



**GREATER  
MANCHESTER**  
**FIRE AND RESCUE SERVICE**

# GMFRS Corporate Risk Register

Service Development Directorate

May 2021

# Risk

The below information provides the board with an overview of the Corporate Risk Register (CRR), with an emphasis on the red rated risks, to offer assurance that the high-level risks are being effectively managed, and a summary of all risks held on the CRR is included.

## Risk Profile

There are currently **24** risks on the CRR, and their current rating based on combined probability and impact scores are summarised in the heatmap. The numbers in brackets show the risk score and the numbers outside the brackets show the number of risks with that score.

### In the past month:

- **0** new risks have been added
- **3** have been archived
- **0** have been merged
- **11** have been updated

PROBABILITY	Very Likely	(5)	(10)	(15)	(20)	(25)
	Probable	(4)	(8)	<b>1</b> (12)	(16)	(20)
	Possible	(3)	<b>1</b> (6)	<b>7</b> (9)	<b>5</b> (12)	<b>2</b> (15)
	Unlikely	(2)	(4)	<b>4</b> (6)	<b>3</b> (8)	(10)
	Very Unlikely	(1)	(2)	(3)	(4)	<b>1</b> (5)
		Insignificant	Minimal	Significant	Serious	Extreme
<b>IMPACT</b>						

Risk Ref	Strategic Priority	Risk Theme	Risk Description	Risk Owner	Initial Risk Score	Probability (Revised)	Impact (Revised)	Revised Risk Score	Risk Treatment	DoT
RR1	SP3	Operational	<b>Greater Manchester High Rise Task Force</b> - Due to the significant activity surrounding the built environment across Greater Manchester which includes proposed new fire safety and planning legislation and alterations to current legislation, addressing the recommendations of the Grenfell Tower Inquiry, the impact of HS2 and the development of Manchester International Airport, there is a risk that if the Greater Manchester High Rise Task Force is inadequately resourced by GMFRS, it will not appropriately influence the built environment in the areas of fire prevention, protection and response. This may result in an increased risk to the delivery of GMFRS services, the development of best practice advice, guidance, and fire safety systems to secure the safety of those who visit, work and live in Greater Manchester.	Leon Parkes	15	3	5	15	Reduce	↔
RR31	SP3	Operational	<b>Built Environment</b> - Due to significant building failures which appear to have resulted from a number of deficiencies over the last 20 years, substantial recommendations from the Grenfell Tower Inquiry, and changes made through Government legislation, the Service is likely to be significantly impacted across all areas. There is a risk that we are not appropriately engaged with the process resulting in our inability to influence the outcomes, effectively plan for the impact whilst ensuring that we still meet the needs of the Greater Manchester public.	Steve Morgan	15	3	5	15	Reduce	↔
RR43	SP3	Operational	<b>Site Specific Risk Information</b> - Due to the information required to be gathered around Risks and Hazards, coupled with the reduction in operational resources within areas of Greater Manchester, where there is a large number of premises requiring premises risk information collection. There is a risk that when operational crews attend incidents, they access Site Specific Risk Information (SSRI) could be incorrect, insufficient, or not recorded, which may result in Incident Commanders not having the correct information to understand the complexities, risks and hazards associated with the premises.	Leon Parkes	12	3	4	12	Improve	↔
RR25	SP2	People	<b>GMCA Safeguarding Arrangements</b> - Gaps within the GMFRS safeguarding policy, means there is a risk that safeguarding concerns are not managed effectively which may result in harm to individual group of people, damage to reputation or loss of funding / provision.	Leon Parkes	12	3	4	12	Improve	↔
RR29	SP1	Legal	<b>Significant Event</b> - Due to the potential occurrence of a significant internal or external event, in Greater Manchester or outside of the county at a regional, national, or international level, there is a risk of that we are not appropriately prepared to manage and coordinate the impact of the event, such as; the death of a firefighter, contribution to the death of a member(s) of the public or major property losses.	Dawn Docx	12	3	4	12	Reduce	↔
RR39	SP4	Finances & Resources	<b>Spending Review and funding</b> - funding supporting the 2020/21 Budget represents a one-year settlement from MHCLG, with allocations based on the Spending Review 2019. Funding beyond 2020/21 will be determined by the Spending Review 2020, and in light of the COVID-19 pandemic, there is a significant risk that current funding will be affected, and also that one off funding (Protection and C19) will not continue.	Andrea Heffernan	12	3	4	12	Improve	↔
RR40	SP4	Statutory & Legal	<b>FF Pensions</b> - Due to the volatility of employer pension contributions and the impact of legal rulings, there is a significant financial risk to the organisation.	Andrea Heffernan	12	3	4	12	Improve	↔

