has been identified.		
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.  <b>April-Sep Update</b> Use of framework agreements where possible with multiple supplier arrangements to allow for alternative supply  Selection questionnaires (SQ) when used ask suppliers to confirm their turnover as commensurate with contract value and that they are trading profitably. Economic and financial standing questions are also asked in the SQ.  At the point of award, audited accounts and	0	Head of Procurement

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								insurance documents are requested to check the validity of statements.		
								During the course of contracts the credit-worthiness of strategic suppliers is monitored. The annual renewal payment for the monitoring application was made in July.		

		<b>1.8</b>	Changes to insurance discount rates	<b>1.8.1</b>	<b>1,2,3,4</b>	Increased insurance premiums	<b>15</b>	This is largely out of the control of MFRA but careful negotiation and management of all contracts assist with mitigating the effect.  <b><u>Removed Sept 2019</u></b>	<b>12</b>	<b>Director of Legal, Procurement &amp; Democratic Services</b>
				<b>3.5.2</b>	<b>1,2,3,4</b>	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.  <b><u>Removed Sept 2019</u></b>	6	<b>Head of Estates</b>

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4.	<b>Environmental and Political</b>	4.11	Diesel fuel vehicles being phased out in the future	4.11.1	1,2,3	Impact on fleet and lease vehicles		Long term planning for vehicle and asset refresh. <b>April-Sep Update</b> Risk merged with 4.9 with change to descriptor – November 2020		AM Operational Preparedness
6.	<b>Technology Risks</b>	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.  <b>Closed March 2020</b>	12	Director of Strategy and Performance
3.	<b>Loss of Strategic Sites/Assets</b>			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	12	Head of Legal & Democratic Services.



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								<p>progress. If this site falls through, an alternative site will be sought. If nothing appropriate can be found, Eccleston will close completely and the current St. Helens site continue to be utilised for response in the wider St. Helens area.</p> <p><b>Apr-Sep Update</b>                  New station build completed and opened on 16<sup>th</sup> Sepober                  Station completed and opened on 16<sup>th</sup> Sepober.</p> <p><b>CLOSED</b></p>	
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