



CORPORATE RISK REGISTER 2025/26

Aims: - Protect, Prevent, Prepare, Respond

April 2025 – March 2026

April to September 2025 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
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 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.
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 fire station) is higher, as it is acknowledged the options are more limited and the end result in relation to the provision of a new fire station is not entirely predictable at the beginning of the process.
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 Vision and Purpose.
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><u>April-Sep 2025 Update</u> Due to recent staff turnover and courier absence, we have engaged an external agency to maintain service continuity and are progressing a request to recruit additional resources on a 12 months fixed term basis. Service Instruction 0735 Logistics Courier Service PPE and Equipment Movement has been</p>	12	AM Operational Preparedness

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						<p>updated to reflect revised establishment numbers.</p> <p>A market supplement for Workshops has been approved to address recruitment and retention challenges caused by competitive market pressures.</p> <p>A review of the Training and Development Academy (TDA) staffing is underway to ensure alignment with future workforce needs and strategic objectives.</p> <p>We continue to fill vacancies as they arise in the Directorate.</p> <p>A new Station Manager transferee started and is working with Station Manager Operational Planning.</p> <p>The secondment of a Watch Manager Fire Control into Operational Intelligence has been extended.</p>	
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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 2025 Update The Authority has in place working systems, many negotiated locally, that allow for the optimum use of resources and service delivery. It has also recently completed work on its recruitment and retention policies to ensure we retain and employ the best staff. Those staff are then appropriately trained and developed.</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 (SPA) and the training planner for all operational staff. Time & Resource Management staff</p>	10	AM Operational Response/ Preparedness

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							utilise a variety of approaches to ensure appliances are staffed.		
							<p>April-Sep 2025 Update</p> <p>Work is continuing to review operational competence and Safe Person Assessments (SPAs). The SPA module is being trialled in the Learning Management System and will go live in January 2026</p>		
1.	Budget/Financial Risks	1.2	<p>Insufficient staff to maintain current prevention and protection work. Inability to maintain performance (e.g. Care Act)</p> <p>Political Risk – failure to meet statutory duty</p> <p>Community Safety Risk – failure to address risks to community & Firefighters</p>	1.2.1	Increased fires, deaths and injuries	15	<p>MFRA continues to deliver its Home Safety Strategy, our focus is targeted at the over 65's and those who are most vulnerable, 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</p>	10	<p>AM Prevention AM Protection</p>

						<p>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><u>April-Sep 2025 Update</u></p> <p>AM Prevention Prevention management processes are now complete to ensure current and successive personnel are in place. Funding for equipment has been secured following Strategic Leadership Team (SLT)/Authority and a contract for smoke alarms is in place for next four years.</p> <p>AM Protection Whilst grant provision is confirmed for 2025/26, the sustained annual provision and fluctuations in grant allocations make medium to longer term planning a challenge from a Protection perspective.</p>	
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							There are possible alternative solutions around the directorate structure that could be implemented in the event of grant provision being withdrawn. This could alleviate some of the impact on our ability to delivery our risk-based inspection programme (RBIP).		
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><u>April-Sep 2025 Update</u> Late detached duty procedure now implemented. This change will see appliance availability maintained on more occasions with firefighters staying behind on more occasions due to less time taken for detached duty firefighters to arrive at stations they are detached to. Response will continue to</p>	10	AM Operational Response

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							<p>monitor the data in relation to detached duties during 2025/26 to ensure the effectiveness of the late detached duty procedure change.</p> <p>Firefighter numbers are continually monitored and reviewed to ensure appliance availability is maintained. A review of re-engaged staff is currently underway, and the number of re-engaged staff is expected to increase during 2025/26. This increase will assist in maintaining response standards across the service.</p>		
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 increase for 2025/2026 (and 2.5% future years).</p> <p>Each 1% increase in pay equates to approximately £0.470m for firefighters and £0.140m for other staff.</p> <p>Higher CPI / RPI will increase the uplift on a number of major contracts.</p>	9	<p>The Authority has established a £1.2m inflation reserve to meet any unforeseen inflationary pressures or costs.</p> <p>April-Sep 2025 Update The Firefighter and the Green Book (non-uniformed)</p>	1	Director of Finance & Procurement