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RR20	SP4	Finances & Resources	<b>FBU Pay claim</b> – Due to both the ongoing dialogue between the national employers and the FBU around pay and role of firefighters, and the offer of 2% with no changes to role, there is a significant risk of a potential ongoing unfunded cost pressure. There remains a risk relating to pay awards from 2017/18 and onwards not fully agreed, and potential for backdated claims which would be unfunded.	Andrea Heffernan	9	4	3	12	Improve	↑
RR5	SP5	People	<b>Organisational Resources &amp; Skills</b> - Due to a range of factors uniformed officers may take early retirement and non-uniformed staff may seek improved pay and conditions elsewhere, there is a risk that this will impact directly on operational crewing levels and organisational knowledge and skills, resulting in skills deficiencies and staff shortages.	Mandy Stevens	12	3	3	9	Reduce	↓
RR19	SP4	Finances & Resources	<b>GMFRS Budget</b> - Due to the need to make savings from 2019/20 onwards, there is a risk that GMFRS may not fully deliver the required efficiency savings to balance the budget over the medium term	Andrea Heffernan	9	3	3	9	Reduce	↓
RR38	SP4	Finances & Resources	<b>COVID-19</b> - Due to the pandemic and subsequent lockdown, the anticipated resulting recession will impact on households' and business' ability to pay their Council Tax and Business Rates, with the Service picking up a proportion of the Collection Fund deficit from 2021/22. Early analysis indicates a significant negative impact on Council Tax Collection, which will affect the GMFRS budget beyond 2020/21, with GMFRS having a share of any Collection fund deficits and implications around calculating tax base.	Andrea Heffernan	9	3	3	9	Reduce	↓
RR15	SP5	Statutory & Legal	<b>Manchester Arena Inquiry</b> - The public inquiry into the Arena attack commenced in September 2020 and GMFRS is identified as a 'core participant' within this process. GMFRS may face a significant amount of scrutiny in a public arena, which could impact the workforce and the Services reputation.	Leon Parkes	9	3	3	9	Improve	↓
RR11	SP1	Operational	<b>Industrial Action</b> - Due to the on-going potential of further strike action over changes to firefighter's terms and conditions, firefighter numbers, fire fighter pension schemes or pay claims, and in light of the current status of the national pay negotiations, there is a risk that operational staff may withdraw their labour which may adversely affect our operational capabilities	Dave Keelan	12	3	3	9	Reduce	↔
RR30	SP1	Operational	<b>NWFC Resilience: Mobilising Failure</b> - Due to the mobilisation system being managed by a partner agency (NWFC) and sitting outside the ICT infrastructure, there is a risk that in the event of a major system outage there may be a considerable delay in restoring services.	Dave Keelan	12	3	3	9	Reduce	↔
RR22	SP4	Environment & Context	<b>Brexit &amp; Supply Chain</b> - Due to the UK leaving the EU, there is a risk that additional customs controls may significantly delay or increase the cost of goods in GMFRS' supply chain currently sourced from the EU, which may result in a pressure on contracts due to end and / or currently held (Fire & supplier) stock leading to a restricted ability to deliver on a number of emergency response objectives (equipment maintenance spares, consumables, fire gear for recruits).	Andrea Heffernan	9	3	3	9	Reduce	↓
RR4	SP4	Finances & Resources	<b>Capital Grants</b> - Due to the absence of capital grants for GMFRS, and capital financing arrangements there is a risk that future capital investment will have to be independently sourced to continue to support our organisational requirements through our asset base which may put additional pressures on our future revenue budget, coupled with significant investment requirements in the GMFRS asset base, will require borrowing to fund.	Andrea Heffernan	6	3	3	9	Reduce	↑

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RR16	SP1	Operational	<b>MTA Specialist Responder</b> - Due to ongoing national differences between the Fire Brigade Union and the Fire and Rescue Service employers regarding whether this is part of the Firefighters role map, there has been concerns raised regarding GMFRS's capability to deal with such incidents, including specific feedback as part of the HMICFRS Inspection. Specifically, these differences have affected our ability to carry out practical training either as a single service, or as part of a multi-agency response.	Dave Keelan	8	2	4	8	Reduce	↓
RR8	SP5	People	<b>Staff Wellbeing-</b> In an emergency service there are a range of reasons why people may be impacted by mental health and wellbeing issues, whilst the Service has a range of existing mechanisms in place there is scope to further develop both managerial and staff support.	Mandy Stevens	9	2	4	8	Improve	↓
RR9	SP4	Governance & Organisation	<b>Information Security</b> - Due to known cyber-attacks on other public sector organisations and GMPR requirements, there is a risk that sensitive information could be compromised which may result in reputational damage, litigation and substantial fines.	Philipa Nazari	8	2	4	8	Reduce	↔
RR7	SP5	People	<b>Equal, diverse, and inclusive workforce</b> - Due to the outcome of the HMICFRS inspection which identified need for improvements in this area along with a range of external drivers and influences, there is a need to develop a range of attraction, recruitment, and retention initiatives to increase success in attracting and recruiting a more diverse workforce	Mallicka Mandal	12	2	3	6	Improve	↓
RR2	SP4	Governance & Organisation	<b>HMICFRS Inspection</b> - Due to the outcome of our inspection visit by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in June 2019, there is a risk that the necessary changes are not delivered, resulting in the attainment of poor scores in the future, ongoing reputational damage, and potential for intervention measures.	Steve Morgan	9	2	3	6	Reduce	↔
RR14	SP1	Operational	<b>Emergency Services Network</b> - Due to delays in the roll out of the National Emergency Services Mobile Communications Project, there are risks relating to ongoing service provision and cost pressures of maintaining the Airwave solution	Dave Keelan	12	3	2	6	Reduce	↔
RR41	SP1	Operational	<b>Non-SDS Establishment Levels</b> - due to the low staffing levels at non-SDS stations and the lead time for recruitment activity, there is a risk that we will be unable to sustain the crewing levels required to maintain the operational availability of appliance at these locations.	Leon Parkes	9	2	3	6	Reduce	↔
RR33	SP1	Operational	<b>COVID-19</b> - Due to the impact of the pandemic on the organisation, there is a risk that we will be unable to provide an effective service delivery if staff book sick due to contracting the virus or increased levels of mental health associated sickness.	Dawn Docx	20	1	5	5	Improve	↓