



# CORPORATE RISK REGISTER 2023/24

Aims: - Protect, Prevent, Prepare, Respond

April 2023 – March 2024

October 2023 to March 2024 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			

**Our Aims: ~ Protect ~ Prevent ~ Prepare ~ Respond**

## 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 Vision and Purpose 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.**

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

Corporate Risk Category	Risk Appetite	Explanation
<b>Budget and financial</b>	Low	<b>The appetite for Budget and financial risk is low.</b> MFRA will exercise prudent management of its financial resources to achieve its Vision. MFRA will maintain strong internal controls and ensure compliance with applicable legislation and accounting standards. MFRA will make prudent decisions to mitigate the financial impact of internal and external factors that affect it.
<b>Legal and legislative</b>	Low	<b>The appetite for Legal and legislative risk is low.</b> MFRA will always endeavour to comply with the laws that govern its activity and adopt appropriate governance processes. MFRA has no risk appetite for non-compliance with applicable laws and regulations.
<b>Loss of strategic sites and assets</b>	Moderate	<b>The appetite for risk in relation to strategic sites and assets is moderate.</b> Risk appetite in relation to vehicles and equipment is low, as safety and usability must be achieved through the use of detailed specifications of requirements. Risk appetite in relation to FRS sites (e.g. for a new 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.
<b>Environmental and Political</b>	Moderate	<b>The appetite for risk in relation to environmental and political matters is moderate.</b> MFRA acknowledges that activity in relation to collaborative work with partners, for example, is not entirely predictable and some risks will be taken whilst attempting to improve service delivery or make savings through the use of new arrangements.
<b>Loss of key staff</b>	Moderate	<b>The appetite for risk in relation to loss of key staff is moderate.</b> MFRA recognises that it may need to adopt new and untried ways of working to deliver its services during periods of industrial action or reductions in the size of the workforce.
<b>Technology</b>	Low	<b>The appetite for Technology risk is low.</b> Information systems must support core MFRA functions with adequate capability, capacity, resiliency, and security from internal and external threats. The organisation relies on a mobile and technologically dependent workforce to carry out its Mission.
<b>Procurement</b>	Low	<b>The appetite for Procurement risk is low.</b> 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.	<b>Budget /Financial Risks</b>	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><b>April-Sep Update</b> The Grey book pay award has been settled at 5%. Following a national meeting between the three representative trade Unions, the Green Book staff pay award for 2023/24 has been settled at a flat rate of £1,925 or 3.88% (whichever is highest). This agreement places an additional but known financial pressure of</p>	12	AM Operational Preparedness

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							<p>circa £140K in the 2023/24 financial year. The CPI inflationary rate still remains stubbornly high, with the rate not falling as quickly as expected - only falling from 8.7% in April to 6.7% in September. The high inflation rate will continue to impact on contracts and prices.</p> <p><b>Oct-Mar Update</b> Continuous review of staffing through Operational Preparedness manager meetings in addition to scrutiny via Performance Management Group (PMG). Regular budget meetings scheduled in. No immediate funding issues in Operational Preparedness.</p>		
1.	<b>Budget/Financial Risks</b>			1.1.3	Reducing ability to respond or maintain competent workforce.	15	The Authority continues to utilise the most agile working systems to ensure a high level of service delivery and response, integrated with appropriate skill audits and training delivery to	10	Director of POD

						<p>ensure a high level of competence in all staff</p> <p><b>April-Sep Update</b>                  All legislation and regulation changes are now in place to allow the implementation of the Government’s remedy from October 2023. The increase in the Employer contribution rate of 3% for 2024/25 still remains as a key assumption in the Medium Term Financial Plan for 2024/25 onwards, but more information should be known on this once the Government have issued the provisional financial settlement in late December 2023.</p> <p><b>Oct-Mar Update</b>                  The dispute in relation to overtime has been resolved, workforce planning processes continue to accurately identify staffing requirement and the appropriate recruitment is planned and delivered. This is integrated with development policies and a</p>	
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							planned Gateway cycle to ensure appropriate staffing at all levels.		
1.	<b>Budget/Financial Risks</b>			<b>1.1.4</b>	Reduced ability to maintain FF safety	<b>15</b>	<p><u>AM Response</u> Maintenance of competency is managed on station through Safe Person Assessments and the training planner for all operational staff. Time &amp; Resource Management staff utilise Voluntary Additional Hours to ensure appliances are fully staffed.</p> <p><b>April-Sep Update</b> No change this period</p> <p><b>Oct-Mar Update</b> <u>Ops Preparedness</u> Continual core training is taking place. Maintenance of competence is taking place on station. Provision of PPE available through the eProcurement application.</p>	<b>10</b>	<b>AM Operational Response/ Preparedness</b>



