



CORPORATE RISK REGISTER

2014/15

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

June-December

2014

Budget cuts plus the effect of other financial changes , such as pay increases & NI/Pension and Taxation changes	1.2	Insufficient staff to maintain current prevention and protection work	1.2.1	1,2,3,4	Increased fires, deaths and injuries	15	<u>JUN-DEC UPDATE 2014:</u> At present there is no risk to P&P staff – GM’s Prevention & Protection tasked to develop robust delivery plans in line with 2020 vision to ensure risks to Authority are mitigated.	10	GMs Prevention & Protection
	1.3	Insufficient FF’s to maintain current levels of response and current number of fire stations	1.3.1	1,2,3,4	Increased risk of property loss in the community	15	<u>JUN-DEC UPDATE 2014:</u> The availability of appliances is dynamic and has been impacted by the removal of the AVH agreement by the FBU – the Service continues to effectively manage through the TRM department - a sequential appliance unavailability list has been developed and is utilised to mitigate this impact.	10	AM Operational Response
			1.3.2	1,2,3,4	Increased fires, deaths and injuries	15	<u>JUN-DEC UPDATE 2014:</u> The Service attendance standard has been consistently met and exceeded for this period.	10	AM Operational Response

1.	Budget cuts plus the effect of other financial changes , such as pay increases & NI/Pension and Taxation changes	1.4	Pay increases- impact on ability to maintain a balanced budget	1.4.1	1,2,3,4	1% increase in pay equates to approximately £1M of extra budget requirement.	15	JUN-DEC UPDATE 2014: Non uniform pay award agreed at 2.2% across 2 years. Firefighter pay award agreed at 1%. Still some concerns about employer pension costs. Announcement awaited from Government.	10	Deputy Chief Executive
		1.5	Insufficient support staff to maintain services to front line and maintain good governance.	1.5.1	1,2,3,4	Reduced ability to maintain fleet, PPE, pay FF's and maintain the buildings.	15	JUN-DEC UPDATE 2014: Ongoing monitoring of corporate capacity in light of changes. Reserves maintained for short term support	10	Deputy Chief Executive
		1.7	Reductions in asset values and increasing replacement costs. May result in major assets being deemed unusable.	1.7.1	1,3	Increasing cost of renewal and renovation of existing assets.	15	JUN-DEC UPDATE 2014: Work ongoing to update asset replacement plans. Merger of stations , closure of old buildings and new buildings will mean most building assets are modern and well maintained.	12	Deputy Chief Executive
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2.	Legislative Changes	2.1	National Framework	2.1.1	1,2,3	Damage to MFRS reputation. Impact on public and partner	15	JUN-DEC UPDATE 2014: The draft IRMP Supplement for 2015/17 which is currently out to consultation addresses MFRAs commitment to meeting its legal and social obligations.	8	SMG

2.	Legislative Changes				goodwill.				
				2.1.2	1,2,3	Inability to respond to major national resilience incidents	15	8	SMG
				2.1.3	1,2,3	Increased fires, deaths and injuries	15	12	SMG
		2.2	Corporate Manslaughter Act	2.2.1	1,2,3,4	Sanctions, fines and or arrests resulting from death of Personnel	25	12	SMG
		2.3	Changes introduced by the Localism Act 2011	2.3.1	1,2,3,4	Judicial Review – other legal challenges	15	8	Director of Legal, Procurement & Democratic Services

2.	Legislative Changes	2.4	Single Equality Act not maintaining compliance with the Public Sector Equality Duty	2.4.1	4	Potential impact on reputation	15	JUN-DEC UPDATE 2014: Good progress continues to be made on the E&D action plan. The E&D Annual Report has been approved and published. Setting out the way in which the Authority is meeting its duty.	8	Director of Strategy & Performance
		2.6	Police Crime Commissioner	2.6.1	2,3	Potential impact if MFRA does not build on relationship with PCC on Prevention and Protection working and partnerships	15	JUN-DEC UPDATE 2014: GM Prevention will develop through the Functional Delivery Plan robust plans that support the Police & Crime Commissioners priorities for hate crime & ASB and will inform on progress in next round.	12	GMs Prevention & Protection
		2.7	Increased Litigation costs	2.7.1	4	Staff shortages resulting in dissatisfaction of staff and customers, causing increases in claims.	15	JUN-DEC UPDATE 2014: There has been a reduction in the number of claims generally during this period possibly due to the embedding of the Jackson Reforms which initially prompted an increase in claims at the beginning of the year	12	Director of Legal, Procurement & Democratic Services
				2.7.2	4	Increasing insurance and settlement cost provision	12	JUN-DEC UPDATE 2014: One major claim has yet to be settled. Otherwise there is an overall reduction in claims which is creating a reduced impact on settlement of costs.	6	Director of Legal, Procurement & Democratic Services

