



CORPORATE RISK REGISTER 2021/22

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

April 2021 – March 2022

OCTOBER 2021 to MARCH 2022
update

MFRA RISK MATRIX

Increasing Impact B		Increasing Likelihood A				
		1	2	3	4	5
		Remote	Unlikely	Possible	Likely	Frequent
1	Slight	Manage for continuous improvement	Manage for continuous improvement	Manage for continuous improvement	Manage for continuous improvement	Manage for continuous improvement
2	Minor					Develop Reduction measures
3	Significant			Develop Reduction measures	Compulsory Risk reduction	
4	Major		Develop Reduction measures	Compulsory Risk reduction		
5	Massive	Develop Reduction measures	Compulsory Risk reduction			

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

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RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
1.	Budget /Financial Risks	1.1	Insufficient staff to maintain current levels of operational planning, training and management of intelligence	1.1.1	Increased risk to all MFRS staff safety - increased numbers of injuries.	15	<p>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.</p> <p>April-Sep Update Continuous review of staffing through Operational Preparedness Group meetings, one to ones and Ops Board. Business Continuity Fuel Plan Revised</p> <p>Oct-March Update No change this period</p>	12	AM Operational Preparedness
1.	Budget/Financial Risks			1.1.2	Increased risk of property loss	12	Resilience exists within departments to task staff with priority work steams in the event of insufficient	10	AM Operational Preparedness

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							<p>staffing becoming a concern. Business Continuity Plans in place.</p> <p>April-Sep Update No change this period</p> <p>Oct-March Update No change this period</p>		
1.	Budget/Financial Risks			1.1.3	Reducing ability to respond or maintain competent workforce.	15	<p>The Authority continues to utilise the most agile working systems to ensure a high level of service delivery and response, integrated with appropriate skill audits and training delivery to ensure a high level of competence in all staff</p> <p>April-Sep Update The 3rd hybrid has been implemented at St Helens completing the operational response elements of IRMP Supplement 2019-21.</p> <p>Work has commenced on development of IRMP 2021-24 which see further improvements in appliances</p>	10	Director of POD

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							<p>numbers whilst remaining within the existing 642 Full Time Equivalent firefighters budget.</p> <p>Oct-March Update The organisation continues to monitor its workforce through the Workforce Strategy Group, and utilise its staff through effective working patterns. The recruitment strategy ensures continued recruitment to address the numbers leaving the organisation and this is supported by external transfers into the organisation</p>		
1.	Budget/Financial Risks			1.1.4	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>April-Sep Update</p>	10	AM Operational Response/ Preparedness

							<p>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 & Learnpro) to ensure staff have underpinning knowledge across a range of skills and competencies. Apprenticeship/competency scheme in place.</p> <p>Oct-March Update We have continued to recruit new Firefighters (FF) into MFRS and have robust arrangements in place to ensure we are developing our current FF apprentices into competent FF. We ensure that staff remain compliant with Learnpro and Safe Person Assessments (SPA).</p>		
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1.	Budget/Financial Risks	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 & Firefighters</p>	1.2.1	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 Performance Management Group.</p> <p>The impact of the Grenfell Tower Fire is yet to be fully understood but there is the likelihood of increased Protection teams as such a review is underway</p> <p>April-Sep Update 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 1st October 2021. The service is also undertaking a gap</p>	10	<p>AM Prevention AM Protection</p>
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						<p>analysis against the NFCC prevention Standard.</p> <p>Protection Oct-March Update Protection department have recruited 8 additional green book inspectors with further plans to increase the grey book cohort of personnel within the department.</p> <p>A gap analysis against the Protection Fire Standard is being undertaken to ensure accordance with requirements.</p> <p>Prevention Oct-March Update Delivery of Home Safety activity fully resumed as of 1st February 2022. This has coincided with introduction of the CFRMIS application for HFSC forms. Quality assurance of home safety activity from a quantitative and qualitative perspective has now been introduced to Prevention and Operational assurance work</p>		
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1.	Budget/Financial Risks	1.3	Insufficient FF's to maintain current levels of response and current number of fire stations	1.3.1	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>April-Sep Update No changed in the mitigation process from the above statement</p> <p>Oct-March Update No change in the mitigation process from the above statement.</p>	10	AM Operational Response
1.	Budget/Financial Risks	1.4	Pay increases-impact on ability to maintain a balanced budget	1.4.1	The current budget assumed no pay award for 2021/2022 based on the Government's	9	The Authority established a £0.500m inflation reserve to meet any unforeseen	1	Director of Finance & Procurement