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1.	<b>Budget/Financial Risks</b>	1.2	<p>Insufficient staff to maintain current prevention and protection work. Inability to maintain performance (e.g. Care Act)</p> <p>Political Risk – failure to meet statutory duty</p> <p>Community Safety Risk – failure to address risks to community &amp; Firefighters</p>	1.2.1	Increased fires, deaths and injuries	<p><b>12z</b></p> <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>Grenfell Tower phase 1 recommendations will 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><b>April-Sep Update</b></p>	<b>10</b>	<p><b>AM</b></p> <p><b>Prevention</b></p> <p><b>AM</b></p> <p><b>Protection</b></p>
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						<p>Operational crews continue to deliver our core business target alongside vulnerability and demand led campaigns which are now held monthly following data led targeting with VRP Partners. CFRMIS is now embedded and will support in data and trend analysis. Recruitment of advocates has been undertaken to fill vacancies. Safe and well visits have been maintained by prevention staff with agile and flexible working adopted to meet the demand of the communities of Merseyside whilst some staffing shortfalls exist.</p> <p>Protection staffing levels are now at the highest level recorded and whilst retention of staff has improved, there is still reliance on external grants to fund several posts across the directorate. If grant provision is removed and central budgets are not increased to offset this removal, then personnel on</p>	
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							<p>fixed term contracts may be at risk. This could subsequently result in reduced numbers of personnel and regulators to inspect premises identified within the RBIP.</p> <p><b>Oct-Mar Update</b> Protection staffing levels are being maintained and the recent restructure has offered development opportunities for a number of personnel within the directorate which will support medium to longer term succession planning.</p> <p>The risk associated with grant provision recorded April to September, remains.</p>		
1.	<b>Budget/Financial Risks</b>	1.3	Insufficient FF's to maintain current levels of response and current number of fire stations	1.3.1	Increased risk of property loss in the community	15	MFRA undertakes continual review, analysis and testing of necessary operational response changes resulting from budget reductions to ensure effectiveness against Authority response standards.	10	AM Operational Response

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						<p><b>April-Sep Update</b> No change this period</p> <p><b>Oct-Mar Update</b> Recruit course to recommence from 1<sup>st</sup> July with 20 new candidates – retirement profile maintaining operational loss within Service, expected to ease 2025.</p>			
1.	<b>Budget/Financial Risks</b>	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> <p>Current energy costs have increased by 200% and may result in costs exceeding the budget by £600k to £1m.</p>	9	<p>The Authority established a £3m inflation reserve to meet any unforeseen inflationary pressures or costs.</p> <p><b>April-Sep Update</b> The Grey book pay award has been settled at 5%. Following a national meeting between the three representative trade Unions, the Green Book staff pay award for 2023/24 has been settled at a flat rate of £1,925 or 3.88% (whichever is highest). This agreement places an additional but known financial pressure of circa £140K in the 2023/24 financial year. The CPI</p>	1	<b>Director of Finance &amp; Procurement</b>

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						<p>inflationary rate still remains stubbornly high, with the rate not falling as quickly as expected - only falling from 8.7% in April to 6.7% in September. The high inflation rate will continue to impact on contracts and prices.</p> <p><b>Oct-Mar Update</b> The CPI inflation rate has fallen from 6.7% in September to 3.2% in March.</p> <table> <tr> <td>2023 OCT</td> <td>4.6%</td> </tr> <tr> <td>2023 NOV</td> <td>3.9%</td> </tr> <tr> <td>2023 DEC</td> <td>4.0%</td> </tr> <tr> <td>2024 JAN</td> <td>4.0%</td> </tr> <tr> <td>2024 FEB</td> <td>3.4%</td> </tr> <tr> <td>2024 MAR</td> <td>3.2%</td> </tr> </table> <p>Several existing contracts 2024/25 price increases will be based on the September 2023 CPI rate. This has been taken into account when preparing the 2024/25 Medium Term Financial Plan.</p>	2023 OCT	4.6%	2023 NOV	3.9%	2023 DEC	4.0%	2024 JAN	4.0%	2024 FEB	3.4%	2024 MAR	3.2%	
2023 OCT	4.6%																		
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2024 FEB	3.4%																		
2024 MAR	3.2%																		

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							Utility costs have begun to fall and are expected to fall further from April 2024.  The Inflation Reserve is currently £1.2m and will be maintained to cover future pay and price increases above the budget.		
1.	<b>Budget/Financial Risks</b>	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	Processes are redesigned when cuts to staffing are made Stopping performing specific activities considered Remaining staff are trained in processes/services that are still required  <b>April-Sep Update</b> Succession planning processes have been established and Strategic Leadership Team (SLT) have been considering pay reviews for key posts and those that have not been reviewed in recent years.  <b>Oct-Mar Update</b> Succession planning process was reviewed and delivered to directorates. Analysis of	6	SLT

