



CORPORATE RISK REGISTER 2024/25

Aims: - Protect, Prevent, Prepare, Respond

April 2024 – March 2025

October 2024 to March 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			

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Introduction

All organisations face risks that can impact on their operations, by establishing a systematic approach to identifying, assessing, and managing risk, Merseyside Fire and Rescue Authority (MFRA) intends to continually improve the organisation's governance, increase accountability and enhance overall performance.

The Director of Strategy and Performance reports directly to the Chief Fire Officer on matters relating to corporate risk management and maintains this risk register in collaboration with other members of the Strategic Leadership Team (SLT).

As part of this process the organisation considers the level and type of risk the Authority will accept while conducting its business and puts in place measures to reduce or eliminate that risk. This includes a careful evaluation of how risks affect the Authority's ability to achieve its 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	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. Budgets are set in line with the medium financial plan to ensure MFRS can deliver its legislative requirement i.e. collaborative training. April-Sep Update TDA Executive Group looking at plan for resources and Staff for new TDA site. Driving school posts been analysed against market. Reviewing Workshops staff recruitment issues due to lack of applicants. Oct-March 2025 A critical service review is ongoing into recruitment	12	AM Operational Preparedness

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							and retention. A report is being prepared, with potential business case, to examine recruitment issues in the Transport section. This will examine current market forces, use market comparators across similar size services, and explore potential options for consideration in the first quarter of the 2025/26 year. Training and Development Academy staffing is undergoing review.		
1.	Budget/Financial Risks			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 ensure a high level of competence in all staff. April-Sep Update Having recently reached final agreement with the representative bodies in relation to Day Crewed Wholetime Retained	10	Director of POD

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							(DCWTR) systems and the new CRMP, the Authority remains in a good position in relation to agile working and the provision of operational response. Oct-March 2025 Building on the previous updates the Authority remains in a healthy position in relation to the strength of its operational response by continuing to utilise a range of delivery methods.		
1.	Budget/Financial Risks			1.1.4	Reduced ability to maintain FF safety	15	<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 utilise a variety of approaches to ensure appliances are staffed. April-Sep Update <u>AM Preparedness</u> A project is in place to review operational competence and Safe Person	10	AM Operational Response/ Preparedness

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							Assessments (SPA). SPA module being created under the Learning Management system. <u>AM Response</u> Update remains unchanged from previous. Oct-March 2025 <u>AM Response</u> Maintenance of competence remains as above with review of station top 12 risk training in progress. AM Preparedness Work continuing to review operational competence and SPAs. SPA module being created under the Learning Management system.		
1.	Budget/Financial Risks	1.2	Insufficient staff to maintain current prevention and protection work. Inability to maintain performance (e.g. Care Act)	1.2.1	Increased fires, deaths and injuries	12	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	10	AM Prevention AM Protection

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			Political Risk – failure to meet statutory duty Community Safety Risk – failure to address risks to community & Firefighters			monitor ADFs and Fire Fatalities through Performance Management Group. The impact of the Grenfell Tower Fire is yet to be fully understood but there is the likelihood of increased Protection teams as such a review is underway. Grenfell Tower phase 1 recommendations will 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. April-Sep Update Funding provision beyond 2024/25 will have to be provided in order to sustain current staffing levels. Succession planning reviews will yield opportunities for development within the team and any potential		
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							future recruitment requirements. Oct-March 2025 Protection uplift grant provision has been confirmed for 2025/26 and will enable the retention of the current fire safety regulators operating on fixed term contracts. Sustained provision of the uplift grant is still a critical factor in being able to maintain team resources. Succession plans are reviewed on a 6-monthly basis as a means of identifying any risk critical gaps against key roles within the function.		
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	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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							April-Sep Update Both IRMP & CRMP have built resilience into response with the increase in fire appliances based on various staffing models. Current CRMP is increasing from 32 to 34 appliances. Recruitment remains ongoing to supplement firefighter numbers. Recruitment vs retirement/leavers is closely monitored. Oct-March 2025 33rd and 34th appliances now live at Toxteth and Old Swan from 1st April as part of the Hybrid Lite model. New Late Detached Duty procedure to be implemented from 12th April to increase efficiency and effectiveness of maximising appliances availability.		
1.	Budget/Financial Risks	1.4	Pay & Inflation increases-impact on ability to maintain a balanced budget	1.4.1	The current budget assumes 3% pay award increase for 2024/2025 (and 2.5% future years).	9	The Authority has established a £1.2m inflation reserve to meet any unforeseen inflationary pressures or costs.	1	Director of Finance & Procurement

