

Appendix A

Risk ID	Credible Risk	Business Impact	Likelihood	Initial Risk Score	Controls	Controlled Risk Score	Action ID	Actions	Target Date	Action Owner	Risk Owner	Last Report Date	Comments
MFRS-11 Insufficient Water pressure	2.6 Utilities	a) Insufficient water pressure for a major incident. Potential for major consequences but can bring in controls as needed , hence actual impact judged as significant. Significant	Insufficient water supplies available from the hydrant system fro major incidents. Frequent	22	Insufficient water supplies available from the hydrant system for major incidents. Design & Procure Bulk water carriers Hose layer Pods. Research flow meters & Control systems for appliances. Establish Water Strategy Team for operational incidents. Legal agreement with United Utilities , consultation with Legal Director. Introduce "Gold standard Hydrants" (5 year plan). Explore use of dedicated Water teams to provide water at operational incidents. Continued to develop intelligence on water supplies using Blue 8 or its successor with Risk Management Team. MFRS to provide united utilities with detailed information of the risks within Southport area, and	18	MFRS-11-A1	MFRS is responsible for providing water for fire fighting. Work with United Utilities to meet this objective, but United Utilities has competing priorities to reduce pressure and reduce leaks. It is set up for providing domestic water supplies not emergency situation supplies. MFRS has put specialist appliances in capital programme 2005/2006. Further resilience may come from regional resource of high volume pumps. Action. Trial Introduction of "Gold Hydrant" scheme in Southport area, before roll out to St Helens and Liverpool city centres, this has been cancelled as UU unlikely to provide.	July -2005 Oct-2005	ADD Voce PM	Director of Operational Preparedness & Resilience	11/03/2007 No Change	This Risk remains a high priority as the need to provide sufficient water, coupled with the non cooperation from UUL , will always present problems and require the initiative and imagination of MFRS to find alternative solutions. All Stations have been appraised of the sources of open water within their curtail age, however in times of drought these may be compromised. Addl Vehicles may need to be purchased over an 18 month period to facilitate the Water Strategy
MFRS-34 Property strategy		e) Property Strategy. Likely to impact on how well partners work within the confines of the project.	Likely	25	Strategy not developed as yet, work ongoing with partners to establish best practise	15	MFRS-34-A5	Buy in of all partners essential to smooth running of the project. With proper SLA agreements and involvement of partners then likelihood of disruption decreased.	Apr-06	Director of Strategic Asset Management	Director of Strategic Asset Management		
MFRS-35 Telent Sophlog Contract		c) Telent Contract; Telent handle contract , but unsure how this is managed and supported	Significant/likely	25	Still unclear as to how contract will be managed in the long term, as renewal due in 2008, work required to agree way forward to either continue with present system or move	15	MFRS-35-A3	Telent to provide copy of contract and become more involved in managing Contract and supporting software/Applications.	Apr-06	Executive Director of Law/Director of ICT/Procurement	Executive Director of Law/Director of ICT/Procurement		
MFRS-35 Boss/Vision		e) Boss/Vision: Synchronising of Data for information access	Frequent	15	Boss/Vision Synchronisation still not correct ,change of remit for Project board to senior users group and implementation of IRS system.	15	MFRS-35-A5	Boss/Vision Project Board to Resolve Issue with Fortek	TBA	Sandra Robinson	Director of Knowledge & Information Management	11/03/2007	Further development of the product including greater functionality of the mapping elements of BOSS, and the additional add on developments required for the new Incident Reporting System (IRS). IRS implementation phase to be rolled out in the near
MFRS-31 Uncertainty about Regional integration.		b) Uncertainty in speed and depth of regionalisation - Some uncertainty over speed with which changes regarding Regionalisation will be embraced. In the meantime , individual Authorities may focus on their own agendas and the Regional management board will be undermined. Risk to MFRS if there is anything in MFRS strategic plan which requires regional authority to be in place e.g. regional control room, regional training. Significant .	Possible	16	Regional control centre is included in strategic plan, but MFRS can be self-sufficient at least until 2008. Do not envisage plans for regional control room disappearing. Do not envisage complete halting of co-operation between neighbouring authorities.	15	MFRS-31-A2	The national strategies coming forward rely on a regional system to be in place. With the political impetus moving away from regional development , it is uncertain how powerful the national strategies are going to be and what the governments approach will be. there was previously a clear intention for a North West Regional Fire Authority, but this is no longer the case. Current momentum behind co-operation between individual authorities may decrease significantly if there is no political driver for it. SP 1,2,4.	Sep-09	Glynis Lomax PM	DCFO	23/03/2007 Increase in score to reflect comments	Further delays in progressing regional control room will impact on the dates now looking like 2009 ? . Fire control & Fire Link combined into single project. Convergence of SOP, Policy & Instructions will be major hurdle to attaining compliance within the region. Integration issues will be high on the agenda as different methods employed by each FSA will need to be resolved.