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							<p>staff pay award was agreed at 3.2%. Red Book (Workshop) staff pay award is awaited. The 2025/26 pay award will be contained within the overall employee budget for 2025/26. The Authority will need to budget for the increase within the 2026/27 budget setting process.</p> <p>The Consumer Prices Index (CPI) rose by 3.8% in the 12 months to Sept 2025. The latest forecast is that non-pay inflation can be contained within current budgets. Officers will continue to monitor the effect CPI has on current non-pay expenditure.</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>The option of discontinuing certain activities will be evaluated.</p> <p>Remaining staff are trained in processes/services that are still required.</p>		SLT

						<p>April-Sep 2025 Update The Authority has developed its recruitment and retention and succession planning policies and processes to ensure we remain an employer of choice.</p> <p>Retention can be continually assessed by measuring the employee turnover rate. Turnover rate is the percentage of employees who leave an organisation over a specific time period. The average turnover rate for UK workers is 34% across all sectors (Chartered Institute of Personnel and Development - CIPD 2024). For public administration, this figure is 25%.</p> <p>In 2024/25 MFRS has seen a APTC (Green & Red Book) turnover rate of 10.34% and a Grey Book (Stations and Control) turnover rate of 8.48%, both of which are favourable.</p>	6	
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1.	Budget/Financial Risks	1.7	Loss of National Resilience funding from Home Office		<p>Loss of operational response/service/training/lack of equipment/vehicles not maintained.</p>	15		<p>Utilising MFRS resources to fulfil roles and responsibilities. Budget constantly reviewed with Home Office Colleagues</p> <p><u>April-Sep 2025 Update</u> The lead government department for National Resilience (NR) is now the Ministry of Housing, Communities and Local Government (MHCLG), budgets for NR are now business as usual (BaU) and are regularly monitored internally through existing Lead Authority mechanisms.</p> <p>From September a new Quarterly reporting template is being developed between NR and Government Officials from MHCLG and this is now considered as BaU.</p> <p>New Dimension 2 (ND2 – the national refresh of NR assets) reporting is set at a monthly frequency.</p>	12			<p>AM National Resilience</p>
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1.	Budget/Financial Risks	1.10	<p>“McCloud” - The decisions of the Court of Appeal in the Sargeant/McCloud (McCloud) cases have ruled that the transitional protections afforded to older members when the Firefighter Pension Scheme(s), FPS, and Local Government Pension Scheme, LGPS, constituted unlawful age discrimination. Legislation and regulation changes to implement a remedy for retired / retiring eligible members is now in place.</p>	<p>Firefighters Pension Scheme (FPS) actuarial review considered the cost of the Government’s remedy and build it into the FPS employer rate from 2024/25. The employers rate increased from 28.8% to 37.6%. The Authority received a grant towards the additional employer costs in 2024/25 and 2025/26. The MTFP assumes the Authority will receive the grant in future years.</p>	<p>12</p> <p>The Authority established a Pension Reserve £0.3m and a Smoothing Reserve of £1.4m.</p> <p>April-Sep 2025 Update The Authority received a grant towards the additional employer pension contributions in 2025/26. The Medium-Term Financial Plan assumes the additional pension grant will be encompassed within future financial settlements.</p> <p>The Service continues to work with the pension administrator, to remedy retirements prior to Oct 2023.</p>	1	<p>Director of Finance and Procurement / DCFO</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.	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	The CRMP 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.	8	SLT
				2.1.2	Inability to respond to major national resilience incidents	15	April-Sep 25 Update MFRS continues to have regard for the provisions of the National Framework when planning and delivering its activities (as shown in the CRMP 2024/7)	8	SLT

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2.	Legal and Legislative Risks			2.1.3	Increased fires, deaths and injuries	15		12	SLT
2.	Legal & Legislative Risks	2.2	Corporate Manslaughter Act	2.2.1	Sanctions, fines and or arrests resulting from death of Personnel	25	<p>This can be mitigated to some degree by correct application of SOP's. Service Instructions, training and Health and Safety legislation to avoid injury and damage.</p> <p>April-Sep 2025 Update: No change from previous update.</p>	12	SLT