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					Each 1% increase in pay equates to approximately £0.450m for firefighters and £0.140m for other staff. Higher CPI / RPI will increase the uplift on a number of major contracts.		April-Sep Update The Firefighter pay award has been agreed at 4% (1% above the budget for the 2024/25 financial year). The Green and Red Book staff pay award has yet to be agreed. Green and Red Book staff have been offered £1,290 or 2.5% whichever is the greatest. CPI rates has remained relatively stable during the financial year to date – see monthly rates below: April 2.3% May 2.0% June 2.0% July 2.2% Aug 2.2% Oct-March 2025 The Green and Red Book pay award was agreed with representative bodies in October 2024. Green and Red Book staff have agreed the offer of a £1,290 fixed sum on all NJC pay points 2		
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							to 43 inclusive and 2.5% on all pay points above 43. The firefighter pay award, and the Green and Red Book pay award will be contained within the 2024/25 overall employee budget. The Authority has increased the employee budget in 2025/26 to accommodate the above increase. The Consumer Prices Index (CPI) rose by 2.6% in the 12 months to March 2025, down from 2.8% in the 12 months to February.		
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	Processes are redesigned when cuts to staffing are made. Stopping performing specific activities is considered Remaining staff are trained in processes/services that are still required. April-Sep Update The Green book staff turnover rate and retention rate both continue to be better than the national		SLT

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							average. These continue to be reviewed at People Board.	6	
							Oct-March 2025 No change from the previous update		
1.	Budget/Financial Risks	1.7	Loss of National Resilience funding from Home Office		Loss of operational response/service/training/lack of equipment/vehicles not maintained.	15	Utilising MFRS resources to fulfil roles and responsibilities. Budget constantly reviewed with Home Office Colleagues April-Sep Update Budget constantly reviewed with Home Office Colleagues Oct-March 2025 The budget is constantly reviewed with Home Office Colleagues. The budget will move across to Ministry of Housing, Communities and Local Government (MHCLG) following the Machinery of Government change from Home Office to MHCLG on 1 st April 2025.	12	AM National Resilience

1.	Budget/Financial Risks	1.10	“McCloud” - The decisions of the Court of Appeal in the Sargeant/McCloud (McCloud) cases have ruled that the transitional protections afforded to older members when the Firefighter Pension Scheme(s), FPS, and Local Government Pension Scheme, LGPS, constituted unlawful age discrimination. Legislation and regulation changes to implement a remedy for retired / retiring eligible members is now in place.	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 one-off grant towards the additional employer costs in 2024/25. The MTFP assumes the Authority will receive approx. 50% grant in future years.	12	The Authority established a Pension Reserve £0.3m and a Smoothing Reserve of £1.4m. April-Sep Update All members of the pension scheme who have retired since October 2023 have been given the option to convert membership to their legacy scheme. All members have been paid on time. The Service is working with the Authority’s Pension Administrator (Local Pension Partnership) to address the backlog of retirements prior to Oct 2023. Oct-March 2025 The Authority will receive a similar 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.	1	Director of Finance and Procurement / DCFO
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							The service has continued to work with the pension administrator to address the backlog of retirements prior to Oct 2023.		
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Our Vision – To be the best Fire and Rescue Service in the UK

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2.	Legal and Legislative Risks	2.1	Non-compliance with the National Framework	2.1.1	Damage to MFRS reputation. Impact on public and partner goodwill.	15	The IRMP/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. April-Sep Update A report to Policy and Resources Committee in December will show that MFRS is compliant in relation to the IRMP/CRMP requirements.	8	SLT
				2.1.2	Inability to respond to major national resilience incidents	15	Oct-March 2025 MFRS continues to respond well to major incidents and operational response and Prevention and Protection	8	SLT

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2.	Legal and Legislative Risks			2.1.3	Increased fires, deaths and injuries	15	performance management is actively carried out to reduce demand and increase public safety.	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	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. April-Sep Update The ongoing mitigation detailed above remains valid and are actioned accordingly. Oct-March 2025	12	SLT

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							No change from previous update.		
2.	Legal and Legislative Risks	2.3	Changes introduced by the Localism Act 2011	2.3.1	Judicial Review – other legal challenges	15	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. April-Sep Update The ongoing mitigation detailed above remains in place with the relevant scrutiny and governance arrangements in place. Oct-March 2025	8	Head of Legal & Democratic Services.

