



CORPORATE RISK REGISTER 2022/23

Aims: - Protect. Prevent. Prepare. Respond.

April 2022 – March 2023

April 2022 to September 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 Vision and Purpose. Controls are prudently designed and effective.
- **Moderate** – The level of risk may delay or disrupt achievement of MFRA's Vision and Purpose. Controls are adequately designed and are generally effective.
- **High** – The level of risk will significantly impede the ability to achieve MFRA's Vision and Purpose. 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 and sourcing fleet and resources	1.1.1	Increased safety and reputational risk to all MFRS	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>Budgets are set in line with the medium financial plan to ensure MFRS can deliver its legislative requirement i.e. collaborative training.</p> <p>April-Sep Update Continuous review of staffing through Operational Preparedness manager meetings. Regular budget meetings scheduled in. No immediate funding issues in Operational Preparedness.</p>	12	AM Operational Preparedness

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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 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>	10	Director of POD
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</p>	10	AM Operational Response/ Preparedness

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							utilise Voluntary Additional Hours to ensure appliances are fully staffed.		
							April-Sep Update Continual core training. Maintenance of competence on station. Provision of PPE available through E proc.		
1.	Budget/Financial Risks	1.2	Insufficient staff to maintain current prevention and protection work. Inability to maintain performance (e.g. Care Act) Political Risk – failure to meet statutory duty Community Safety Risk – failure to address risks to community & Firefighters	1.2.1	Increased fires, deaths and injuries	15	MFRA continues to deliver its Home Safety Strategy, our focus is targeted at the over 65's and those who are most vulnerable, we have seen advocate performance lift by over 45% this past year and we continue to monitor ADFs and Fire Fatalities through Performance Management Group. 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 Grenfell Tower phase 1 recommendations will	10	AM Prevention AM Protection

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						<p>require oversight and to ensure they are suitably addressed. The Risk Based Inspection Programme (RBIP) methodology requires a review to ensure resources are being used efficiently and effectively.</p> <p>April-Sep Update AM Protection There is one remaining criteria to address to ensure full implementation of the Protection Fire Standard.</p> <p>Protection department staffing levels are at their highest for 12 months with a revised structure implemented to clarify reporting lines and areas of responsibility.</p> <p>Phase 1 of the RBIP review has commenced.</p> <p>Over 90% of the Grenfell phase 1 recommendations have now been implemented.</p> <p>AM Prevention</p>		
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							Prevention and Operational crews are on target to deliver HFSCs and Safe and Well visits as set out in the Service Delivery Plan.		
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 change in the mitigation process from the above statement.</p>	10	AM Operational Response
1.	Budget/Financial Risks	1.4	Pay & Inflation increases-impact on ability to maintain a balanced budget	1.4.1	<p>The current budget assumes 2.5% pay award for 2022/2023 (and future years).</p> <p>Each 1% increase in pay equates to approximately £0.4m for firefighters and £0.1m for other staff.</p> <p>Higher CPI / RPI will increase the uplift on a number of major contracts.</p>	9	<p>The Authority established a £3m inflation reserve to meet any unforeseen inflationary pressures or costs.</p> <p>April-Sep Update The current “cost of living crisis” and high inflation has resulted in public sector pay awards of approximately 5%. Non-operational staff have</p>	1	Director of Finance & Procurement

					Current energy costs have increased by 200% and may result in costs exceeding the budget by £600k to £1m.		<p>been offered a fixed amount, £1, 925 or + 6% on the pay bill, 3.5% or £400k above the budget.</p> <p>Once pay awards have been agreed any amount above the budget will be funded from the inflation reserve and then built into the 2023/24 budget process. The current forecast is that firefighter (5%?) and non-operational staff awards may require £1.2m from the inflation reserve in 2022/23.</p>		
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.	15	<p>Processes are redesigned when cuts to staffing are made</p> <p>Stopping performing specific activities considered</p> <p>Remaining staff are trained in processes/services that are still required</p> <p>April-Sep Update</p> <p>Turnover of support staff has increased:</p> <ul style="list-style-type: none"> Hybrid working pilot being introduced. 		SLT

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							<ul style="list-style-type: none"> Retention of staff being reviewed Succession planning being considered 	9	
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 No change this period</p>	12	AM National Resilience
1.	Budget/Financial Risks	1.10	“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.		<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 had 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</p>	12	<p>April – Sep update A pension reserve of £0.652m has been established to cover potential legal / administration costs.</p> <p>The Service is working with the LGA FPS team and if a solution can be found to the IDF challenges it will consider implementing the IDF. However the fall-back is to wait for legislation and regulation changes and act</p>	1	Director of Finance and Procurement / DCFO

