



**Service Policy: STRATPOL05
Risk Management Policy**

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Version	Date	Author	Reasons for Change
1	22/09/2009		To include reference to all MFRS activities
1.1	04/02/2010		Reviewed to align with Corporate Policy strategy
1.2	30/03/2011		Reviewed as per retention Policy
1.3	24/04/2012		Reviewed as per retention Policy
1.4	30/01/2013		Reviewed as per retention Policy and Text changes to reflect changes in organisation & Mission statement
1.5	27/03/2013		Reviewed as per retention Policy
1.6	09/06/15		Reviewed as per retention Policy
1.7	02/07/16		Annual Review
1.8	15/3/17		Annual Review
1.9	16/3/18		Annual Review
1.10	1/4/19		Annual Review
1.11	25/6/20		Annual Review
1.12	05/02/21		Annual Review and addition of information about the IRMP and risk register
1:13	Feb 2023		Annual Review
1.14	March 2024		Annual review – minor amendments

Equalities Impact Assessment:

Initial	Full	Date	Reviewed by	Comments
	X	April 2024	ED&I TEAM	LOCATED ON PORTAL

Civil Contingencies Impact Assessment:

Date	Reviewed by	Comments

Related Documents:

Doc. Type	Ref No.	Title	Location
Policy	RESPOL05	Health Safety & Welfare Policy	Portal: Service Policies
SI	SI0		Portal: Service Instructions

Distribution List:

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Name	Position
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Target Audience:

All MFRS	Principal Officers	Senior Officers	Operational Crews	Fire Safety	Community Fire Safety	Support Staff
X						

Ownership:

FOI exemption required?	Yes		URL	
	No	X	Reason	

Legislation:

Title	

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STRATPOL05 Risk Management Policy

1. Policy Introduction and Background:

Merseyside Fire & Rescue Authority's Risk Management Policy has been developed in accordance with our Vision and Purpose. The Authority is committed to provide, maintain and seek continual improvement of, as far as is reasonably practicable, financial regulatory governance, corporate reputation and a safe working environment for all of its employees and for others that may be affected by its activities. MFRA will conduct its business effectively and efficiently whilst ensuring stringent standards of risk management throughout the Service.

2. Policy Explanation:

Risk Management is the ultimate responsibility of the Chief Fire Officer (CFO) and the Strategic Leadership Team (SLT) and they are fully committed to compliance with all relevant financial, corporate, environmental and health & safety legislation, statutes, regulations and codes of practice and regard compliance as a minimum requirement. The CFO in co-operation with SLT will ensure that risk management is implemented and that responsibilities are assigned, accepted and fulfilled at all levels within MFRA.

Within Merseyside Fire & Rescue Authority (MFRA) there is a "Golden Thread" that links all aspects of the activity undertaken and that is risk management. Risk management within MFRA seeks to enable the identification, evaluation and continuous management of the threats and opportunities to the achievement of MFRA Vision and Purpose. The primary goal is to embed risk awareness at all levels of the organisation, in such a way that every MFRA decision is risk informed, with particular reference being given to safety, environmental, commercial, financial, reputational, community, partnership and legal risks. With the framework delivering a balanced control of risk using formal risk management processes.

Risk management is applied whether the activity is strategic, operational, functional or departmental. MFRA will provide adequate resources to ensure commitment and effective implementation of this Policy and is committed to ensuring risk management is an integral part of business performance and function. It is the responsibility of all directors, heads of department and managers at all levels

to ensure that risks are understood and appropriately managed.

Risk Management is the responsibility of all employees of MFRA and is a continuing and developing process that runs throughout MFRA Strategy and the implementation of that Strategy.

The annual Statement of Assurance is published in December, in line with the Fire and Rescue National Framework 2018, and explains how MFRA address risk in all areas of business.

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 within a framework of reducing budget provision.

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 mission. 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 Mission.
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.