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					<p>forecast of a public sector pay freeze.</p> <p>Each 1% increase in pay equates to approximately £0.3m for firefighters and £0.1m for other staff.</p>		<p>inflationary pressures or costs.</p> <p>April-Sep Update 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% 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.</p> <p>Oct -March Update Firefighters have accepted a 1.5% pay rise and other staff a 1.75% increase for 21/22. Members approved the use of reserves to cover the cost of the awards in 2021/2022 and have built into the 2022/23 budget growth to fund the award in future years.</p>		
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1.	Budget/Financial Risks	1.5	Insufficient support staff to maintain services to front line and maintain good governance.	1.5.1	Reduced ability to maintain fleet, PPE, pay FF's and maintain the buildings.		<p>Processes are redesigned when cuts to staffing are made Stopping performing specific activities considered Remaining staff are trained in processes/services that are still required</p> <p>April-Sep Update 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)</p> <p>Oct-March Update HMICFRS judged MFRS to be Outstanding in the Efficiency strand of the 2021 inspection and one specific comment related to an improvement in the say processes had been automated and streamlined. SLT are keeping a close eye on any issues with recruitment or retention of support staff to ensure that</p>		
						15		6	SLT

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							critical support services can be provided.		
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	<p>Utilising MFRS resources to fulfil Role and responsibilities.</p> <p>Budget constantly reviewed with Home Office Colleagues</p> <p>April to Sep update 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>	12	AM National Resilience

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							<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> <p>Oct-March Update No change this period</p>		
1.	Budget/Financial Risks	1.10	<p>“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</p>		<p>The 2020 FPS actuarial review will consider the cost of the Government’s remedy and build it into the FPS employer rate from 2024/25. The MTFP has assumed an increase of 3% / or £1m from 2024/25.</p> <p>The Authority has approved an immediate detriment framework (IDF) to allow eligible members of the FPS access to their legacy schemes in advance of the required legislation and regulation changes. However, following an announcement by the HO</p>	12	<p>April – Sep update 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> <p>Oct-March Update The MTFP has included a provision in 24/25 for the increase in FPS employer rates and currently plays a</p>	1	Director of Finance and Procurement / DCFO

			Supreme Court denied the Government permission to appeal this decision.		and Government to not implement any IDF schemes the Authority has paused the processing of claims under IDF until further clarification is received. IF the Authority acts on the IDF before legislation is in place it may incur administration and compensation cost of c£1m.		LGPS rate that takes account of the McCloud case. A reserve has been established to cover any IDF costs.		
1.	Budget/Financial Risks	1.11	Increases in fuel prices		Increases in energy costs due to the current oil and gas crisis are expected to last over the 2022 period and then hopefully fall.	12	Oct-March Update Sufficient provision exists within the inflation provision and inflation reserve to cover any increase over the next 12 months. IF prices remain high over the MTFP period the 2023/24 Budget will consider the adequacy of the current inflation provision.	1	Director of Finance and Procurement / Head of Estates

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2.	Legal and Legislative Risks	2.1	Non-compliance with the National Framework	2.1.1	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>April-Sep Update 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
				2.1.2	Inability to respond to major national resilience incidents	15	<p>Oct-March Update No change since the previous update.</p>	8	SLT