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							data demonstrates improved staff retention rates and lower staff turnover from the previous year		
<b>1.</b>	<b>Budget/Financial Risks</b>	<b>1.7</b>	Loss of National Resilience funding from Home Office		Loss of operational response/service/training/lack of equipment/vehicles not maintained.	<b>15</b>	Utilising MFRS resources to fulfil role and responsibilities.  Budget constantly reviewed with Home Office Colleagues  <b>April-Sep Update</b> No change this period  <b>Oct-Mar Update</b> No change this period	<b>12</b>	<b>AM National Resilience</b>
<b>1.</b>	<b>Budget/Financial Risks</b>	<b>1.10</b>	“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,		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.	<b>12</b>	<b>April-Sep Update</b> All legislation and regulation changes are now in place to allow the implementation of the Government’s remedy from October 2023. The increase in the Employer contribution rate of 3% for 2024/25 still remains as a key assumption in the Medium Term Financial Plan for 2024/25 onwards, but more information should be	<b>1</b>	<b>Director of Finance and Procurement / DCFO</b>

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			<p>constituted unlawful age discrimination. The Government is currently finalising legislation and regulation changes to implement a remedy for retired / retiring eligible members from October 2023.</p>			<p>known on this once the Government have issued the provisional financial settlement in late December 2023</p> <p><b>Oct-Mar Update</b> The Authority has implemented the Remedy and begun processing retiring eligible members from the 1<sup>st</sup> October 2023. The Authority is working with the Authority's Pension Administrator and LGA to implement the Remedy for those who retired prior to October 2023. The firefighter employers pension contribution rate increased from 28.8% to 37.6% from 2024/25 onwards. The impact on the firefighter pension scheme to MFRA was £2.3m. The Home Office announced a one-off Grant of £2.183m (calculation based on four year average) for 2024/25 to cover the increase.</p>	
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## Our Vision – To be the best Fire and Rescue Service in the UK

RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
2.	<b>Legal and Legislative Risks</b>	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><b>April-Sep Update</b> Engagement with stakeholders has taken place on potential themes for the 2024/27 CRMP</p>	8	SLT

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2.	Legal and Legislative Risks			2.1.2	Inability to respond to major national resilience incidents	15	(Community Risk Management Plan). Work continues on the development of the new CRMP and all is on target.	8	SLT
				2.1.3	Increased fires, deaths and injuries	15	<p><b>Oct-Mar Update</b></p> <p>The draft CRMP was approved by Authority in February 2024 for 12 weeks consultation. All is on target for publication of a new CRMP on 1<sup>st</sup> July and the CRMP is compliant with National Framework requirements. Also, organisational performance over the year has been very good.</p>	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><b>April-Sep Update</b></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 which has continued throughout this period.</p> <p><b>Oct-Mar Update</b></p> <p><b>There are no changes for this period however processes and policies remain in force.</b></p>	12	SLT
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2.	<b>Legal and Legislative Risks</b>	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><b>April-Sep Update</b> No change this period</p> <p><b>Oct-Mar Update</b> No change this period</p>	8	Head of Legal & Democratic Services.
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2.	<b>Legal and Legislative Risks</b>	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&amp;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><b>April-Sep Update</b></p> <p>As contained in the previous update work continues through the relevant Boards and staff network.</p> <p><b>Oct-Mar Update</b></p> <p>The ED&amp;I strategy has been reviewed and a three-year 2024-27 strategy has been agreed. In addition, a three year Workplace</p>	8	Director of People and Organisational Development/Mo Jogi
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							Transformation Action Plan (2024-27) together with a cultural performance dashboard will strengthen compliance with the Equality Act.		
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><b>April-Sep Update</b></p> <p>No change from the previous update</p>	12	SLT

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						Oct-Mar Update			
						No change from the previous update			
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</p>	8	AM Preparedness

						<p>programmes recorded through the Local Collaboration Overview.</p> <p><b>April-Sep Update</b></p> <p>New Terms of Reference have been drafted for the Board. Strategic objectives to be agreed and set for 2024/25 at next scheduled meeting – December 2023.</p> <p><b>Oct-Mar Update</b></p> <p>New Terms of Reference agreed and meeting held. New steering group established to inform Executive Board.</p> <p>Four new areas agreed to focus upon</p> <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Training</li> <li>• Intelligence</li> <li>• Prevention</li> </ul> <p>New Person in Crisis Memorandum of Understanding produced by MFRS to be agreed at next board.</p>	
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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><b>April-Sep Update</b> No change this period as the work detailed above continues to be executed</p> <p><b>Oct-Mar Update</b> <b>Work continues with health and safety to ensure that all accidents are investigated, and appropriate actions taken.</b></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><b>April-Sep Update</b> As detailed above review of work practices and analysis of trends remains ongoing to mitigate incidents and therefore</p>	6	Head of Legal & Democratic Services.