				2.7.3	2,4	Increased incidents/costs/injuries whilst travelling to incidents under blue lights/speeding	12	JUN-DEC UPDATE 2014: There is a downward trend in these types of claims from 14 in the same period in 2013 to 5 in this period in 2014	6	Director of Legal, Procurement & Democratic Services
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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	1,2,3,4	Inability to respond to major local and national resilience incidents	20	JUN-DEC UPDATE 2014: Business Continuity plans are in place with exercising schedule implemented. One exercise has been carried out this year with additional to follow. BCP training has been provided to staff. Action points have been identified from the exercise and are being completed with lessons learnt being made available to all Managers.	8	Head of ICT Deputy Chief Executive AM Operational Preparedness
		3.2	Loss of FSHQ, MACC, TADA and fire stations	3.2.1	1,2,4	Inability to respond, delay in providing core services	20		8	
		3.3	Black Start causes loss of power at strategic sites	3.3.1	1,2,3,4	Inability to provide core services temporarily whilst fall-back site is brought online	20		8	Head of ICT Deputy Chief Executive AM Operational Preparedness
		3.4	Protective security-potential risks resulting from non-compliance with FRS Protective Security Strategy	3.4.1	1,2,3,4	Potential security risk in relation to all FRS assets, particularly in relation to Personnel, information and premises risk	20	JUN-DEC UPDATE 2014: A meeting of the working group was held in October with progress reported on physical security, Government Security Classifications and information governance. This progress has been reported to the North West CFOA lead on the subject.	12	Director of Strategy & Performance

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4.	Environmental And Political	4.1	Increase in Environmental incidents resulting in the inability to respond	4.1.1	1,4	HSE and legislative impacts from illegal discharges	15	JUN-DEC UPDATE 2014: Monitoring of environmental impact being reviewed as part of considerations about FM contract outsource.	10	Deputy Chief Executive/ Head of Assets
		4.2	Insufficient water pressure resulting in the inability to fight fires effectively	4.2.1	1,2	Potential for major consequences, FF injuries	25	JUN-DEC UPDATE 2014: Suitable arrangement and plans are in place with United Utilities. Training is on-going for FF competence if scenario arises	4	AM Operational Preparedness
		4.3	Increased deprivation resulting in more individuals and communities falling within high risk categories	4.3.1	1,2,3	Increased economic costs from increases in arson	15	JUN-DEC UPDATE 2014: GM Prevention Through the functional delivery plan for 2015/16 continue to develop robust strategies for reducing risk in Merseyside, there will be active monitoring for emerging threats and spate conditions (ASB). We will continue to support local authority and Police in reducing risk at a local level.	12	GMs Prevention & Protection
				4.3.2	1,2,3	Increased economic costs from increases in fraud	15		12	
				4.3.3	1,2,3	Increased road traffic collisions (RTC)	15		12	
				4.3.4	1,2,3	Increased antisocial behaviour (ASB)	15		12	

4.	Environmental And Political	4.4	Changing demographics in Merseyside brings about a changing in vulnerability profile and higher unemployment	4.4.1	2,3,4	Vulnerable areas may increase and move compromising community safety work	15	<u>JUN-DEC UPDATE 2014:</u> We will through the Home Safety Strategy monitor emerging threats, we intend to develop strategic alliances (AGE UK, PSS) to mitigate risks for older people. As an example increased data sharing will improve service delivery through targeted interventions.	12	GMs Prevention & Protection
		4.5	Changes caused by cuts results in Community perception of MFRS altering	4.2.1	1,2,3,4	Negative changes to the Community perception of MFRS may be detrimental to Prevention, protection and partnership activities	15	<u>JUN-DEC UPDATE 2014:</u> Prevention & Protection work will align to the CFOA and Fire Kills national campaigns calendar. We will look at branding and web development during this next year. All serious house fires are followed up by community reassurance campaigns.	12	AM Prevention & Protection Corporate Communications Manager
		4.6	Increased flood risk	4.3.1	1,2	Ability to respond to major flooding incidents from spate conditions.	15	<u>JUN-DEC UPDATE 2014:</u> Specialist team within MFRS has been provided for such incidents. Specific training and equipment has been purchased and maintained. Crews have also been provided with a retained contract to provide resilience during such incidents.	10	AM Operational Preparedness & Operational Response
		4.7	Extreme Weather	4.4.1	1,2	Spate conditions will impact on ability to respond	15		10	AM Operational Preparedness & Operational Response