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2.	Legal and Legislative Risks			2.1.3	Increased fires, deaths and injuries	15		12	SLT
2.	Legal & Legislative Risks	2.2	Corporate Manslaughter Act	2.2.1	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>April-Sep Update</p> <p>Relevant training of employees and ensuring compliance with legislative requirements and SOP's continues to mitigate any</p>	12	SLT

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							such risks to avoid injury and damage		
							<p>Oct-March Update</p> <p>Ensuring compliance with legislative requirements and SOP's continues to mitigate any such risks to avoid injury and damage. Training also assists to mitigate the risk.</p>		
2.	Legal and Legislative Risks	2.3	Changes introduced by the Localism Act 2011	2.3.1	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>	8	Head of Legal & Democratic Services.

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							<p>April-Sept update</p> <p>The governance and communication in place continues to mitigate this risk.</p> <p>Oct-March Update</p> <p>The governance and communication in place continues to mitigate this risk. Training and scrutiny of processes are also being undertaken</p>		
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2.	Legal and Legislative Risks	2.4	Equality Act - not maintaining compliance with the Public Sector Equality Duty	2.4.1	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&I Annual Report</p> <p>Equality Impact Assessments are carried out for plans, policies, guidance, instructions and organisational change</p> <p>Training and support is given to staff to assist them in complying with Equality and Diversity related duties.</p> <p>April-Sep Update</p> <p>61.7% of staff have received face ED&I training and 75% have completed an online training module</p> <p>Staff networks are doing well and working with management to improve policy, services and outcomes.</p>	8	Director of Strategy and Performance
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							<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&I Strategic Board meets quarterly.</p> <p>Oct-March Update</p> <p>Face to face ED&I training has resumed and it is expected that all staff will have received it by the end of the Summer.</p> <p>85% of staff have completed the LearnPro module.</p> <p>Staff Networks continue to progress well, working with Senior Sponsors.</p> <p>Areas for improvement in relation to ED&I that were picked up in the HMI inspection will all be</p>		
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							<p>addressed through the Service Delivery Plan, People Plan and HMICFRS improvement Plan.</p> <p>Responsibility for ED&I will move to People and Organisational Development on 1st April to assist with embedding a more inclusive organisational culture.</p> <p>MFRS have seconded in an officer from the NHS to support this work.* He is also an active member of the Asian Fire Service Association.</p>		
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2.	Legal and Legislative Risks	2.6	Policing and Crime Act 2017	2.6.1	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>April-Sep Update</p> <p>Existing governance structure in place. No change.</p> <p>Oct-March Update</p> <p>White Paper on governance changes expected but not yet published.</p>	12	AM Preparedness
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2.	Legal and Legislative Risks	2.6		2.6.2	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 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>	8	AM Preparedness
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							April-Sep Update Existing governance structure in place. No change. Oct-March Update No change this period		
2.	Legal and Legislative Risks	2.7	Increased Litigation costs	2.7.3	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- Sep update No change for this period, the risks are mitigated as above Oct-March Update No change for this period, the risks are mitigated as above	6	Head of Legal & Democratic Services.
2.	Legal and Legislative Risks	2.7		2.7.2	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.	6	Head of Legal & Democratic Services.

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							April-Sep Update No change for this period, the risks are mitigated as above Oct-March Update No change for this period, the risks are mitigated as above		
2.	Legal and Legislative Risks	2.9	Failure to comply with Government Transparency agenda	2.9.1	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-Sep Update All Transparency data on the website is up to date. Oct-March Update All Transparency data on the website is up to date.	8	SLT