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							No change from previous update.		
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	The Equality and Diversity Policy is regularly reviewed Equality Actions form part of the Service Delivery Plan and ED&I Annual Report. Equality Impact Assessments are carried out for plans, policies, guidance, instructions and organisational change. Training and support is given to staff to assist them in complying with Equality and Diversity related duties. April-Sep Update Equality Impact Assessment (EIA) training & EIA's quality assured. The ED&I Annual Report to be submitted to MFRA on 17th October 2024	8	Director of People and Organisational Development/Mo Jogi

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							Oct-March 2025 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		
2.	Legal and Legislative Risks	2.6	Policing and Crime Act 2017	2.6.1	Potential change to Governance	15	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. Continue to maintain dialogue with the PCC through Blue Light Collaboration Programme Board and Fire Authority. April-Sep Update Blue Light Collaboration groups (Executive and Steering) been refreshed. The groups have new	12	SLT

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							terms of reference and frameworks. A work programme of collaboration themes is being created Oct-March 2025 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.		
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	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. MFRA's position is therefore to consider	8	AM Preparedness

							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. 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. April-Sep Update Blue Light Collaboration groups (Executive and Steering) been refreshed. The groups have new terms of reference and frameworks. A work programme of collaboration themes is being created Oct-March 2025		
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							MFRS is refreshing the Blue Light Collaboration register of all activity and produce an evaluation framework to assess risk and benefits to each organisation based on specific collaboration. Exploring the following workstreams and opportunities: • e-learning sharing • collaborative working around leadership • opportunities to maximise the usage of training facilities • Drone Collaboration • fire arms licensing joint visits with MFRS Prevention Information Sharing Agreements		
2.	Legal and Legislative Risks	2.7	Increased Litigation costs	2.7.3	Increased incidents/costs/injuries whilst travelling under blue lights/speeding	12	Close work with the Health and Safety team and ongoing training and development to manage these types of incidents. April-Sep Update	6	Head of Legal & Democratic Services.

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							The ongoing collaboration with the relevant department remains ongoing as detailed in the previous update. Oct-March 2025 No change from the previous update.		
2.	Legal and Legislative Risks	2.7		2.7.2	Potential for increased litigation arising from shared premises with partners.	12	Close work with the Estates and Health and Safety teams and Workplace to manage any issues which arise. April-Sep Update A review is currently underway of access to the estate and current tenants or arranged for partners or third party's to access the site are managed through the respective contractual arrangements. Oct-March 2025 No change from the previous update.	6	Head of Legal & Democratic Services.
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.	8	SLT

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							There is a transparency section on the website with advice and guidance as well as the data that the Authority is required to publish. April-Sep Update Transparency information is kept up to date on the website. Oct-March 2025 No change from the previous update.		
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	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. April-Sep Update Update remains unchanged from above. Oct-March 2025 Inclusion of a reducing exposure to contaminants	8	AM Operational Response

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							audit is part of the 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 Update While contractual management remains ongoing any new requirements expected for the role of Lead Authority is discussed with respective departments prior to any implementation. Oct-March 2025 No change from the previous update.	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	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	9	Director of POD, AM Operational Preparedness

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					driving license and does not account for longevity, experience or type of vehicle they have driven.		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. April-Sep Update As previous update Oct-March 2025 As previous update		
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	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. April-Sep Update Dedicated compliance department as part of the directorate restructure has resulted in dedicated	4	AM Protection

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							reference holders to oversee PAS related matters. Oct-March 2025 Workload within the dedicated compliance department has increased as a result of reviewing historical cases for potential prosecutions whilst also processing newer cases arising from current risk based inspection programme audit outcomes. Review of the Primary Authority Scheme (PAS) strategy is included in the Protection Functional Delivery Plan for 2025/26.		
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	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	9	AM Protection