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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><u>April-Sep 2025 Update</u></p> <p>This risk is managed as business as usual in respect of corporate governance for decision made within the Service.</p>	8	Head of Legal & Democratic Services.
2.	Legal and Legislative Risks	2.4	Equality Act - not maintaining compliance with the Public Sector Equality Duty.	2.4.1	Potential impact on reputation Potential legal action.	15	<p>The Equality and Diversity Policy is regularly reviewed Equality Actions form part of the Service Delivery Plan and ED&I Annual Report.</p> <p>Equality Impact Assessments are carried out for plans, policies,</p>	8	

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						15	<p>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><u>April-Sep 2025 Update</u></p> <p>Continued work in relation to starting a new round of station based Equality training including Code of Ethics, and a newly designed managerial level culture training programme using external partners and based on the previously successful colours training.</p> <p>Work continues as detailed in the previous update.</p>	12	Director of People and Organisations I Development
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>	12	SLT

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							<p>Continue to maintain dialogue with the PCC through Blue Light Collaboration Programme Board and Fire Authority.</p> <p><u>April-Sep 2025 Update</u> The Devolution White Paper of 2024 indicates the potential for future changes to governance, but this does not affect MFRS directly at the moment. Review of the potential impact of the English Devolution and Community Bill will be undertaken.</p>		
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</p>	8	AM Preparedness

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						<p>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> <p><u>April-Sep 2025 Update</u></p> <p>The Local Collaboration Overview (LCO) has been updated to include new collaboration initiatives and removal of initiatives that are no longer valid. LCO will be published in October 2025.</p> <p>MFRS have reviewed the Missing Persons Memorandum of</p>	
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							Understanding (MOU) and updated to include protocols for mobilisation of MFRS Drone. MOU to be shared with the Legal department for sign off prior to resubmission to the Police.		
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 to manage these types of incidents.</p> <p>April-Sep 2025 Update Work continues between the relevant departments as per the previous update to manage the risk and scrutinise any incidents for future learning.</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 2025 Update No change from the previous update.</p>	6	Head of Legal & Democratic Services.

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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><u>April-Sep 2025 Update</u> The publication of Transparency data on the website remains compliant</p>	8	SLT
2.	Legal and Legislative Risks	2.10	Health & Safety audits, failures and investigations	2.10.1	Health & Safety audits, failures and investigations from Health and Safety Executive resulting in sanctions and or fines	15	<p>MFRA has a robust suite of Health & Safety 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><u>April-Sep 2025 Update</u> In addition to the established processes, the inclusion of a reducing exposure to contaminants audit is part of the</p>	8	AM Operational Response

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							contaminants project as part of monthly SM Health & Safety Audits.		
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 2025 Update As the new grant for NR has been agreed the implications of the same continue to be managed internally.	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	9	Director of POD, AM Operational Preparedness

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							individuals to gain the required road knowledge.		
							<p>April-Sep 2025 Update The arrangement outlined above remain in place and effective.</p>		
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.	6	<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 2025 Update The Primary Authority scheme review will be completed as part of the annual Functional Delivery Plan. Internal oversight has been moved to an alternative district to ensure resilience and sufficient resource provision.</p>	4	AM Protection

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2.	Legal and Legislative Risks	2.14	Insufficient experienced, qualified staff to deal with serious fire safety complaints 'out of hours'.	2.14.1	Potential for MFRA to be unable to serve prohibition or restriction notices on premises out of office hours when the use of the premises involves or will involve a risk to the relevant persons so serious that use of the premises ought to be prohibited or restricted.	12	<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>April-Sep 2025 Update Half of the current group of Protection Response Officers are now competent with the remaining due for sign off imminently. Senior officer fallback is still available should the need arise.</p>	9	AM Protection
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2	Legal and Legislative Risks	2.15	Professional Indemnity for Incident Investigation Team (IIT)	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. Reserves will be utilised to cover any potential Professional Indemnity claims.</p> <p><u>April-Sep 2025 Update</u> Still awaiting full implementation of ISO. MFRS Prevention directorate have structured the IIT in such a way that experience has been retained through the introduction of quality assurance posts to support investigators and systems which underpin our legal obligations and requirements. Awaiting full review of Incident Investigation Team (IIT) during November to January.</p>	6	AM Prevention
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2	Legal and Legislative Risks	2.15	Incident Investigation Team prevented from carrying out fire investigations which are suspected as deliberate by the Forensic Science Regulator	2.15.2	Potential for Forensic Science Regulator to issue an order preventing IIT from carrying out investigations that are suspected as criminal.	16	<p>IIT officers are fully trained and maintain competence to national standards. All officers receive suitable and sufficient training to Level 5 FI and level 7 legal training. CPD is maintained throughout year and ISO17020 process will enhance the forensic discipline within the team.</p> <p><u>April-Sep 25 Update</u> See update for 2.15.1 above.</p>	4	AM Prevention
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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	<p>Business continuity plans are in place and tested. When events occur a major incident report is prepared to gather facts and share lessons learned.</p> <p>Finance staff can operate applications from any MFRS site or Wi-Fi location.</p>	8	<p>Head of Data & Technology, Director of Finance and Procurement, AM Operational Preparedness</p>