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2.	Legal and Legislative Risks	2.10	Health & Safety audits, failures and investigations	2.10.1	H&S audits, failures and investigations from HSE resulting in sanctions and or fines	15	<p>MFRA has a robust suite of H&S audits with findings responded to by the central team in liaison with Estates. All incidents follow an investigatory process to maximise learning which includes advice from Legal to ensure protection.</p> <p>April-Sep Update No change this period</p> <p>Oct-March Update No change this period</p>	8	AM Operational Response
2.	Legal and Legislative Risks	2.11	Lead Authority for National Resilience	2.11.1	Increased responsibility and liability; capacity issues and reputational risk.	15	<p>Mitigation in part through careful contract management.</p> <p>April-Sep Update Contract management continues and a review of the arrangement have been undertaken in this period to mitigate these risks</p> <p>Oct-March Update Continued liaison of contractual obligations as</p>	8	Head of Legal & Democratic Services.

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							well as communication across departments to ensure the scope of the role and risks can be managed appropriately		
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	<p>Competency will be managed through the driving school with assessment and development plans being tailored to the individual. Trainees will not be time-bound on when EFAD driving is first undertaken following LGV qualification. It will be the Driving School Manager who will decide how long LGV routine activity driving will take place prior to EFAD qualification to allow less experienced individuals to gain the required road knowledge.</p> <p>Apr-Sep Update No change this period</p> <p>Oct-March Update No change this period</p>	9	Director of HR, AM Operational Preparedness

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2.	Legal and Legislative Risks	2.13	Insufficient experienced staff to manage existing Primary Authority Partnerships	2.13.1	Damage to MFRS reputation with the business partner and the government Department of Business, Energy and Industrial Strategy.	12	<p>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.</p> <p>April – Sep Update 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.</p> <p>Oct-March Update Primary Authority Scheme (PAS) measures have been reviewed as part of the new departmental governance arrangements.</p>	9	AM Protection

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2.	Legal and Legislative Risks	2.14	Insufficient experienced, qualified staff to deal with serious fire safety complaints 'out of hours'.	2.14.1	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>Apr-Sep update 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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							recall to duty, specifically trained officers. Oct-March Update Further to the previous update, all roles within the department are being cross referenced to the fire regulator's competency framework to ensure suitably qualified and competent personnel are in post.		
2	Legal and Legislative Risks	2.15	Professional Indemnity for Incident Investigation Team	2.15.1	Potential for professional indemnity claim for inaccurate or wrong conclusion of cause of fire.	16	Rigorous audit process of ISO17020 standards by independent accreditation service UKAS will ensure team are competent. This is being implemented during 2022/23 year. Reserves will be utilised to cover any potential PI claims. Oct-March Update The ISO17020 accreditation process remains on track for completion 2022. Alignment to this and new	6	AM Prevention

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							Fire Standard for investigation will mitigate risk.		
2	Legal and Legislative Risks	2.15	Incident Investigation Team prevented from carrying out fire investigations which are suspected as deliberate by the Forensic Science Regulator	2.15.2	Potential for Forensic Science Regulator to issue an order preventing IIT from carrying out investigations that are suspected as criminal.	16	<p>IIT officers are fully trained and maintain competence to national standards. All officers receive suitable and sufficient training to Level 5 FI and level 7 legal training. CPD is maintained throughout year and ISO17020 process will enhance the forensic discipline within the team.</p> <p>Oct-March Update The ISO17020 accreditation process remains on track for completion 2022. Alignment to this and new Fire Standard for investigation will mitigate risk.</p>	4	AM Prevention

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RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
3.	Loss of Strategic sites/Assets	3.1	Loss of strategic sites/assets and inability to provide services to Merseyside	3.1.1	Inability to respond to major local and national resilience incidents	20	<u>Director of Finance and Procurement</u> Finance Staff can operate applications from any MFRS site. Application hosted externally with ABS having fall back sites as well.	8	Head of Technology, Director of Finance and Procurement, AM Operational Preparedness