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							potential for litigation costs.  <b>Oct-Mar Update</b> Monitoring continues to take place and accidents in shared areas investigated.		
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 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.  <b>April-Sep Update</b> All Transparency data on the website is up to date.  <b>Oct-Mar Update</b> All Transparency data on the website is up to date.	8	SLT
2.	Legal and Legislative Risks	2.10	Health & Safety audits, failures and investigations	2.10.1	H&S audits, failures and investigations from HSE resulting in sanctions and or fines	15	MFRA has a robust suite of H&S audits with findings responded to by the central team in liaison with	8	AM Operational Response

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							<p>Estates. All incidents follow an investigatory process to maximise learning which includes advice from Legal to ensure protection.</p> <p><b>April-Sep Update</b> No change this period</p> <p><b>Oct-Mar Update</b> All incidents are met with the relevant investigatory processes. No significant ongoing action.</p>		
2.	<b>Legal and Legislative Risks</b>	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><b>April-Sep Update</b> The arrangement as Lead for NR under the grant agreement continues to be monitored and managed to mitigate risks carefully.</p> <p><b>Oct-Mar Update</b> The arrangement as Lead for NR under the grant agreement continues to be</p>	8	Head of Legal & Democratic Services.

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							monitored and managed to mitigate risks carefully		
2.	<b>Legal and Legislative Risks</b>	2.12	Recruitment of Trainee Firefighters with limited driving experience who are contracted to undertake EFAD driving.	2.12.1	Increased risk of fire appliances being involved in collisions due to inexperienced drivers being required, under contract, to drive fire appliances for routine and response activity. Recruitment application only requires the applicant to hold a valid driving license and does not account for longevity, 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.  <b>April-Sep Update</b> Ops Preparedness Emergency Response Driving Fire Standard integration tool being utilised by Training and Development Academy (TDA) driving assessors and have begun to attend the latest nationally accredited	9	Director of HR, AM Operational Preparedness

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							<p>courses. Proposed changes to national driving standards and courses (section 19) not implemented by Government.</p> <p><b>Oct-Mar Update</b> No change Section 19 not implemented.</p>		
2.	<b>Legal and Legislative Risks</b>	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.	9	<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><b>April-Sep Update</b> Dedicated reference holders for Primary Authority Scheme continues to monitor and coordinate this workstream.</p> <p><b>Oct-Mar Update</b></p>	6	AM Protection

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							The previously reported reference holder has now been further enhanced from a resilience perspective resulting in a dedicated compliance reference oversight as part of the newly implemented Protection structure.		
2.	<b>Legal and Legislative Risks</b>	2.14	Insufficient experienced, qualified staff to deal with serious fire safety complaints 'out of hours'.	2.14.1	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.	12	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.  <b>April-Sep Update</b>	9	AM Protection

						<p>Protection Response Officer cohort has changed in recent months resulting in the need to rely on resilience from Station Managers (SMs) to maintain out of hours provision. Once the cohort is again fully resourced, trained and competent this will negate the need to rely on SMs for resilience and ensure dedicated specialist capability provision 24/7.</p> <p><b>Oct-Mar Update</b> The Protection Response Officer cohort is now fully resourced albeit some personnel still require development before full competence can be attained.</p> <p>As part of the Protection FDP for 2024/25, we will explore the feasibility of increasing resilience in this area utilising additional fire safety regulators within the team.</p>	
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CORPORATE RISK REGISTER 2023/24 – October 2023 to March 2024 update

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><b>April-Sep Update</b> Internal Quality Assurance (QA) Audit officer role now embedded, further role identified for deliver in Q4 to support with the internal Incident Investigation Team (IIT) QA framework</p> <p><b>Oct-Mar Update</b> Internal Quality Assurance (QA) Audit officer role now substantiated into the service. The ISO17020 standards have been pushed back however we will be introducing a new temp post for an ISO and training officer for the IIT team. This position will go live in May 2024.</p>	6	AM Prevention
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2	<b>Legal and Legislative Risks</b>	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><b>April-Sep Update</b> Tier 1 Fire Investigation courses delivered to Watch Managers to support the ISO 17020 certification which will be sought on completion of compliance regulation elements.</p> <p><b>Oct-Mar Update</b> Working with POD, continuing with tier 1 Fire Investigation courses delivered to Watch Managers to support the ISO 17020 certification which will be sought on</p>	4	<b>AM Prevention</b>

							completion of compliance regulation elements. ISO compliance deadline has been extended although officers continue to prepare for implementation.		
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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	<p>Director of Finance and Procurement</p> <p>Finance Staff can operate applications from any MFRS site. Application hosted externally with ABS having fall back sites as well.</p> <p>April-Sep Update</p>	8	Head of Data & Technology, Director of Finance and Procurement, AM Operational Preparedness