							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. April-Sep Update Current functional plan is exploring additional options from a resilience perspective associated with the potential provision of non-operational competent fire safety regulators being available out of office. Oct-March 2025 The work relating to exploring the use of non-operational personnel for out of office activity has rolled in to the 2025/26 functional delivery plan with a proposal due to be	
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							tabled to SLT for the end of 2025/26 quarter 1.		
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	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. April-Sep Update With the current delay in implementation of ISO17020 MFRS have implemented a stringent QA system to check all fire investigation results to ensure that the correct procedure had been undertaken and that the reports are robust and accurate in their findings. Oct-March 2025 Still awaiting full implementation of ISO. MFRS Prevention directorate have structured the IIT in such a	6	AM Prevention

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							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.		
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	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. April-Sep Update MFRS have re-engaged a retired officer in a training and development role for the IIT officers. Part of this role is to liaise with the forensic regulator and ensure that MFRS are complying with all of the current legislation and requirements.	4	AM Prevention

							Oct-March 2025 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.		
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Our Vision – To be the best Fire and Rescue Service in the UK									
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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	April-Sep Update Business continuity plans are in place and tested. When events occur a major incident report is prepared to gather facts and share lessons learned. <u>Director of Finance and Procurement</u>	8	Head of Data & Technology, Director of Finance and Procurement, AM Operational Preparedness
3.	Loss of Strategic Sites/Assets	3.2	Loss of Fire Control, National Resilience Fire Control and back up site	3.2.1	Inability to respond, delay in providing core services	20	Finance Staff can operate applications from any MFRS site or Wi-Fi location. Application hosted externally with provider having fall back sites as well. <u>Head of Data & Technology</u> Secondary Fire Control has been relocated to a new site, providing additional ICT equipment and space for Fire Control Operators. <u>AM Response</u> Primary Fire Control had full upgrade and refurb. Secondary Fire Control now live. Replicated for Fire Control National Resilience. Upgrades in resilience continue. Robust	8	Head of Data & Technology, Director of Finance and Procurement, AM Operational Response

3.	Loss of Strategic Sites/Assets	3.3	Loss of utilities due to infrastructure failure.	3.3.1	Inability to provide core services temporarily whilst fall-back site is brought online		procedures in place for fallback/relocation/any sort of systems loss. Oct-Mar update <u>AM Ops Response</u> Primary Fire Control had full upgrade and refurbishment. Secondary Fire Control is now live at new TDA site, replicated for Fire Control National Resilience. Upgrades in resilience continue. Robust procedures are in place for fallback/relocation/any sort of systems loss. <u>Ops Preparedness</u> Tabletop exercise Total Recall was held on 26/3/25 to test simultaneous large scale incidents involving assets between 10 pumps and more. Test and identify resourcing including senior officer recall to duty arrangements. The Call my application is embedded and used for staff recall	
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							Head of Data & Technology The mitigations above remain in place.		
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	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 An Internal Audit review of arrangements found MFRA to be compliant with the latest versions of the national requirements. April-Sep Update No change to previous update	9	Director of Strategy and Performance

							Oct-March 2025 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.		
3.	Loss of Strategic Sites/Assets	3.6	Potential elevated target risk for terrorist action in regards to cyber crimes	8.1.1	Loss of Fire Control ICT services and information assets	20	See 6.2 and 6.9 As a further mitigation, cyber security is also increased by having the Fire Control infrastructure on its own firewalled network, with limited access in and out. April-Sep Update <u>Head of Data & Technology</u> The Data & Technology Department now includes a specific role with responsibility for cyber security (Cyber Security and Information Manager), who continues to proactively work with the ICT managed services	9	Head of Data & Technology

							provider to mitigate risk to MFRA. Oct-March 2025 <u>Head of Data & Technology</u> The work described above continues.		
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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	Action plans are in place with Fire Control to inform the Environment Agency when operational activity may impact the environment to assist with mitigation. HMEPO support officers are available across all flexi duty groups to support incident commanders. April-Sep Update Update as per above.	10	AM Operational Response