3.	Loss of Strategic Sites/Assets	3.2	Loss of FSHQ, FIRE CONTROL, TADA, fire stations and National Resilience Control	3.2.1	Inability to respond, delay in providing core services	20	<p><u>Head of Technology & 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' agreement is in place with Surrey FRS and BT to redirect and manage emergency 999 calls during periods of outage, spate and spike.</p> <p>SHQ has a UPS backup which will provide electrical power to SHQ to enable decant to fall back sites.</p>	8	Head of Technology, Director of Finance and Procurement, AM Operational Preparedness
3.	Loss of Strategic Sites/Assets	3.3	Loss of utilities due to infrastructure failure.	3.3.1	Inability to provide core services temporarily whilst fall-back site is brought online	20	<p>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.</p> <p>Apr- Sep Update</p>	8	

							<p>Head of Technology The ICT Capital budget covers the replacement of Surface Pros in line with their Asset Life to aid mobile working.</p> <p>Due to the removal of SIRAH, Risk & 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>AM Preparedness Due to the removal of SIRAH Risk & 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>Oct-March Update</p>		
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							Head of Technology No change this period		
3.	Loss of Strategic Sites/Assets	3.4	Protective security-potential risks resulting from non-compliance with FRS Protective Security Strategy.	3.4.1	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 Strategy and Performance and includes representatives of several departments with security responsibilities. There is a Protective Security Policy and three Service Instructions that deal with Information, Physical and Personnel security</p> <p>An Internal Audit review of arrangements found MFRA to be compliant with the latest versions of the national requirements.</p> <p>April-Sep Update Protective security group continues to meet regularly</p>	9	Director of Strategy and Performance

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							and addresses any emerging issues. Oct-March Update No change from previous update		
3.	Loss of Strategic Sites/Assets	3.6	Potential elevated target risk for terrorist action in regards to cyber crimes	8.1.1	Loss of Fire Control ICT services and information assets	20	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. April-Sep Update No change during this period. AM Preparedness CYBER Exercise held in July 2021. MFRS developing plan in conjunction with Merseyside Resilience forum Oct-March Update No change this period. Any potential threats and	9	Head of Technology

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							investigated and mitigation put in place if required.		
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RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
4.	Environmental and Political	4.1	Increase in Environmental incidents resulting in the inability to respond	4.1.1	HSE and legislative impacts from illegal discharges (impact from fire-fighting activity)	15	<p>Action plans are in place with Fire Control to inform the Environment Agency when operational activity may impact the environment to assist with mitigation. HMEPO support officers are available across all flexi duty groups to support incident commanders.</p> <p>April-Sep Update No changed in the mitigation process from the above statement.</p>	10	AM Operational Response

							Oct-March Update No changes in the mitigation process from the above statement.		
4	Environmental And Political	4.2	Insufficient water pressure resulting in the inability to fight fires effectively.	4.2.1	Potential for major consequences, FF injuries	25	<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>April-Sep Update 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>	4	AM Operational Preparedness

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							Oct-March Update No change this period		
4.	Environmental and Political	4.3	Changing demographics in Merseyside brings about a changing in vulnerability profile and higher unemployment.	4.3.1	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.	8	AM Prevention
				4.3.2	Increased economic costs from increases in fraud.	15		8	
				4.3.3	Increased incidents eg. fires	15		8	
				4.3.4	Increased antisocial behaviour (ASB)	15	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	8	

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						<p>also deployed via the Voluntary Organisation Support Service (VOSS) and Merseyside Police to engage and divert children and young people away from anti-social behaviour and towards more meaningful activities.</p> <p>Increased incidents e.g. Fires – Community Risk Management risk reduction strategies are designed to put measures in place to reduce risk and mitigate high call demand outputs and outcomes are reported via Performance Management Group.</p> <p>April-Sep Update Update as above, however we have sought to understand the broader health related impacts of covid on communities and vulnerable people.</p> <p>Oct-March Update Increased incidents e.g. Fires – Community Risk Management risk reduction</p>		
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							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. Initiatives to reduce impact continue to operate through collaboration such as the Violence Reduction Partnership and LFC Foundation.		
4.	Environmental and Political	4.4	Reputation	4.4.1	Negative changes to the Community perception of MFRS may be detrimental to Prevention, protection and partnership activities eg. failure to deliver safety messages.	15	April-Sep Update MFRS continues to be well regarded due to highly effective service delivery and positive communications. Oct-March Update No change from previous update.	9	Director of Strategy and Performance