MFRA Mission

MFRA will manage its activities to world class standards of risk management, professionalism, technical knowledge and expertise in the field of fire and rescue service provision, in pursuit of the Vision and Purpose.

MFRA recognises that a good corporate culture exists when risk management is understood to be, and is accepted as, a high priority. Fire and rescue service provision to the community does not exist in a vacuum isolated from other aspects of the organisation such as people and financial management. Risk management is an integral part of the overall corporate culture. Cultures consist of shared beliefs, practices, and attitudes that exist in an establishment. It is the atmosphere created by those beliefs, attitudes, etc., which shape our behavior. MFRA is committed to the development of a strong and sustainable organisational culture through effective risk management and control strategies.

MFRA Beliefs and Principles

MFRA will act responsibly towards the communities in which it operates. The principles, by which MFRA operates, within the limits of current knowledge, are:

- In a strong organisational culture, everyone is responsible for safety, financial and reputational management, and risk management is pursued on a daily basis;
- We will adhere to the highest standards of financial regulation.
- Line managers are accountable for leading the continuous improvement in risk management performance to defined goals.
- Everyone will be involved in the risk management improvement process.
- Information on risk management performance will be made available to all our stakeholders.
- Personnel within MFRA are our most valuable asset.

MFRA is recognised for excellence in Risk Management

- We will constantly encourage, develop, review and share corporate risk management practice, performance and initiatives both internally & externally through effective protocols;
- We are individually and collectively committed to these principles and expect all who work in MFRA to behave in accordance with them. We will actively promote these principles throughout MFRA;
- We will only work with partners who are willing to meet and achieve our risk management expectations. We will engage and influence stakeholders to drive improvements in risk management;
- Our policy will be delivered by generating a culture that does not tolerate threats to MFRA, its functions or services provided to the community.

Community Risk Management Plan(CRMP)

Every three years MFRA publish a CRMP as required by the Fire and Rescue National Framework for England 2018. This report is reviewed and updated quarterly, if a new risk is identified a supplement or amendment may be written during the 3 years of the Plan. In writing this report we:

- Analyse and consider the Risk, Demand and Vulnerability in Merseyside.
- Consult with the public in the planning stage before a draft is written to ask is what we are proposing reasonable and in keeping with our Planning Principles which we agreed through public consultation in May 2016 and have validated in subsequent consultation processes.
- Write a draft IRMP including proposals for the coming 3 years which have been agreed by the

Strategic Leadership Team. These proposals are based on the major risks to MFRA and our community as identified in the Community Risk Register plus consideration of Demand and Vulnerability.

- Following Authority approval, the draft IRMP is subject to 12 weeks' consultation with the public, staff, partners, stakeholders, representative bodies and other FRS's. This consultation can be public forums, meetings and online questionnaires.
- After 12 weeks' consultation the final IRMP is written, taken back to the Fire Authority and once approved, published.

Corporate Risk Register

During March each year the Corporate Risk Register is reviewed to ensure risks are still relevant, that mitigation we have in place is sufficient, risk scores are correct and if there are any new or emerging risks that need to be included. Periodically through the year the Corporate Risk Register is updated, new risks added or old ones removed, and approved by the Fire Authority. The Corporate Risk Register is published in April each year.

3. Policy Implementation:

The Service Instructions used to underpin this Policy are:

Staff should familiarise themselves with these Service Instructions:

- SI 0857 Fatigue Risk Management System
- SI 0040 Management of Occupational Road Risk
- SI 0832 Site Specific Risk Information (SSRi) Risk Based Strategy
- SI 0820 Stress Risk Assessment
- SI 0627 Completion of Risk Assessment
- SI 0805 Community Fire Protection Risk Based Strategy
- SI 0042 Analytical Risk Assessment
- SI 0195 MFRS Fire Risk Assessment in Fire Authority Premises
- SI 0789 Critical Incident Stress Management
- SI 0060 Dynamic Risk Assessment
- SI 0467 Business Risk Response Group

All Policies can be found on the [Website](#)

POLICY