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							In addition, the 2021-24 IRMP has seen the introduction of specialist stations. St. Helens are the HAZMAT specialist station and have environmental mitigation equipment and training. The Service has expanded waste fire tactical advisors who can be mobilised to support with tactics and environmental mitigation. Oct-March 2025 Review of retained to recall and recommendation to move to complementary crewing for HAZMAT specialist response to improve response times to environmental incidents.		
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	High volume pumps (HVP's) and hose layer units available to support water supplies. Additional HVPs available via NCAF arrangements. Availability of mapping for water mains to be accessible on the command	4	AM Operational Preparedness

						support unit. Currently awaiting sign off of a Data Licence agreement with United Utilities to share “Safe Dig” Software April-Sep Update Utilising new software application allows crews to identify best hydrants and water plans associated with high-risk property as part of the SSRI project Oct-March 2025 The Service has trialled the new water management system to identify strategic hydrants in areas of know poor water supplies. We will identify strategic hydrants on all SSRI and formulate water plans for all SSRI with risks at level 3,4 or 5. Trialled and planned through firefighter assurance and safety initiatives. Continue working relationship with United Utilities and planned for		
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							large scale joint exercise to explore capabilities. Arrangements in place with UU to conduct quid pro quo assets show and tells for all senior officers.		
4.	Environmental and Political	4.3	Changing demographics in Merseyside brings about a changing in vulnerability profile and higher unemployment.	4.3.1	Increased economic costs from increases in arson	15	Increased economic costs from increases in arson – The arson reduction	8	AM Prevention
				4.3.2	Increased economic costs from increases in fraud.	15	strategy focuses multi-agency community safety campaigns in high demand	8	
				4.3.3	Increased incidents e.g. fires	15	wards in order to support and community cohesion,	8	
				4.3.4	Increased antisocial behaviour (ASB)	15	develop community resilience and reduce the tolerance of anti-social behaviour (ASB), domestic abuse (DA), serious organised crime (SOC) & associated deliberate fire setting. 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	8	

						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. 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. April-Sep Update All of the above points remain valid and have been included on all of the partnership forums in order to ensure a multi-agency response to these issues. This collective		
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							approach and better data sharing will give early indication of trends and patterns so that intervention can be put in place at the earliest opportunity in order to prevent escalation. Oct-March 2025 Prevention directorate work closely with Strategy and Performance business analysts, monitoring data in real time allowing us to react and respond to emerging trends in respect of changing demographics or vulnerability within the communities of Merseyside.		
4.	Environmental and Political	4.4	Reputation	4.4.1	Negative changes to the Community perception of MFRS may be detrimental to Prevention, protection and partnership activities eg. failure to deliver safety messages.	15	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	9	Director of Strategy and Performance

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							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.		
							April-Sep Update No change to the previous update.		
							Oct-March 2025 No change to previous update		
4.	Environmental and Political	4.5	Increased flood risk	4.5.1	Ability to respond to major flooding incidents from spate conditions.	15	<u>Response</u> Operational crews train for and are equipped for water rescue incidents. Senior Officers train against national standards for flood response. Specialist Teams are available for local, national and international flood response.	10	AM Operational Preparedness & Operational Response
		4.6	Extreme Weather	4.6.1	Spate conditions will impact on ability to respond	15	<u>Preparedness</u> Additional resources are available to the Service if required for Fire Strategic	10	AM Operational Preparedness & Operational Response

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						and Fire Tactical activity. Senior Officers can implement these protocols for anticipated events. April-Sep Update <u>Preparedness</u> Table top exercise being planned for January 2025 to test resources and spate conditions. <u>AM Response</u> Operational Crews train for and are equipped for water rescue incidents. Senior Officers train against national standards for flood response. Specialist Teams are available for local, national and inter-national flood response. Response currently supporting a trial in response to water related incidents which will enhance response times. Oct-March 2025 <u>AM Operational Response</u> Update remains the same <u>Ops Preparedness</u>		
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							Total Recall exercise held in March 2025 was designed to test resources and spate conditions. MFRS continue to be embedded in the Local Resilience Forum (LRF) Environmental sub group under the LRF Prep and response. MFRS involved in the teleconferences to respond to warnings of extreme weather events. MFRS involved in emergency Safety of Sports Grounds Advisory Group (SAGs) associated with high profile events when a weather warning is in place. MFRS attend and contribute to the LRF summer and winter preparedness workshops held bi-annually.		
4.	Environmental and Political	4.7	Civil Unrest	4.7.1	Inability to respond effectively to civil unrest	15	MFRS continually liaises and trains with Merseyside Police and other agencies through formal Local Resilience Forum channels to ensure a coordinated	10	AM Operational Preparedness & Operational Response