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4.	Environmental and Political	4.5	Increased flood risk	4.5.1	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 national standards for flood response. Specialist Teams are available for local, national and inter-national flood response.	10	AM Operational Preparedness & Operational Response
		4.6	Extreme Weather	4.6.1	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>April-Sep Update <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 Officers for anticipated events. (These protocols have now changed and are</p>	10	AM Operational Preparedness & Operational Response

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							<p>referenced as Fire Silver or Fire Gold meetings to discuss severe weather).</p> <p><u>AM Response</u> No changed in the mitigation process from the above statement.</p> <p>Oct-March Update <u>AM Response</u> No change in the mitigation process from the above statement.</p> <p><u>AM Preparedness</u> No change this period</p>		
4.	Environmental and Political	4.7	Civil Unrest	4.7.1	Inability to respond effectively to civil unrest	15	<p>MFERS continually liaises and trains with Merseyside Police and other agencies through formal Local Resilience Forum channels to ensure a coordinated approach to Civil Unrest following the principles of JESIP (Joint Emergency Services Interoperability Protocol).</p>	10	AM Operational Preparedness & Operational Response

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							April-Sep Update Service Instructions were reviewed in light of increased protests due to COVID Oct-March Update No change from above		
4.	Environmental and Political	4.9	Diesel fuel vehicles being phased out in the future	4.9.1	Initiate an Electrical charging infrastructure and electric vehicles considering the Local Authority aim to introduce pollution charges.	15	April-Sep Update Initial discussion meeting held Sept 2021 and being raised at Strategic Estates Group October 2021 Oct-March Update Ongoing discussions around the strategic plan to move to electric vehicles supported by the relevant infrastructure.	9	AM Operational Preparedness
4.	Environmental and Political	4.10	Fuel Strike	4.10.1	Loss of fuel available due to strike. Critical services only to utilise MFRS diesel tanks.	15	Merseyside Resilience Forum Fuel plan for strike conditions. MFRS fuel tank supplies utilised for critical services only during strike conditions April-Sep Update	9	AM Operational Preparedness

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							Business Continuity arrangements reviewed and discussed at meetings planned within September 2021 Oct-March Update No change this period		
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RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
5.	Loss of Key Staff	5.1	Sudden Mass Absenteeism Pandemic, Strike, CBRNE incident, significant incident	5.1.1	Loss of Key staff, Inability to provide core services	15	<u>AM Response</u> The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10 key locations during contingency situations. In addition, section 13-16 arrangements are maintained to supplement	10	AM Operational Preparedness & Operational Response

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							internal resilience arrangements. April-Sep Update No change this period Oct-March Update No change this period		
5.	Loss of Key Staff	5.2	Industrial Action resulting in the Inability to provide suitable response	5.2.1	Inability to attend incidents, provide core services	15	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-Sep Update The situation remains as reported in the last quarter Oct-March Update The situation continues to remain as previously reported	12	Director of POD
5.	Loss of Key Staff	5.3	Change resulting in loss of Key staff and	5.3.1	Loss of key skills, lack of momentum going forward,	15	The Authority continues to manage its staffing	12	Director of POD