		4.8	Civil Unrest	4.5.1	1,2,3	Inability to respond effectively to civil unrest	15	JUN-DEC UPDATE 2014: SOPs and plans in place to respond effectively. Specialist team and Senior Officers have received training in civil disorder by Merseyside Police.	10	AM Operational Preparedness & Operational Response
		4.9	Health & Safety audits, failures and investigations	4.6.1	1,2	H&S audits, failures and investigations from HSE resulting in sanctions and or fines	15	JUN-DEC UPDATE 2014: No significant H&S risks have arisen during this period	10	AM Operational Preparedness & Operational Response
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5.	Loss of Key staff	5.1	Sudden Mass Absenteeism Pandemic, Strike, CBRNE incident	5.1.1	1,2,3,4	Loss of Key staff, Inability to provide core services	15	JUN-DEC UPDATE 2014: Specific and generic BCP's in place, return to work, Resilience contracts in place. Exercising and reviewing of all BCP on a regular basis .Recall to duty plan has been tested	10	AM Operational Preparedness & Operational Response
		5.2	Industrial Action resulting in the Inability to provide suitable response,	5.2.1	1,2,3,4	Inability to attend incidents, provide core services	15	JUN-DEC UPDATE 2014: The service continues to operate its resilience arrangements appropriately, so enabling a strong level of operational cover to be deployed during periods of strike action.	12	All AM's, Director of POD

		5.3	Change resulting in loss of Key staff and increasing workloads to set strategy and deliver services	5.3.1	1,2,3,4	Loss of key skills, lack of momentum going forward, reduced ability to respond to changes.	15	JUN-DEC UPDATE 2014: SMG have met to consider the challenged faced by the Authority up to 2020, including this issue.	12	SMG
		5.4	Reduction in size of Corporate Communications/ media handling staff down to 2 members of staff.	5.4.1	1,2,3,4	Reducing promotion of safety messages and service/brand reputation protection.	15	JUN-DEC UPDATE 2014: The Corporate Communications team has been reviewed and despite the team reducing in size the two postholders continue to offer a high level of service.	12	Director of Strategy & Performance
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6.	Technology	6.1	Management of 3rd Party Technology Suppliers Software & Applications Training requirements.	6.1.1	1,2,3,4	Software & Applications training	12	JUN-DEC UPDATE 2014: The ICT and Information Management Strategy Forum has met and will meet 4 times a year. Reporting to this group will be the Application Forum. The Application Forum is attended by staff across the organisation who carry supplier contract management for applications. This consistent approach will deliver improvement in supplier management.	6	Head of Technology

6.	Technology	6.2	Infrastructure sharing with partners Security from Virus and hacking , loss of data (Laptops, CD etc.)	6.2.1	1,3,4	Data compromised, loss of data , Safeguarding of Information	15	<p><u>JUN-DEC UPDATE 2014:</u> As part of the ICT Infrastructure industry standard security controls are in place. These controls are reviewed by Internal Audit and the requirement to have Code of Connections in place when exchanging data or information with third parties. A recent Network penetration test was performed for the Airwave Code of Connections and no major recommendations followed.</p> <p>A monthly information security report is produced by the ICT Dept. The Information Security Forum as a reference will review this report and escalate to the ICT and Information Management Strategy Forum.</p>	12	Head of Technology & Director of Strategy & Performance
		6.3	The ability, both financially and resource wise to keep abreast of technology refresh going forward.	6.3.1	1,2,3,4	Pace of technology Change and ability to adapt.	15	<p><u>JUN-DEC UPDATE 2014:</u> The ICT Capacity Meeting attended by senior ICT Managers has this reference. Issues from the meeting can be escalated to the ICT and Information Strategy Forum or the Deputy Chief Executive. MFRA consider individual technology projects and after a POC will implement subject to a business case. An example of this is the Apple iPad role out.</p>	12	Head of Technology