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<p>3.</p>	<p>Loss of Strategic Sites/Assets</p>	<p>3.2</p>	<p>Loss of Fire Control, National Resilience Fire Control and back up site</p>	<p>3.2.1</p>	<p>Inability to respond, delay in providing core services</p>	<p>20</p>	<p>April-Sep 2025 Update <u>Head of Data & Technology</u> The mitigations above remain in place and are tested regularly by Fire Control.</p>	<p>8</p>	<p>Head of Data & Technology, Director of Finance and Procurement, AM Operational Response</p>
<p>3.</p>	<p>Loss of Strategic Sites/Assets</p>	<p>3.3</p>	<p>Loss of utilities due to infrastructure failure.</p>	<p>3.3.1</p>	<p>Inability to provide core services temporarily whilst fall-back site is brought online</p>				

3.	Loss of Strategic Sites/Assets	3.4	Protective security-potential risks resulting from non-compliance with FRS Protective Security Strategy.	3.4.1	Potential security risk in relation to all FRS assets, particularly in relation to personnel, information and premises risk.	20	<p>A Protective Security Group is led by the Director of Strategy and Performance and includes representatives of several departments with security responsibilities. There is a Protective Security Policy and three Service Instructions that deal with Information, Physical and Personnel security</p> <p>An Internal Audit review of arrangements found MFRA to be compliant with the latest versions of the national requirements.</p> <p><u>April-Sep 2025 Update</u> The Protective Security Group continues to monitor and works with departments to manage security matters including thefts from stations and building related vetting related matters.</p>	9	Director of Strategy and Performance
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3.	Loss of Strategic Sites/Assets	3.6	Potential elevated target risk for terrorist action in regards to cyber crimes	3.6.1	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> <p><u>April-Sep 2025 Update</u> <u>Head of Data & Technology</u> Cyber security remains a key and increasing area of focus for the Service and mitigations and staff awareness continue to be implemented.</p>	9	Head of Data & Technology
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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
4.	Environmental and Political	4.1	Increase in Environmental incidents resulting in the inability to respond	4.1.1	HSE and legislative impacts from illegal discharges (impact from fire-fighting activity)	15	<p>Action plans are in place with Fire Control to inform the Environment Agency when operational activity may impact the environment to assist with mitigation. Hazardous Materials and Environmental Protection Officers (HMEPO) are available across all flexi duty groups to support incident commanders.</p> <p>April-Sep 25 Update Complementary crewing has been implemented for the hazardous Material (HAZMAT) specialist response which now gives MFRS an immediate response to environmental incidents.</p>	10	AM Operational Response

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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 HVPs 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 2025 Update A United Utilities Memorandum of Understanding (MOU) in place to utilise water bowser. Water Surveys are being carried out and Strategic Hydrants are being identified.</p>	4	AM Operational Preparedness
4.	Environmental and Political	4.3	Changing demographics in Merseyside brings about a changing in vulnerability profile	4.3.1	Increased economic costs from increases in arson	15	Increased economic costs from increases in arson – The arson reduction strategy focuses multi-	8	AM Prevention
				4.3.2	Increased economic costs from increases in fraud.	15	agency community safety campaigns in high demand	8	