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							Head of Technology No change during this period		
<b>3.</b>	<b>Loss of Strategic Sites/Assets</b>	<b>3.2</b>	Loss of Fire Control, National Resilience Fire Control and back up site	<b>3.2.1</b>	Inability to respond, delay in providing core services	<b>20</b>	<p><b>Oct-Mar Update</b>                  Since the last update a review of ICT, Information Management, and Application Support has resulted in them combining to create the Data and Technology Department. This now includes the roles of Applications and Technology Manager, and Response Applications and Telecoms Officer. Both roles will provide support to Fire Control.</p>	<b>8</b>	Head of Data & Technology, Director of Finance and Procurement, AM Operational Response

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3.	<b>Loss of Strategic Sites/Assets</b>	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				
3.	<b>Loss of Strategic Sites/Assets</b>	3.4	Protective security-potential risks resulting from non-compliance with FRS Protective Security Strategy.	3.4.1	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.</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><b>April-Sep Update</b></p> <p>The protective Security Group continues to</p>	9	Director of Strategy and Performance

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							<p>oversee this area. Since the last update a review of ICT Department and Information Management Department has resulted in the combining of the two to create the Data and Technology Department which will strengthen the Service’s approach to information management and cyber security.</p> <p>POD have continued to implement security check processes for staff.</p> <p><b>Oct-Mar Update</b> Protective Security Group continues to meet and take action to reduce risks related to information, personnel and premises. New staff vetting processes are being implemented by the Service and action has been taken in relation to thefts and attempted thefts from fire stations.</p>		
3.	<b>Loss of Strategic Sites/Assets</b>	3.6	Potential elevated target risk for terrorist action in regards to cyber crimes	8.1.1	Loss of Fire Control ICT services and information assets	20	See 6.2 and 6.9	9	Head of Data & Technology

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						<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> <p><b>April-Sep Update</b> Head of Technology Increased Cyber Security preparation in response to Merseyside Police intelligence around Eurovision Song Contest 2023 (ESC2023) Strengthened by the formation of the MFRS Cyber Working Group which now meets on a regular basis.</p> <p><b>Oct-Mar Update</b> In addition to the previous update, the newly created Data and Technology Department now includes a specific role with responsibility for cyber security (Cyber Security and Information Manager).</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
4.	<b>Environmental and Political</b>	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.  <b>April-Sep Update</b> No change in the mitigation process from the above statement	10	AM Operational Response

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							<b>Oct-Mar Update</b> As per the above.		
4	<b>Environmental And Political</b>	<b>4.2</b>	Insufficient water pressure resulting in the inability to fight fires effectively.	<b>4.2.1</b>	Potential for major consequences, FF injuries	<b>25</b>	<p>High volume pumps (HVP's) and hose layer units available to support water supplies. Additional HVP's available via NCAF arrangements.</p> <p>Availability of mapping for water mains to be accessible on the command support unit. Currently awaiting sign off of a Data Licence agreement with United Utilities to share "Safe Dig" Software</p> <p><b>April-Sep Update</b> Liaison with United Utilities formalised through Merseyside Resilience Forum and National Fire Chiefs Council (NFCC) Northwest Water Officers Group. Review of Firefighting media conducted for Operations Board Jan 2023. Data should make current provision robust. Reports of poor water supplies or outage will</p>	<b>4</b>	AM Operational Preparedness



						<p>be monitored through operational assurance and then investigated by Water Section to establish if accurate or training need. New hydrant software currently being procured</p> <p><b>Oct-Mar Update</b> Reports of poor water supplies or outage now being monitored through operational assurance and then investigated by Water Section to establish if accurate or training need.</p> <p>New hydrant software currently being procured and a new trial of hydrant testing is being proposed to ensure operational crews can focus on producing water plans for high risk sites.</p>			
4.	<b>Environmental and Political</b>	4.3	Changing demographics in Merseyside brings about a changing in vulnerability profile and higher unemployment.	4.3.1	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,	8	AM Prevention
				4.3.2	Increased economic costs from increases in fraud.	15		8	
				4.3.3	Increased incidents e.g. fires	15		8	