MFRS-14 Loss of business critical inputs	2.7 Information & communications systems	a) Loss of business critical inputs or outputs to MaCC or community fire station. Systems include: power supplies, 999 calls in via BT, internal 999 telephony system, mobilising computer system, printer and tannoy to stations (no longer have back-up direct line and have to use radio instead) , Appliance radio failure (no back-up) , senior officer communications (mobile phones and pagers - no way of contacting them by radio). Major-Minor	Likely/Unlikely	12	Mobilising computer system replaced with new, more reliable system. Radio Scheme - VHF wide area network. Fall-back in most areas (except appliance radio). UPS and back-up generator at main control centre, but neither at back-up control centre. Business continuity and resilience is a key element of the overall service plan. No Radio cover in both Mersey Tunnels apart from the leaky feeder that has been provided for VHF traffic, will have impact on new "Firelink" project as Digital signals will not be able to use the present technology.	15	MFRS-14-A1	There are various gaps in the level of resilience because there are so many layers. Need to define how resilient various aspects of the network/system need to be – e.g. data has a different level of resilience to mobilising. Discussions on these issues ongoing as part of Telent contract management. Firelink project gives solution to senior officer communications problem but might be 3 years away. Command and control telephony at the control centre was previously separate from admin telephony. New emergency telephony system no longer has main and stand-by element, and has been combined with admin telephony	Mar-06	MaCC Manager	Director of Operational Preparedness & Resilience	16/03/2007 No Change	Secondary control room set up @ FSHQ which can fulfil the needs of MaCC for period of time until the existing facility has been re-established. MaCC have produced BCP to address how this will be managed, Data management has had an input onto BCP. New Telephony system to be installed which will greatly enhance the ability of MFRS to function in an emergency situation.
MFRS-15 UPS at MaCC	2.7 Information & communications systems	C) UPS at MaCC needs to be upgraded and tested on a regular basis, Recent test proved that generator and UPS not up to requirements , batteries will need replacing. Generator was over hauled as a consequence of the test	Likely/Unlikely	12		15	MFRS-15-A1	Action Review need for UPS at back-up control centre MFRS-15. See SP page 16 Item 2.30 (See MFRS-10 above) SP 2-4	Sep-05	MaCC Manager	Director of Operational Preparedness & Resilience	16/03/2007 No Change	Back-up UPS in place in secondary control room . However no back up Generator in place if power lost at FSHQ as a whole. MaCC has back up generator which has been tested and requires new Batteries purchasing, costed at approximately £20K to replace the existing batteries. No change in score as result of uplift not known

MFRS-16 Poor Data Management	2.7 Information & communications systems	b) Poor data information management leads to loss of data. <i>Minor/Significant</i>		12	ICT issues captured and addressed through contract with Telent. All Data identified as requiring back-up is backed up. Back-up system tested continually. Appointment of Knowledge Manager.	15	MFRS-16-A1	Score for general ICT risk, not specific to data management threat. While there is a back-up of Data off site and the back-up system is tested, there are no tests of whether the data can be restored. If HQ equipment was lost in an incident, there would be no immediate means of recovering the data, resulting in loss of continuity. Action. Develop total system IT disaster recovery plan to allow restoration of essential data in the event that entire HW comms systems are damaged. Review needed for back-up comms equipment off site. It is intended that an Information security Audit BS 7799 part one will contribute to the achievement of this	Sep-05	Sandra Robinson	Director of Knowledge & Information Management	20/03/2007 No change	Waiting on implementation of Content Management system, which will assist in the centralisation of information. Upgrade of network and change of storage media will enhance MFRS ability to function during and after an incident. ITT has been out to OJEC, still some way before preferred supplier identified and system selected and installed. PM appointed to run with project
MFRS-22 Fire fighter injured	3.1 Health & safety at work – includes health and safety of fire fighters while responding to all types of incidents e.g. fire, road traffic accident, rail accident, etc.	a) Fire fighter injured while responding to an incident. Could result in prosecution of MFRS if procedure seen as inadequate, particularly if MFRS had previously identified the inadequacy elsewhere in the organisation e.g. poor information capture and flow) potential exists for major/massive impact, but believe actual impact is significant given control in place.	Possible HSE has previously taken another authority to court claiming risk assessments were inadequate. Changes in MFRS "rank to role", etc. Increase the potential for inadequate risk.		