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			and higher unemployment.	4.3.3	Increased incidents e.g. fires	15	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	
				4.3.4	Increased antisocial behaviour (ASB)	15	Increased 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.	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><u>April-Sep 25 Update</u> Outdoor living has led to an increase in deliberate and secondary fires within domestic dwellings. This has resulted in a change in the Home Fire Safety Check and Safe & Well form to include the garden (or other outdoor space) as an additional room to consider as an area of risk and help residents to mitigate the risks associated with it.</p>		
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.	15	Corporate Communications activity is focussed on protecting the reputation of the Service whilst providing advice and	9	Director of Strategy and Performance

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				<p>failure to deliver safety messages.</p>		<p>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. Staffing levels are relatively low when compared with other FRS's.</p> <p><u>April-Sep 2025 Update</u> Internal and external communications remain carefully considered and scrutinised to help ensure a balance between providing relevant information, encouraging stakeholder engagement and managing any potentially negative feedback or comments.</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 international 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><u>April-Sep 2025 Update</u></p> <p><u>Operational Preparedness</u></p> <p>An exercise held in March 2025 was designed to test resources and spate conditions. The resulting report was considered by Operations Board in September. MFRS continues to be embedded in the Local Resilience</p>	10	AM Operational Preparedness & Operational Response

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							<p>Forum (LRF) Environmental sub group under LRF Preparedness and Response. MFRS is involved in teleconferences to respond to warnings of extreme weather events and in the emergency Safety of Sports Grounds Advisory Group (SAGs) associated with high profile events when a weather warning is in place.</p> <p>MFRS attend and contribute to the LRF summer and winter preparedness workshops held bi-annually.</p>		
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>	10	AM Operational Preparedness & Operational Response

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							April-Sep 2025 Update The Local Resilience Forum (LRF) is in process of arranging multi agency debriefs on the Hart Street, Southport and County Rd, Walton incidents		
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 2025 Update Procurement are reviewing the route to market for the tender of Electric Vehicles Solution.	9	Head of Estates
				4.9.2	Introduce electric vehicles considering the Local Authority aim to introduce pollution charges.	15	April-Sep 2025 Update A presentation was delivered to Authority members in July laying out the short, medium and long-term plan for the road to Net Zero A further seven self-charging hybrids have been ordered via the Crown Commercial Services framework, with expected	9	AM Operational Preparedness

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							delivery in the 1st quarter of 2026.		
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) has a Fuel Plan for strike conditions. MFRS fuel tank supplies are utilised for critical services only during strike conditions. April-Sep 2025 Update The MRF Fuel Plan is being reviewed and designated petrol stations are being inspected.	9	AM Operational Preparedness

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5.	Loss of Key Staff	5.1	Industrial Action resulting in the Inability to provide suitable response	5.1.1	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	12	Director of POD

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							<p>the 10 key locations during contingency situations. In addition, section 13-16 arrangements are maintained to supplement internal resilience arrangements.</p> <p>April-Sep 2025 Update The Authority retains the use of its resilience agreements and has a specific plan of delivery should industrial action be called. Merseyside officers also sit on the National Joint Council and work nationally, contributing to agreeing the employee pay awards and associated issues and reducing the risk of industrial action.</p>		
5.	Loss of Key Staff	5.2	Change resulting in loss of Key staff and increasing workloads to set strategy and deliver services	5.2.1	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,</p>	12	Director of POD

							<p>promotion or recruitment to address those needs.</p> <p><u>April-Sep 2025 Update</u> Organisational development and growth of all our staff remains a high priority. The introduction of the High Performance Programme and structured development has seen an increased diversity within our managerial group whilst external applications have seen qualified officers joining from outside the Authority, confirming we remain an employer of choice.</p>	
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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><u>Data & Technology</u> ICT managed service provider, under the contract and the internal Data & Technology 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><u>April-Sep 2025 Update</u> <u>Head of Data & Technology</u> The mitigations described above continue to progress and a new ICT managed</p>	6	Head of Data & Technology