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			The Government is currently finalising legislation and regulation changes to implement a remedy for retired / retiring eligible members from October 2023.		<p>an announcement by the HO and Government to not implement any IDF schemes the Authority has paused the processing of claims under IDF until further clarification is received.</p> <p>IF the Authority acts on the IDF before legislation is in place it may incur administration and compensation cost of c£1m.</p> <p>If it doesn't act in advance of the Gov required changes the FBU have threatened possible legal action that may result in costs for the Service.</p>		on the remedy from October 2023.		
1.	Budget/Financial Risks NOW IN 1.4 Pay and Inflation	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	<p>This is challenging for all organisations and individuals. The Authority has entered into a framework agreement. Although still considerably higher than in previous years, this action has helped limit the impact of price increases.</p> <p>CLOSED MERGED WITH 1.10 ABOVE</p>	1	Director of Finance and Procurement / Head of Estates

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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
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 AM National Resilience NCAF is reviewed on an annual basis.</p>	8	SLT

2.	Legal and Legislative Risks			2.1.2	Inability to respond to major national resilience incidents	15	Operational business continuity (Fire Calm). LTCM regular meetings are held with prime contractor. NRFC training. NRAT all covered and reviewed under Lead Authority arrangements.	8	SLT
				2.1.3	Increased fires, deaths and injuries	15	Director of Strategy and Performance The current IRMP will run until July 2024 and its achievement is closely managed within the Authority's governance structure. Planning for the new Community Risk Management Plan (name changed to reflect the relevant Fire Standard) will begin in early 2023.	12	SLT

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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>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>	12	SLT
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> <p>April-Sept update</p>	8	Head of Legal & Democratic Services.

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							No change this period		
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 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>April-Sep Update Responsibility for this moved to People and organisational Development in April 2022, the ED&I annual report was published in September 2022, the EIA process has been refreshed, Service-wide training has</p>	8	Director of People and Organisational Development/Mo Jogi

							progressed and a new ED&I action plan brings together all related actions in one place		
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>MFRS responded to draft White Paper consultation that included reference to Police, Fire and Crime Commissioners taking on responsibility for all FRS; no further information from the Government on this as yet..</p>	12	SLT

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 A Blue Lights Board was held in May 2022. Further meetings will establish new areas of collaboration.		
2.	Legal and Legislative Risks	2.7	Increased Litigation costs	2.7.3	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>April- Sep update Review of work practices and analysis of trends remains ongoing to mitigate incidents and therefore potential for litigation costs.</p>	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	<p>Close work with the Estates and Health and Safety teams and Workplace to manage any issues which arise.</p> <p>April-Sep Update Review of work practices and analysis of trends remains ongoing to mitigate incidents and</p>	6	Head of Legal & Democratic Services.

							therefore potential for litigation costs.		
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	<p>A Transparency Service Instruction sets out the Authority's commitment There is a transparency section on the website with advice and guidance as well as the data that the Authority is required to publish</p> <p>April-Sep Update All Transparency data on the website is up to date.</p>	8	SLT
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>	8	AM Operational Response

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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	Mitigation in part through careful contract management. April-Sep Update Review of all documentation and processes is underway.	8	Head of Legal & Democratic Services.
2.	Legal and Legislative Risks	2.12	Recruitment of Trainee Firefighters with limited driving experience who are contracted to undertake EFAD driving.	2.12.1	Increased risk of fire appliances being involved in collisions due to inexperienced drivers being required, under contract, to drive fire appliances for routine and response activity. Recruitment application only requires the applicant to hold a valid driving license and does not account for longevity, experience or type of vehicle they have driven.	15	Competency will be managed through the driving school with assessment and development plans being tailored to the individual. Trainees will not be time-bound on when EFAD driving is first undertaken following LGV qualification. It will be the Driving School Manager who will decide how long LGV routine activity driving will take place prior to EFAD qualification to allow less experienced individuals to gain the required road knowledge. Apr-Sep Update The Road Risk Review Group monitors incidents of note and performance	9	Director of HR, AM Operational Preparedness

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							and takes action to reduce such incidents. This is also monitored through Performance Management Group.		
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 A dedicated Primary Authority Scheme (PAS) reference holder has been assigned as part of the departmental structure review.</p> <p>PAS agreements have increased from three to four with a further two pending.</p>	6	AM Protection