Range of procedures constituting Safe System of Work (SSoW), based on knowledge/information within MFRS. Dynamic operational risk assessment carried out for each call-out. Expect health and safety to be embedded in every aspect of operations, from general office activities, through transport, to the response and other emergencies. Personnel trained in SSoW procedure and adequacy of training checked.	15	MFRS-22-A1	Action Revise debrief policy to make sure SSoW procedures are updated to reflect learning from incidents. Debriefs should go from grass roots up to the top to feedback on how procedures work in practice. The information from the debrief should be fed to the correct parts of the organisation and they must make a conscious decision to do something with it	May-05 Nov-05	Joyce McClelland PM	Director of Operational Preparedness & Resilience	22/03/2007 No Change	"well Worker" purchased to monitor and evaluate all Health & Safety issues, Roll out in April 2007 to all Managers for control of FS53 etc
MFRS-33 River Rescue	River Rescue	a) New Vessel Required as existing one is nearing the end of its serviceable lifespan. <i>Significant</i>	Likely The need for a new vessel, is required as the existing one needs replacing. Unable to launch, unable to complete rescue.	15	New Vessel to be purchased. Training for change in requirements of vessel is ongoing. Maintenance contract for engines to be finalised after vessel bought.	15	MFRS-33-A1	Purchase new vessel. Refurbish existing vessel as stand by. Staffing levels to be reviewed.	Apr 06	TBA	Director of Operational Preparedness & Resilience /ACFO	24/03/2007 No Change	Accommodation and Additional Staff required, Accommodation was at the Ferry terminal, but was destroyed when the ferry terminal sunk. Temporary accommodation now being used, permanent solution to be found. Training of staff ongoing to increase their efficiency
MFRS-36 Absence of skills /experience @ Strategic Level	Management Retention and succession planning. In particular at Senior Management level	a) Absence of skills/experience at strategic level	Likely Age of Service profile and reputation of MFRS Officers means this is likely	25	a) Investment in CPD for middle to senior managers	15	MFRS-36-A1	Talent search' prompted by external advert.	Dec 07	Director of Human Resources	DCFO	24/03/2007 No Change	This will impact on existing risks where "Succession Planning" has been deemed a contributing factor. See lines 69 & 75 within Document. Draft succession plan to be completed by the Executive Director of Resources .
MFRS-36 Loss of momentum in change delivery		b) Loss of momentum in delivering change and excellence by Authority		25	b) Terms and Conditions to retain and attract key staff	15	MFRS-36-A1	Development plan for existing staff					
MFRS-39 Potential gap between pay awards and grant increases	Potential gap between pay awards and grant increases	Pay dispute likely in 2007/2008 due to recent Industrial action	Likely Fire fighter pay awards in particular have been ahead of inflation in recent years. A 1% gap between pay awards and grant equates to about £0.5m.	25	Keep revenue reserves to cope with problem in short term. In medium term gaps between pay awards and grant can only be paid for by efficiencies.	20	MFRS-39-A1	The Authority will have to make savings in financial plan to balance any deficit identified	Apr 07	TBA	Executive Director of Resource	23/03/2007	Depending on settlement figures, then likely impact on MFRS-38 and how any award is funded.
MFRS-40 Environmental Taxes	Environmental Taxes	Government is considering increasing taxes on climatic impact basis. This may affect energy costs and disposal costs. Will need to quantify if they affect MFRS, to what degree and how will they be financed if MFRS is deemed to be either in contravention of statute or has a legal requirement for payment Will also impact on -need to invest in energy efficiency etc -the services we provide re climatic disaster	Likely How will affect MFRS remains unclear at present?	15	Costs will need to be contained within financial plan. Consider alternative energy sources. Potential need to invest to "green" the fire service	15	MFRS-40-A1	The Authority will have to make savings in financial plan to balance any deficit identified	Apr 07	TBA	Executive Director of Resource	23/03/2007	Likely impact as Government is increasingly focusing on Environmental issues to agree UK commitment to "Green Issues". Taxation an issue to pay for any statutory requirements may have to be met?
MFRS-41 Underground Communications	Underground Communications	Many Existing Buildings within Merseyside do not have the facility for underground Communications, whether that is with existing UHF/VHF or Airwave	Likely Could compromise ability of MFRS at the fire ground if unable to provide adequate communications between OIC and Fire Crew etc	20	Discussions ongoing with "NEW Build" owners for the provision of adequate means of communications within building being progressed .	15	MFRS-41-A1	Cost of retro fitting is prohibitive as is providing a new solution using Airwave, existing leaky feeders being investigated for compatibility with Airwave and existing Radio scheme	Apr 07	Bill Elliott/SI Woodward	Director of Operational Preparedness & Resilience	03/04/2007	Cost of retro fitting is prohibitive as is providing a new solution using Airwave, existing leaky feeders being investigated for compatibility with Airwave and existing Radio scheme