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			increasing workloads to set strategy and deliver services		reduced ability to respond to changes.		<p>requirements through the Workforce strategy group, appraisal process, and Gateway promotion process. All combining to identify potential staff or skill shortage, and ensure adequate training, promotion or recruitment to address those needs</p> <p>April-Sep Update No fundamental change from the position reported last quarter. Plans already in place for next round of firefighter recruitment and gateway process to be completed for Area Manager and Group manager</p> <p>Oct-March Update Firefighter recruitment currently ongoing, workforce planning continues to monitor staffing numbers and any implications of the changes to the Pension scheme. No concerns around loss of skills but further work to be done around Hybrid working and reviewing conditions of service.</p>		
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RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
6.	Technology Risks	6.1	Management of 3rd Party Technology Suppliers Software & Applications Training requirements.	6.1.1	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 <i>and</i> the commodity & fire control applications used by the Authority. This ensures the suppliers deliver continuous service improvement, show best	6	Head of Technology Director of Strategy & Performance FMIS Manager

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						<p>value and are fit for purpose to meet the business needs.</p> <p>Apr- Sep update <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 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> <p>Oct-March Update <u>Head of Technology & Director of Strategy and Performance</u> No change during this period.</p>		
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6.	Technology Risks	6.2	Infrastructure sharing with partners. Security from Virus and hacking, loss of data (Laptops, CD etc.).	6.2.1	Data compromised, loss of data, complaints, legal action, fines	15	<p><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.</p> <p><u>Head of Technology</u> See mitigation for Risks 6.2 & 6.8</p> <p>April-Sep Update The ICT Strategic Board and several operational Boards beneath that continue to effectively manage all ICT arrangements.</p> <p>Oct-March Update Security implications are considered when new applications are implemented. Any potential threats to the network are investigated and</p>	12	<p>Head of Technology</p> <p>Director of Strategy & Performance</p>
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							mitigation put in place if required. <u>Head of Technology</u> No change this period		
6.	Technology Risks	6.3	The inability to keep pace with technology changes.	6.3.1	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 plan, and is then aligned to wider organisation strategy at the quarterly held S&P ICT Board.	12	Head of Technology

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							April-Sep Update No change during this period. Oct-March Update No change during this period.		
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	Data compromised, loss of data, complaints, legal action, fines	15	There are policies 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. 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.	12	Director of Strategy and Performance

							<p>Collaborative work with Merseyside police and other FRAs is being considered to share best practice.</p> <p>April – Sep update Work continues to ensure legislation is complied with including: Information sharing agreements Privacy notice updates Data Protection impact assessments Reviews of records management Advice/training for staff</p> <p>Oct-March Update No change from the previous update.</p>		
6.	Technology Risks	6.5	The Emergency Services Mobile Communication Programme (ESMCP) and transition to the emergency services network	6.5.1	Radio voice services cannot be guaranteed for the transition	16	<p>ESMCP will replace the communication service delivered by Airwave with a national mobile communication service for all three emergency services.</p> <p>The ESMCP presents a high-risk potential for MFRA, dependent on external factors beyond its day-to-day</p>	9	Head of Technology

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							<p>control; the main issue being slippage at the national level.</p> <p>The Home Office will continue to work closely with FRSs & Airwave to ensure that our current voice communication network remains in place and 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>Apr to Sep Update</p> <p>Airwave</p>		
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							<p>Representatives from MFRS who sit on the National Airwave Sustainability Working Group, report on the ongoing activities which ensure the continued support and availability of Airwave is maintained.</p> <p>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.</p> <p>Oct to Mar Update <u>Head of Technology</u> No change during this period</p>		
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	<p>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,</p>	12	Head of Technology

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							<p>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>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.</p> <p>Apr to Sep Update <u>Head of Technology</u> No change during this period.</p> <p>Oct to Mar Update ICT has followed Home Office & NFCC guidance in response to the events in and around Ukraine.</p>		
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RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
7.	Procurement	7.2	Poorly Managed contracts/Partnerships the Financial impacts, onerous T&Cs	7.2.1	Negative impact on service delivery, legal issues, poor quality Partnerships undertaken	12	<p>Regular, documented contract management in place for key contracts ith priorities agreed between the Authority and the supplier.</p> <p>April-Sep Update 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.</p>	1	Head of Procurement