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 Protection Response Officers (PROs) have now been increased, with one remaining officer to be trained. Resilience arrangements are available via suitably qualified officers in the flexi officer group.</p>	9	AM Protection
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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	<p>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.</p> <p>Apr-Sept Update Internal Quality Assurance Audit officer has been introduced to QA investigations internally and externally. UKAS pre-inspection re ISO 17020 went ahead in September and feedback is being reviewed. Training started to be rolled out from 1st October 2022. The first 24 officers have commenced training.</p>	6	AM Prevention
2	Legal and Legislative Risks	2.15	Incident Investigation Team prevented from carrying out fire investigations which are suspected as deliberate by the	2.15.2	Potential for Forensic Science Regulator to issue an order preventing IIT from carrying out investigations that are suspected as criminal.	16	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	4	AM Prevention

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			Forensic Science Regulator				training. CPD is maintained throughout year and ISO17020 process will enhance the forensic discipline within the team. Apr-Sept Update Update as 2.15.1		
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3.	Loss of Strategic sites/Assets	3.1	Loss of strategic sites/assets and inability to provide services to Merseyside	3.1.1	Inability to respond to major local and national resilience incidents	20	Director of Finance and Procurement Finance Staff can operate applications from any	8	Head of Technology, Director of Finance and Procurement,

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							MFRS site. Application hosted externally with ABS having fall back sites as well.		AM Operational Preparedness
3.	Loss of Strategic Sites/Assets	3.2	Loss of Fire Control, National Resilience Fire Control and back up site	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> <p>New agile working and ICT provision is in place for</p>	8	Head of Technology, Director of Finance and Procurement, AM Operational Response

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		<p>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>The ICT Capital budget covers the replacement of Surface Pros in line with their Asset Life.</p> <p>Apr- Sep Update Head of Technology No change during this period.</p> <p>AM Response All stations have robust business continuity plans in place which cover loss of utilities/infrastructure. Plans sighted and signed off by Station Managers. Plans tested against in annual tabletops</p>		
3.	Loss of Strategic Sites/Assets	3.4	Protective security-potential risks resulting from non-compliance with	3.4.1	Potential security risk in relation to all FRS assets, particularly in relation to	20	A Protective Security Group is led by the Director of Strategy and Performance	9	Director of Strategy and Performance

			FRS Protective Security Strategy.		Personnel, information and premises risk.		<p>and includes representatives of several departments with security responsibilities.</p> <p>There is a Protective Security Policy and three Service Instructions that deal with Information, Physical and Personnel security</p> <p>An Internal Audit review of arrangements found MFRA to be compliant with the latest versions of the national requirements.</p> <p>April-Sep Update</p> <p>The protective Security Group continues to meet and monitor security related matters. There is an increased focus on Cyber Security.</p>		
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	<p>See 6.2 and 6.9</p> <p>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.</p>	9	Head of Technology

							April-Sep Update Head of Technology No change during this period.		
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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	Action plans are in place with Fire Control to inform the Environment Agency when operational activity may impact the environment to assist with mitigation. HMEPO support officers are available across all flexi duty groups to support incident commanders. April-Sep Update	10	AM Operational Response

							No change 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 Water mapping now available in the Operational Support Room (OSR). MFRS have formally responded to the consultation of Merseyside Resilience Forum Plan Emergency Water Supplies and Sanitation guidance document, this outlines our requirement for water supplies under the FS Act.</p>	4	AM Operational Preparedness

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 also deployed via the Voluntary Organisation	8	

						<p>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 MFRS continues to work closely with communities and partner organisations, but in particular, staff have established a working group to consider the impact of the cost of living crisis on our communities and a series of performance indicators that we believe will give an early indication of the impact of the crisis on MFRS. The Service has also been</p>		
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							instrumental in the creation of NFCC resources to help FRSs deal with cost of living related issues		
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 by the public and our communications highlight positive messages about the work the Service is doing.	9	Director of Strategy and Performance
4.	Environmental and Political	4.5	Increased flood risk	4.5.1	Ability to respond to major flooding incidents from spate conditions.	15	<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.	10	AM Operational Preparedness & Operational Response
		4.6	Extreme Weather	4.6.1	Spate conditions will impact on ability to respond	15	<u>Preparedness</u> Additional resources are available to the Service if required for Fire Strategic and Fire Tactical activity. Senior Officers can	10	AM Operational Preparedness & Operational Response