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				4.3.4	Increased antisocial behaviour (ASB)	15	<p>develop community resilience and reduce the tolerance of anti-social behaviour (ASB), domestic abuse (DA), serious organised crime (SOC) &amp; associated deliberate fire setting.</p> <p>Increased antisocial behaviour (ASB) – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of ASB, DA, SOC and the associated deliberate fire setting. The Street Intervention Team are also deployed via the Voluntary Organisation Support Service (VOSS) and Merseyside Police to engage and divert children and young people away from anti-social behaviour and towards more meaningful activities.</p>	8	
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							<p>Increased incidents e.g. Fires – Community Risk                  Management risk reduction strategies are designed to put measures in place to reduce risk and mitigate high call demand outputs and outcomes are reported via Performance Management Group.</p> <p><b>April-Sep Update</b>                  As previous update</p> <p><b>Oct-Mar Update</b>                  As previous update</p>		
4.	<b>Environmental and Political</b>	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	<p>Corporate Communications activity is focussed on protecting the reputation of the Service whilst providing advice and guidance to communities and promoting the services provided                  Social media is closely monitored (but not 24/7).                  Press and media queries are dealt with promptly with senior officers providing information.                  Events are promoted and provided with communications support.</p>	9	Director of Strategy and Performance

						<p>Staffing levels are relatively low when compared with other FRS's.</p> <p><b>Oct- Mar Update</b> The previous update is still applicable. Senior management and the Comms Team are aware of and are taking account of the negative media comments in relation to culture in other FRSs.</p> <p><b>April-Sep Update</b></p> <p><b>Oct-Mar Update</b> The reputation of MFRS remains strong despite challenges nationally around FRS culture. The Service continues to portray a high performing, strong and positive organisation in its communications, one where all are welcome and the People Plan and associated action plans will strengthen that further.</p>	
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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	<p><u>Response</u></p> <p>Operational Crews train for and are equipped for water rescue incidents. Senior Officers train against national standards for flood response. Specialist Teams are available for local, national and inter-national flood response.</p>	10	AM Operational Preparedness & Operational Response
		4.6	Extreme Weather	4.6.1	Spate conditions will impact on ability to respond	15	<p><u>Preparedness</u></p> <p>Additional resources are available to the Service if required for Fire Strategic and Fire Tactical activity. Senior Officers can implement these protocols for anticipated events.</p> <p><b>April-Sep Update</b></p> <p>Operational Planning Department attend Safety Weather Advisory Teleconferences to ensure MFRS is prepared for all eventualities. Training in place for water/ weather related incidents and National Resilience (NR) assets available within Service (and external) to support if required. S.I 0888</p>	10	AM Operational Preparedness & Operational Response

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							<p>now contains a number of prompts for senior officers to consider during such incidents.</p> <p><b>Oct-Mar Update</b>  <u>Operational Preparedness</u>                      Operational Planning                      Department attend Safety Weather Advisory teleconferences to ensure MFRS is prepared for all eventualities. Training is in place for water/ weather related incidents and National Resilience (NR) assets available within Service (and external) to support if required. S.I 0888 now contains a number of prompts for senior officers to consider during such incidents.</p>		
4.	<b>Environmental and Political</b>	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>	10	AM Operational Preparedness & Operational Response

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							<p><b>April-Sep Update</b> Exercising schedule now incorporated into group TOR and exercising calendar produced.</p> <p><b>Oct-Mar Update</b> <b>Operational Preparedness</b> eLearning and SOP available to operational. This incident type is programmed into the blue light exercising calendar.</p>		
4.	<b>Environmental and Political</b>	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	<p><b>April-Sep Update</b> Procurement Frameworks have been reviewed with a report presented to the strategy and performance board (Estates). Two quotes received for a charging solutions to be installed at SHQ.</p> <p><b>Oct-Mar Update</b> Installation of charging points progressing at the New Long lane site</p> <p><b>Mar -Jun</b> Installation complete at Long Lane, charging policy being</p>	9	Head of Estates

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							developed and infrastructure being progress for SHQ.		
				4.9.2	Introduce electric vehicles considering the Local Authority aim to introduce pollution charges.		<p>MFRS Transport Manager will closely monitor the situation</p> <p><b>Oct-March Update</b>  <u>AM</u>  <u>Operational Preparedness</u>                      Ops Board approved introduction of petrol hybrid officer response car fleet. These will be introduced during 2023/24</p> <p><b>April-Sep Update</b>                      As above</p> <p><b>Oct-Mar Update</b>                      The first six petrol hybrid vehicles have arrived in service.</p>		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	<p>Merseyside Resilience Forum (MRF) Fuel plan for strike conditions. MFRS fuel tank supplies utilised for critical services only during strike conditions</p> <p><b>April-Sep Update</b></p>	9	AM Operational Preparedness



							AM Operational Preparedness - No changes.		
							<b>Oct-Mar Update</b> No change since the last update.		