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							services contract will be in place by March 2026.		
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 Data & Technology 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 & 6.8</p> <p><u>April-Sep 2025 Update</u> <u>Head of Data & Technology</u> Cyber security remains a key and increasing area of focus for the Service and mitigations and staff awareness continue to be implemented.</p>	12	Head of Data & Technology
6.	Technology Risks	6.3	The inability to keep pace with technology changes.	6.3.1	Loss or reduction in the quality of services provided	15	MFRA has forgone a concrete roadmap for its ICT strategy and has instead	12	Head of Data & Technology

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						<p>adopted a strategic framework which reviews planned activities and outcomes in a yearly cycle of meetings. This ability to ‘evolve’ the strategic outcomes allows the Authority to match the fast pace of change in the ICT sector, taking advantage of appropriate innovations, whilst having an ICT infrastructure that is robust, secure, reliable and resilient.</p> <p>For this reason, our ICT strategy is encapsulated in our ICT strategic framework and our asset management plan and is then aligned to wider organisation strategy at the quarterly held S&P Data & Technology Board.</p> <p><u>April-Sep 2025 Update</u> <u>Head of Data & Technology</u> The mitigations described above continue to progress and a new ICT managed services contract will be in place by March 2026.</p>	
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6.	Technology Risks	6.4	<p>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.</p>	6.4.1	<p>Data compromised, loss of data, complaints, legal action, fines</p>	15	<p>There are polices for Information Security and Governance, Acceptable use of ICT equipment and Protective Security. There are also several Service Instructions covering the key issues associated with this, including data protection, retention period, destruction of information assets, records management and Freedom of Information.</p> <p>Work to implement the UK General Data Protection Regulation has included: Developing an information asset register, privacy impact assessments, access to information and the role of the Data Protection Officer. Collaborative work with Merseyside police and other FRAs is being considered to share best practice.</p> <p><u>April-Sep 2025 Update</u> Work continues on the implementation of the standard. The appointment of a Records Manager in</p>	12	<p>Director of Strategy and Performance</p>
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							Summer 2025 is already showing positive returns in relation to improving how the Service manages its records and information.		
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 FRSs & Airwave to ensure that our current voice communication network remains in place and effective.</p> <p>ESMCP was suspended by the Government in 2023 and</p>	9	Head of Data & Technology

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							is expected to recommence in 2025. Work still required from MFRS is being undertaken during this period.		
							<p>April-Sep 2025 Update Head of Data & Technology Emergency Services Mobile Communication Programme (ESMCP) has now restarted and MFRA have a dedicated role keeping abreast of progress and reporting back updates and actions.</p>		
6.	Technology Risks	6.9	Increase potential for Cyber Attack as we move to the Cloud		Loss or reduction in the quality of services provided	15	<p>Data & Technology deploys a number of security measures to protect the Merseyside Fire and Rescue Authority (MFRA) networks and information. Technical measures to protect from external attacks are wide ranging and MFRS has successfully completed external checks on its arrangements.</p> <p>A dedicated Cyber security role is now part of the team and further technological and behavioural changes are</p>	12	Head of Data & Technology

							being made to strengthen MFRS’s position.		
							<p>April-Sep 2025 Update <u>Head of Data & Technology</u> Cyber security remains a key and increasing area of focus for the Service and mitigations and staff awareness continue to be implemented.</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 with priorities agreed between the Authority and the supplier.	12	Head of Procurement

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							<p>April-Sep 2025 Update Additional staff resources are assisting in this area. New Contract Standing Orders approved in February 2025 contain requirements relating to Contract Management, Contract Modifications and Contract Provisions.</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 any financial changes to contracted suppliers.</p> <p>April-Sep 2025 Update The multiple sources of supply for goods and services means that this risk is largely removed. For strategic suppliers, financial distress of the prime contractor and its supply chain can be monitored. It is expected that this will be the case for the next ICT Managed Services contract which is due to be operational from March 2026.</p>	1	Head of Procurement

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7.	Procurement	7.4	Inadequate number of Staff to meet service demand	7.4.1	Longer times to procure goods and services due to fewer staff	12	<p>Recruitment required to replace Procurement Officer due to internal promotion.</p> <p><u>April-Sep 2025 Update</u> A new role has undergone job evaluation, the post has been advertised and applications received. Both recently appointed category managers have successfully completed their probationary periods.</p>	12	Head of Procurement
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