							<p>extensions, re-procurement, merge etc.</p> <p>A policy to protect the Authority from Modern Slavery practices has been drafted with a view to provide additional training for contract managers.</p> <p>A suitable contract management accreditation course has been identified.</p> <p>Oct-March Update Scheduled reports are being circulated that detail contract particulars, so providing better information and prevent potential discontinuity of service.</p> <p>The prospective Modern Slavery policy has passed and Equality Impact Assessment in order for it to progress to Authority for approval.</p>		
7.	Procurement	7.3	Key suppliers of goods and services ceasing to trade	7.3.1	Immediate impact on availability of goods and services required to operate	15	Use of Creditsafe alerts to identify and financial	1	Head of Procurement

					efficiently, legal issues, alternative sources of supply needed.		<p>changes to contracted suppliers.</p> <p>April-Sep Update Use of framework agreements where possible with multiple supplier arrangements to allow for alternative supply</p> <p>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.</p> <p>At the point of award, audited accounts and insurance documents are requested to check the validity of statements.</p> <p>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.</p>		
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							<p>Oct-March Update</p> <p>The credit reports for key suppliers are being received and monitored. The list of suppliers for which reports are required have has been reviewed. Also the reports' recipients have been changed to ensure that the Procurement team is sighted on the reports.</p> <p>Routine environmental scanning continues in order to provide early warning of potential supply issues.</p>		
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		1.8	Changes to insurance discount rates	1.8.1	Increased insurance premiums	15	<p>This is largely out of the control of MFRA but careful negotiation and management of all contracts assist with mitigating the effect.</p> <p><u>Removed Sept 2019</u></p>	12	Director of Legal, Procurement & Democratic Services
1.	Budget/Financial Risks	1.9	The impact of unfavourable trade deals with the EU	1.9.1	If the UK leave the EU in March with an unfavourable trading relationship this will	20	Procurement are contacting critical suppliers to seek details of action they will	15	Head of Procurement

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			following UK exit in March 2019		<p>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>	<p>take to maintain supplies post Brexit, whatever the agreement.</p> <p>April-Sep Update 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> <p>REMOVED SEPTEMBER 2021</p>		
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		3.5		3.5.2	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.	6	Head of Estates
							Removed Sept 2019		
4.	Environmental and Political	4.11	Diesel fuel vehicles being phased out in the future	4.11.1	Impact on fleet and lease vehicles		Long term planning for vehicle and asset refresh. April-Sep Update Risk merged with 4.9 with change to descriptor – November 2020		AM Operational Preparedness
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		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	12	Director of Strategy and Performance		

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			risk that it will become unavailable.			appropriate/affordable for MFRS.		
						Closed March 2020		
3.	Loss of Strategic Sites/Assets			3.5.3	25	<p>In St. Helens a suitable site has been identified & negotiations are currently underway to resolve the various issues that are currently preventing progress. If this site falls through, an alternative site will be sought. If nothing appropriate can be found, Eccleston will close completely and the current St. Helens site continue to be utilised for response in the wider St. Helens area.</p> <p>Apr-Sep Update New station build completed and opened on 16th Sepober Station completed and opened on 16th Sepober.</p> <p>CLOSED</p>	12	Head of Legal & Democratic Services.
6.	Technology Risks	6.7	Withdrawal and transition arrangements from SOPHTLOGIC to new	6.7.1	15	The replacement of the SOPHTLOGIC system is programmed in for development and options	12	Director of Strategy and Performance

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			MIS for Community Fire Protection.			<p>are being explored. The transitional arrangements remain part of that process.</p> <p>April-Sep Update The Sophtlogic arrangement is being phased out as CFRMIC comes online.</p> <p>Oct-March Update</p> <p>WITHDRAWN FROM CORPORATE RISK REGISTER - CLOSED</p>		
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