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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	<p><u>AM Response</u></p> <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> <p><b>April-Sep Update</b></p>	10	AM Operational Preparedness & Operational Response

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							AM Operational Preparedness No further changes or update.  <b>Oct-Mar Update</b> Operational Preparedness No further changes or update. Department business continuity plans in plans. Remove this risk or close		
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.  <b>April-Sep Update</b> Our resilience arrangements remain in place as previously reported.  <b>Oct-Mar Update</b> Registered disputes have been resolved, and the resilience arrangements	12	Director of POD

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							described in previous updates remain live and appropriate to ensure resilience.		
5.	<b>Loss of Key Staff</b>	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><b>April-Sep Update</b> Our workforce planning and succession planning allows us to anticipate and act accordingly to address vacancies as they arise and predict future need and training &amp; development. SLT have also begun to look at appropriate remuneration for higher risk positions.</p> <p><b>Oct-Mar Update</b> The update above is still current, and we have built</p>	12	Director of POD

							remuneration and retention into the new People plan for 2024-27.		
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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 Data & Technology  Director of Strategy & Performance

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						value and are fit for purpose to meet the business needs.  <b>April-Sep Update</b> No change during this period.  <b>Oct-Mar Update</b> No change during this period.			
6.	<b>Technology Risks</b>	<b>6.2</b>	Infrastructure sharing with partners. Security from Virus and hacking, loss of data (Laptops, CD etc.).	<b>6.2.1</b>	Data compromised, loss of data, complaints, legal action, fines	<b>15</b>	<p><u>Director of Strategy &amp; 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 are regularly reviewed and updated.</p> <p><u>Head of Technology</u> See mitigation for Risks 6.2 &amp; 6.8</p> <p><b>April-Sep Update</b> Head of Technology No change during this period</p>	<b>12</b>	<p>Head of Data &amp; Technology</p> <p>Director of Strategy &amp; Performance</p>

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							<b>Oct-Mar Update</b> The newly created Data and Technology Department now includes a specific role with responsibility for cyber security and information management (Cyber Security and Information Manager).		
6.	<b>Technology Risks</b>	<b>6.3</b>	The inability to keep pace with technology changes.	<b>6.3.1</b>	Loss or reduction in the quality of services provided	<b>15</b>	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.  For this reason, our ICT strategy is encapsulated in our ICT strategic framework and our asset management plan, and is then aligned to	<b>12</b>	Head of Data & Technology

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						<p>wider organisation strategy at the quarterly held S&amp;P ICT Board.</p> <p><b>April-Sep Update</b> Head of Technology No change during this period</p> <p><b>Oct-Mar Update</b> No change during this period.</p>			
6.	<b>Technology Risks</b>	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	<p>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.</p> <p>Work to implement the General Data Protection Regulation was successful. This included: Developing an information asset register, privacy impact</p>	12	Director of Strategy and Performance

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						<p>assessments, access to information and the role of the Data Protection Officer. Collaborative work with Merseyside police and other FRAs is being considered to share best practice.</p> <p><b>April-Sep Update</b> A draft data management framework has been created during this period and an accompanying action plan to deliver compliance with the national standard for data management.</p> <p><b>Oct-Mar Update</b> Work has continued on the Data Management Framework as the new Data and Technology department is being embedded.</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	ESMCP will replace the communication service delivered by Airwave with a national mobile communication service for all three emergency services. <p>The ESMCP presents a high-risk potential for MFRA, dependent on external</p>	9	Head of Data & Technology



						<p>factors beyond its day-to-day control; the main issue being slippage at the national level.</p> <p>The Home Office will continue to work closely with FRSs &amp; Airwave to ensure that our current voice communication network remains in place and effective.</p> <p>ICT staff regularly attend ESMCP updates at Fire Control North West to gain the latest information on the progress of the project and maintain a watching brief to ensure any opportunities to influence national/regional aspects of ESMCP are taken.</p> <p>The project risks are being managed by the MFRA ESMCP project board and a national programme risk register is maintained by the Home Office central team.</p> <p>Airwave Representatives from MFRS who sit on the National</p>		
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						<p>Airwave Sustainability Working Group, report on the ongoing activities which ensure the continued support and availability of Airwave is maintained.</p> <p><b>April-Sep Update</b> Head of Technology A workstream entitled: ‘The potential extended use and maintenance of Airwave, associated with any ECSMP suspension of activities’ has been set up. Work is underway to implement Dispatch Communication Server (DCS) as the new connection to Airwave</p> <p><b>Oct-Mar Update</b> The work to implement the new Dispatch Communication Server (DCS) as the new connection to Airwave has now been completed. The national ESN programme remains suspended.</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	ICT deploys a number of security measures to protect the Merseyside Fire and	12	Head of Data & Technology