		6.4	Poor data/information management resulting in loss of data, legal redress from Information Commissioner	6.4.1	1,2,3,4	Possible Fines, Poor/incomplete Data Loss of Data	15	JUN-DEC UPDATE 2014: Work has begun to consider applying for the ISO27001 information security standard and a training session has been planned for January 2015. This work is also picked up as part of Protective Security.	12	Director of Strategy & Performance
		6.5	Transition to the Emergency Services Network (ESN).	6.5.1	1,2,3	Radio voice services cannot be guaranteed for the transition. Worst case no voice services due to the termination of the Airwave (Fire Link) contract	16	JUN-DEC UPDATE 2014: The Emergency Services Mobile Communication Programme (ESMCP) will replace the communication service delivered by Airwave with a national mobile communication service for all 3 emergency services and other organisations that use the Airwave service. This will be called the Emergency Services Network. ESN will take advantage of the latest mobile technologies to provide a national critical voice and broadband data services. It's a cross-government programme hosted by the Home Office. We have little control over any decisions. A watching brief is in place and any opportunities to influence the ESMCP project will be taken. The latest update is that the Tender responses have been received for all 4 of the main	8	Head Of Technology

							<p>procurement lots. Evaluations and moderation sessions are due for completion the end of January 2015. The next phase will involve a period of negotiation with down-selected bidders leading to an invitation to submit Best and Final Offers. Contract award remains scheduled for July 2015.</p> <p>The North West transition is currently set to commence 2018.</p>			
		6.6	Restrictions on storing sensitive information on the MFRA network	6.6.1	1,2,3,4	<p>Consideration will be given when protectively marking information and efforts will be made not to mark information artificially high whilst taking account of any associated risks. Where a marking of RESTRICTED (or the equivalent in the Government Security Classifications is necessary a risk assessment will</p>	15	<p><u>JUN-DEC UPDATE 2014:</u> Consideration has been given to the application of the Government Security Classifications and it is thought likely that the majority of information will be OFFICIAL. It is not thought that any guidance has been published that advises on the level of network security applicable to the GSC.</p>	12	<p>Head of Technology</p> <p>Director of Strategy & Performance</p>
		6.7	Withdrawal and transition arrangements from SOFTLOGIC to new MIS for Community Fire Protection.			<p>(or the equivalent in the Government Security Classifications is necessary a risk assessment will</p>		<p><u>JUN-DEC UPDATE 2014:</u> The transitional arrangements from SOFTLOGIC to the new IMS has been agreed and telent are negotiating commercials</p>		<p>Head of Technology</p>

						be carried out before it is stored on the network. Robust transitional arrangements are required to ensure the Authority can carry out its statutory duty as the Enforcing Authority under the RRO (Fire Safety) 2005.	15			
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7.	Procurement	7.2	Poorly Managed contracts/Partnerships the Financial impacts, onerous T&Cs	7.2.1	1,2,3,4	Negative impact on service delivery, legal issues, poor quality Partnerships undertaken	12	JUN-DEC UPDATE 2014: Review of all insurances for all Contractors process implemented. Contract management process in train. Revised general terms and conditions of order produced and placed on the Procurement web page and available from a link on the Order.	8	Director of Legal, Procurement & Democratic Services
		7.3	Key suppliers of goods and services ceasing to trade	7.3.1	1,2,3,4	Immediate impact on availability of goods and services required to operate	15	JUN-DEC UPDATE 2014: Review of all procurement in Workshops to put suppliers on formal contracts, agreed terms and improved procurement process initiated. High risk and high value Tenders	12	Director of Legal, Procurement & Democratic Services

						efficiently, legal issues, alternative sources of supply needed		require tenderers to provide details of Business Continuity Plans as part of the award process		
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8.	Merseyside Joint Control Centre Project	8.1	Potential elevated target risk for terrorist action	8.1.1	1,2,3,4	Potential elevated target risk for terrorist action	25	JUN-DEC UPDATE 2014: Building access control is in place A two day JESIP exercise in September 2014 was successful.	6	Head of Technology
		8.2	Business Critical activities being carried out at SHQ	8.2.1	1,2,3,4		16	JUN-DEC UPDATE 2014: A new secondary Fire Control has been commissioned at the Training and Development Academy. The diverse power and data solutions adopted as part of the build will provide more resilience. Switch to power generators has been tested in the live full load environment. Monthly power generator tests will be carries out MFRA assets are better protected by the enhanced security systems	4	Head of Technology

		8.3	Potential For culture clash when Police move to SHQ site.	8.3.1	1,2,3,4		9	<p><u>JUN-DEC UPDATE 2014:</u> Successful negotiations have resulted in one price for food in the restaurant. Restaurant and shared areas are working well.</p> <p>Regular JCC Facilities - SLA meetings between Fire & Police are now taking place.</p> <p>Further discussions are now taking place to negotiate joint use of gym facilities.</p>	2	Head of Technology
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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			