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							approach to civil unrest following the principles of JESIP (Joint Emergency Services Interoperability Protocol). April-Sep Update <u>AM Response</u> Update as per previous. Co-location at JCC support response to civil unrest at tactical and strategic level. Oct-March 2025 <u>AM Operational Response</u> Update as per previous <u>Ops Preparedness</u> Exercises arranged with blue light partners to exercise the civil unrest plan and work collaboratively at such incidents. Learning from recent major incident civil unrest to be shared through Local Resilience Forum and evaluated		
4.	Environmental and Political	4.9	Diesel fuel vehicles being phased out in the future	4.9.1	Initiate an Electrical charging infrastructure considering the Local Authority aim to introduce pollution charges	15	April-Sep Update Installation complete at Long Lane, charging policy being developed and	9	Head of Estates

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							infrastructure being progress for SHQ.		
							Oct-March 2025 Installation of charging points progressing at the New Long lane site		
				4.9.2	Introduce electric vehicles considering the Local Authority aim to introduce pollution charges.	15	MFRS Transport Manager will closely monitor the situation. April-Sep Update The first six petrol hybrid vehicles have arrived in service. Oct-March 2025 MFRS Transport Manager continues to monitor the potential for pollution charges. At present there is no plan to have chargeable Clean Air Zones in Liverpool. Instead Liverpool City Council have moved ahead with a Clean Air Plan that does not include any charges for vehicles entering the city area. This area will continue to be monitored.	9	AM Operational Preparedness

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							As part of the Roadmap to Net Zero 15 petrol hybrid vehicles have now entered into service, issued to Flexi Duty officers. These have been added to the initial six diesel mild hybrids introduced in 2019. A Further six petrol hybrids will be introduced in 2025/26 financial year		
4.	Environmental and Political	4.10	Fuel Strike	4.10.1	Loss of fuel available due to strike. Critical services only to utilise MFRS diesel tanks.	15	Merseyside Resilience Forum (MRF) Fuel plan for strike conditions. MFRS fuel tank supplies utilised for critical services only during strike conditions. April-Sep Update Works completed to connect all MFRS Fuel Tanks to site generators. Black start tests being carried out. BC Fuel Plan & Service Instructions reviewed September 2024 to include power outage. Oct-March 2025	9	AM Operational Preparedness

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							All eight MFRS diesel tanks are available during power outages as connected to Site Generators. 5G modems been fitted to tanks in March 2025 in preparation of 3G switch off. Bulk fuels supplier Business Continuity Plan gives priority deliveries to emergency services in the event of a strike. MFRS tanks, 2x1000L diesel bowser and a small unleaded bowser provide resilience to MFRS in the event of a fuel strike. Additionally, Merseyside Resilience Forum (MRF) Fuel Plan is available in severe fuel strike conditions (government activation of the Energy Act) and this plan is currently being refreshed and MFRS are involved in the task and finish group.		
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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 the 10 key locations during contingency situations. In addition, section 13-16 arrangements are maintained to supplement internal resilience arrangements. April-Sep Update The position remains as detailed in the previous update. Oct-March 2025 <u>Director of POD</u> No change, industrial relations remain positive locally and the potential issues around pay from a National perspective appear	12	Director of POD

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							to have been adverted with a pay offer that has been recommended for acceptance <u>Ops Preparedness</u> Operation Fire Calm policy updated and reviewed. Callmy application and recall to duty embed. Staff signed up with a resilience contracts and renewed in April annually.		
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	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. April-Sep Update The position remains as detailed in the previous update. Oct-March 2025	12	Director of POD

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							The position remains as detailed in the previous update.		
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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	<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	6	Head of Data & Technology Director of Strategy & Performance