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						<p>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 solutions and e-mail filtering solutions.</p> <p>ICT received warnings from North West Warning &amp; Advice Reporting Point (NW WARP and the Head of ICT attended quarterly NW WARP meetings for the first time.</p> <p><b>April-Sep Update</b> Head of Technology No change during this period.</p> <p><b>Oct-Mar Update</b></p>	
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							<p>the new travel services contract. A procurement officer has been appointed following a successful apprenticeship. Higher quality contracts have been awarded in terms of risk e.g. hazardous materials training contracts.</p> <p><b>Oct-Mar Update</b> Following internal staff move the Long Term Capability Management (National Resilience) contract manager post was filled on a temp basis from March 2024. Permission to recruit a replacement was secured with a view to having a replacement during the next quarter.</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 efficiently, legal issues, alternative sources of supply needed.	15	<p>Use of Creditsafe alerts to identify and financial changes to contracted suppliers.</p> <p><b>April-Sep Update</b> Environmental scanning continues by attending the Emergency Services Show, attending regional events and speaking with key</p>	1	Head of Procurement

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							<p>contractors. Some market development has taken place to increase competition in market and allow potential alternative sources of supply</p> <p><b>Oct-Mar Update</b> A contract for a digital marketplace was awarded in March, effectively providing an alternative source of supply for goods, so reducing the risk. Also, the Training 999 framework agreement was extended from the end of March 2024 to the end of March 2026, so providing a continuing route to market for this critical service provision.</p>	
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		<b>1.8</b>	Changes to insurance discount rates	<b>1.8.1</b>	Increased insurance premiums	<b>15</b>	This is largely out of the control of MFRA but careful negotiation and management of all contracts assist with mitigating the effect.	<b>12</b>	<b>Director of Legal, Procurement &amp; Democratic Services</b>
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CORPORATE RISK REGISTER 2023/24 – October 2023 to March 2024 update

							<b>Removed Sept 2019</b>		
<b>1.</b>	<b>Budget/Financial Risks</b>	<b>1.9</b>	The impact of unfavourable trade deals with the EU following UK exit in March 2019	<b>1.9.1</b>	<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>	<b>20</b>	<p>Procurement are contacting critical suppliers to seek details of action they will take to maintain supplies post Brexit, whatever the agreement.</p> <p><b>April-Sep Update</b> Brexit developments were monitored by the Procurement Team in conjunction with FRS procurement colleagues from Cheshire, Lancashire and Manchester during the first calendar quarter of</p>	<b>15</b>	<b>Head of Procurement</b>

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							<p>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><b><u>REMOVED</u></b> <b><u>SEPTEMBER 2021</u></b></p>		
<b>1.</b>	<b>Budget/Financial Risks</b>	<b>1.11</b>	Increases in fuel prices		Increases in energy costs due to the current oil and gas crisis are	<b>12</b>	This is challenging for all organisations and		<b>Director of Finance and Procurement</b>

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	<b>NOW IN 1.4 Pay and Inflation</b>				expected to last over the 2022 period and then hopefully fall.		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.  <b>CLOSED MERGED WITH 1.10 ABOVE</b>	1	/ Head of Estates
		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.  <b><u>Removed Sept 2019</u></b>	6	Head of Estates

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4.	<b>Environmental and Political</b>	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. <b>April-Sep Update</b> Risk merged with 4.9 with change to descriptor – November 2020	AM Operational Preparedness
6.	<b>Technology Risks</b>	6.10	Unavailability of the Home Office Incident Recording System (IRS). March 2019 - CFOs have received notification that funding has not been granted to renew this system and although the intention is to maintain it there is a risk that it will become unavailable.			We will engage with Home Office and NFCC to try and ensure that access to the system is not lost.  Also, some fire and rescue services have their own incident recording system and only use IRS to send data to government. We will explore other systems used and whether they would be appropriate/affordable for MFRS.  <b>Closed March 2020</b>	12	Director of Strategy and Performance
3.	<b>Loss of Strategic Sites/Assets</b>			3.5.3	25	In St. Helens a suitable site has been	12	Head of Legal & Democratic Services.

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						<p>identified &amp; 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, Ecclestone will close completely and the current St. Helens site continue to be utilised for response in the wider St. Helens area.</p> <p><b>Apr-Sep Update</b>                  New station build completed and opened on 16<sup>th</sup> Sepober                  Station completed and opened on 16<sup>th</sup> Sepober.</p> <p><b>CLOSED</b></p>		
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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><b>April-Sep Update</b> The Sophtlogic arrangement is being phased out as CFRMIC comes online.</p> <p><b>Oct-March Update</b></p> <p>WITHDRAWN FROM CORPORATE RISK REGISTER - CLOSED</p>	12	Director of Strategy and Performance
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