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						<p>implement these protocols for anticipated events.</p> <p>April-Sep Update AM Preparedness Through the Merseyside Resilience Forum, Operational Planning Department attend Safety Weather Advisory Teleconferences to ensure MFRS is prepared for every eventuality.</p> <p>AM 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. Specialist stations being implemented as per IRMP 2021-24 with specialist flood and wildfire response. Robust measures in place for spate conditions including retained activation of appliances and 13/16 arrangements.</p>		
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4.	Environmental and Political	4.7	Civil Unrest	4.7.1	Inability to respond effectively to civil unrest	15	<p>MFRS continually liaises and trains with Merseyside Police and other agencies through formal Local Resilience Forum channels to ensure a coordinated approach to Civil Unrest following the principles of JESIP (Joint Emergency Services Interoperability Protocol).</p> <p>April-Sep Update AM Preparedness Public Order training is anticipated to take place in 2022/23 at Merseyside Police's training site.</p> <p>The SOP and E Learning have been updated</p> <p>AM Response</p> <p>Update as per previous; in addition, The SOP and E Learning which have been updated continue to be performance managed</p>	10	AM Operational Preparedness & Operational Response

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							locally by station managers for completion and compliance.		
4.	Environmental and Political	4.9	Diesel fuel vehicles being phased out in the future	4.9.1	Initiate an Electrical charging infrastructure considering the Local Authority aim to introduce pollution charges	15	April-Sep Update Report sent to the S&P Board 18 th Oct, approved to proceed with a tender process for 6 stations to have charging points installed	9	Head of Estates
				4.9.2	Introduce electric vehicles considering the Local Authority aim to introduce pollution charges.		April-Sep Update Meeting arranged for October to look at fleet options with renewable energy. Work to introduce charging points to the estate is underway. Work to develop a Net Zero roadmap is also underway.		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 (MRF) Fuel plan for strike conditions. MFRS fuel tank supplies utilised for critical services only during strike conditions April-Sep Update MRF Fuel Plan has been reviewed and awaiting approval. MFRS fuel plan will be aligned with MRF Plan.	9	AM Operational Preparedness

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							MFRS attend MRF Hazards and risk working group which assess, plans and exercises on power shortage.		
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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 internal resilience arrangements.	10	AM Operational Preparedness & Operational Response

							<p>April-Sep Update</p> <p>Department Business Continuity (BC) Plans are all up to date. BC Champions training delivered.</p> <p>Two Service-wide BC Exercises are delivered each year.</p> <p>Each department to hold an annual BC exercise to cover such risks.</p> <p>To ensure compliance performance Indicators are being considered to</p> <ul style="list-style-type: none"> record departmental exercises conducted <p>record plan review cycle.</p>		
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	<p>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.</p>	12	Director of POD

							April-Sep Update The situation remains as reported in the last quarter		
5.	Loss of Key Staff	5.3	Change resulting in loss of Key staff and increasing workloads to set strategy and deliver services	5.3.1	Loss of key skills, lack of momentum going forward, reduced ability to respond to changes.	15	<p>The Authority continues to manage its staffing requirements through the Workforce strategy group, appraisal process, and Gateway promotion process. All combining to identify potential staff or skill shortage, and ensure adequate training, promotion or recruitment to address those needs</p> <p>April -Sep Update The above processes continue to mitigate this risk</p>	12	Director of POD

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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	<p>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 value and are fit for purpose to meet the business needs.</p> <p>Apr- Sep update Head of Technology 1 .Motorola The initial findings of the Competition and Marketing Authority (CMA) on the involvement of Motorola in both the existing Airwave, and future ESN solutions have been released. The report suggests a potential</p>	6	<p>Head of Technology</p> <p>Director of Strategy & Performance</p>

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							<p>conflict of interest which may have contributed to the decision to exit ESN.</p> <p>2. SSS The CMA has provisionally found competition concerns as part of its in-depth investigation of the completed acquisition by NEC Software Solutions UK Limited of SSS Public Safety Limited and Secure Solutions USA LLC (previously part of Capita plc).</p> <p>A watching brief is being maintained on the Outcomes of 1. & 2.</p>		
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 and are regularly reviewed and updated.</p>	12	<p>Head of Technology</p> <p>Director of Strategy & Performance</p>