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						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. April-Sep Update <u>Head of Data & Technology</u> Data & Technology and Procurement are currently preparing a tender for the ICT Managed Services contract which expires 31st March 2026. A comprehensive review of the service catalogue, Service Level Agreement, performance indicators, etc has been undertaken. Oct-March 2025 <u>Head of Data & Technology</u> The mitigations described above continue to progress and a new ICT managed		
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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	<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. <u>Head of Technology</u> See mitigation for Risks 6.2 & 6.8 April-Sep Update <u>Head of Data & Technology</u> See update for risk 3.6. Oct-March 2025 <u>Head of Data & Technology</u> The mitigations above remain in place.	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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						adopted a strategic framework which reviews planned activities and outcomes in a yearly cycle of meetings. This ability to ‘evolve’ the strategic outcomes allows the Authority to match the fast pace of change in the ICT sector, taking advantage of appropriate innovations, whilst having an ICT infrastructure that is robust, secure, reliable and resilient. For this reason, our ICT strategy is encapsulated in our ICT strategic framework and our asset management plan and is then aligned to wider organisation strategy at the quarterly held S&P Data & Technology Board. April-Sep Update <u>Head of Data & Technology</u> No change during this period. Oct-March 2025 <u>Head of Data & Technology</u> The mitigations above remain in place.		
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6.	Technology Risks	6.4	Poor data/information management resulting in loss of data, legal redress from Information Commissioner. Particularly in relation to failure to implement the General Data Protection Regulation.	6.4.1	Data compromised, loss of data, complaints, legal action, fines	15	There are policies for Information Security and Governance, Acceptable use of ICT equipment and Protective Security. There are also several Service Instructions covering the key issues associated with this, including data protection, retention period, destruction of information assets, records management and Freedom of Information. Work to implement the 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. April-Sep Update The Service is implementing the NFCC Data Management Framework to assist with implementation of the	12	Director of Strategy and Performance

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							national Data Management Standard. This adds further benefits to the work already being undertaken. Oct-March 2025 Work continues on the implementation of the standard. The appointment of a Records Manager in Summer 2025 will particularly assist in relation to this risk.		
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. 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. The Home Office will continue to work closely with FRSS & Airwave to	9	Head of Data & Technology

						ensure that our current voice communication network remains in place and effective. ESMCP was suspended by the Government in 2023 and is expected to recommence in 2025. Work still required from MFRS is being undertaken during this period. April-Sep Update <u>Head of Data & Technology</u> Airwave continues to maintain its network in light of the delays to ESMCP. MFRS has been issued with handsets. Following on from this refresh, Motorola plans to refresh other devices in the coming months. The ESCMP re-procurement is ongoing. Oct-March 2025 <u>Head of Data & Technology</u> The mitigations above remain in place.		
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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	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. A dedicated Cyber security role is now part of the team and further technological and behavioural changes are being made to strengthen MFRS's position. April-Sep Update <u>Head of Data & Technology</u> See risk 3.6 update. Oct-March 2025 <u>Head of Data & Technology</u> The mitigations above remain in place.	12	Head of Data & Technology
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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. April-Sep Update During the period there was no permanent contract manager in place for the Long term capability management (LTCM - National Resilience) contract. However, a contract manager under development has been in post since the beginning of September. Oct-March 2025 New staff resources are assisting in this area. New Contract Standing Orders approved in February 2025	12	Head of Procurement

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							contain requirement relating to Contract Management, Contract Modifications and Contract Provisions.		
7.	Procurement	7.3	Key suppliers of goods and services ceasing to trade	7.3.1	Immediate impact on availability of goods and services required to operate efficiently, legal issues, alternative sources of supply needed.	15	Use of Creditsafe alerts to identify and financial changes to contracted suppliers. April-Sep Update Alternative supply of goods has been made available through the digital marketplace contract that has multiple vendors. £27,000 estimated expenditure was placed under this contract during the stated period. Oct-March 2025 During 2024/25 the digital marketplace provided more than £101,000's worth of goods. The extensive use of framework agreements some including dynamic purchasing systems continue to allow for alternative source of service providers.	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	Recruitment required to replace Procurement Officer due to internal promotion Oct-Mar update During the final quarter 3 additional posts with the Procurement Team have been filled comprising two category managers as well as a Procurement Assistant. This completes the teams' full complement. Further risk reduction will be realised when the new recruits have passed their probation period.	12	Head of Procurement
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