							<p><u>Head of Technology</u> See mitigation for Risks 6.2 & 6.8</p> <p>April-Sep Update No change for this period</p>		
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	<p>MFRA has forgone a concrete roadmap for its 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</p>	12	Head of Technology

							at the quarterly held S&P ICT Board. April-Sep Update <u>Head of Technology</u> 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 The Fire Standards Board has recently published a Data Management Standards and work is underway to assess MFRS's compliance and to take action where appropriate.</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 control; the main issue being slippage at the national level.</p> <p>The Home Office will continue to work closely with FRs & Airwave to ensure that our current voice</p>	9	Head of Technology

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						<p>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>Airwave 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>Apr to Sep Update</p>		
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							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, as a result of a Re-Baselining exercise further delays will take the program to 2025		
6.	Technology Risks	6.9	Increase potential for Cyber Attack as we move to the Cloud		Loss or reduction in the quality of services provided	15	ICT deploys a number of security measures to protect the Merseyside Fire and Rescue Authority (MFRA) networks and information. Measures to protect from external attacks include applying updates and patches to applications, software and operating systems; deploying firewalls; filtering traffic; deploying access control solutions; using anti-malware solutions to block malicious code (including viruses, trojans, worms, spyware, ransomware, adware, etc.); network segregation	12	Head of Technology

							<p>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 ICT is still following Home Office & NFCC guidance in response to the events in and around Ukraine.</p>		
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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	Regular, documented contract management in place for key contracts ith priorities agreed between	1	Head of Procurement

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							the Authority and the supplier. April-Sep Update Scheduled reports are being circulated that detail contract particulars, so providing better information and prevent potential discontinuity of service.		
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 efficiently, legal issues, alternative sources of supply needed.	15	Use of Creditsafe alerts to identify and financial changes to contracted suppliers. April-Sep Update 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. Routine environmental scanning continues in order to provide early warning of potential supply issues.	1	Head of Procurement

		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>Removed Sept 2019</p>	12	Director of Legal, Procurement & Democratic Services
1.	Budget/Financial Risks	1.9	The impact of unfavourable trade deals with the EU following UK exit in March 2019	1.9.1	<p>If the UK leave the EU in March with an unfavourable trading relationship this will have an adverse effect on the supply of goods imported from EU countries.</p> <p>Prices are likely to increase putting strain on budgets, lead times may be extended, shortage and scarcity of parts due to border hold ups, organisations stockpiling and starving supply, contractors failing.</p>	20	<p>Procurement are contacting critical suppliers to seek details of action they will take to maintain supplies post Brexit, whatever the agreement.</p> <p>April-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</p>	15	Head of Procurement

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						<p>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>		
		3.5		3.5.2	Saughall Massie	<p>Planning permission has now been received for Saughall Massie and Authority approval will be sought later in 2017 for the build to commence, once the land has been obtained.</p> <p>Removed Sept 2019</p>	6	Head of Estates
4.	Environmental and Political	4.11	Diesel fuel vehicles being phased out in the future	4.11.1	Impact on fleet and lease vehicles	<p>Long term planning for vehicle and asset refresh.</p> <p>April-Sep Update</p> <p>Risk merged with 4.9 with change to descriptor – November 2020</p>		AM Operational Preparedness

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6.	Technology Risks	6.10	Unavailability of the Home Office Incident Recording System (IRS). March 2019 - CFOs have received notification that funding has not been granted to renew this system and although the intention is to maintain it there is a risk that it will become unavailable.			We will engage with Home Office and NFCC to try and ensure that access to the system is not lost. Also, some fire and rescue services have their own incident recording system and only use IRS to send data to government. We will explore other systems used and whether they would be appropriate/affordable for MFRS. Closed March 2020	12	Director of Strategy and Performance
3.	Loss of Strategic Sites/Assets			3.5.3	25	In St. Helens a suitable site has been identified & negotiations are currently underway to resolve the various issues that are currently preventing progress. If this site falls through, an alternative site will be sought. If nothing appropriate can be found, Eccleston will close completely and the current St. Helens site continue to be utilised for response in the wider St. Helens area. Apr-Sep Update	12	Head of Legal & Democratic Services.

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						<p>New station build completed and opened on 16th Sepober</p> <p>Station completed and opened on 16th Sepober.</p> <p>CLOSED</p>		
6.	Technology Risks	6.7	Withdrawal and transition arrangements from SOPHTLOGIC to new MIS for Community Fire Protection.	6.7.1	15	<p>The replacement of the SOPHTLOGIC system is programmed in for development and options are being explored. The transitional arrangements remain part of that process.</p> <p>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>	12	Director of Strategy and Performance