

LANCASHIRE COMBINED FIRE AUTHORITY

AUDIT COMMITTEE

Meeting to be held on 28 September 2017

RISK MANAGEMENT

(Appendix 1 refers)

Contact for further information:

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Executive Summary

The report highlights action taken in respect of corporate risk since these were last reported to the Audit Committee.

Decision Required

The Committee is asked to note the actions taken and endorse the revised corporate risk register.

Information

New Risks

The latest review of the corporate risk register has identified three new risks which warrant inclusion on the corporate risk register:-

Risk 21 Risk of rapid external fire spread in high rise premise resulting in a major incident

- Controls in place:

All high rise residential premises have been audited, in conjunction with relevant Local Authority. Only one building found with ACM cladding panel, this was on a 6 storey section of building (top section), which is being managed locally to limit the risk this presents.

An on-going risk based inspection plan has been agreed based on following priority order:

- High rise Purpose flats;
- High rise sleeping;
- High rise hospitals;
- High rise schools;
- High rise commercials;
- Hospital non- high rise;
- School non-high rise;
- other.

Community reassurance visits undertaken.

Temporarily amend PDA to high rise to include an ALP.

- Risk Score:
This scores as a medium risk, 10.
- Actions outstanding:
Complete inspection programme. Update relevant SSRIs. Review amendment to PDA in light of further information from the Grenfell Inquiry.

Risk 22 Failure to maximise collaborative opportunities presented by Policing and Crime Act

- Controls in place:
Well-developed relationships with Lancashire Constabulary and NWAS;
Regular meetings to discuss issues/opportunities;
Collaboration already taking place i.e. EMR, Gaining Entry, Missing Persons, Air Support (Drone), Site Sharing etc.
- Risk Score:
This scores as a medium risk, 9.
- Actions outstanding:
Statement of Intent to be agreed between LFRS and Lancashire Constabulary Areas for further review to be agreed;
Further roll out of EMR is dependent upon outcome of national pay negotiations.

Risk 23 Lack of leadership capacity impacting on delivery of services

- Controls in place:
Workforce plan agreed and implemented which clearly identifies our challenges and workforce profile;
Recruitment policy in place which reviews the success of recruitment campaigns against the knowledge and skills gap;
Appraisal system in place, to establish opportunities for development feedback, identification of training needs, development opportunities and talent;
Leadership Development programmes in place, including in house leadership development, ILM (Institute of Leadership and Management) ELP (Executive Leadership Programme), Leading into the Future (A cross sectoral leadership programme) etc;
Coaching and mentoring system introduced;
Action Learning Sets introduced;
Leadership Conferences delivered April 2017 with the second being planned for October 2017;
Promotion Board in place with clear development and promotion pathways established for operational staff.
- Risk Score:
This scores as a medium risk, 9.

- Actions outstanding:
 - Deliver second leadership conference;
 - Deliver a leadership development programme to operational and support managers;
 - Develop and deliver an apprentice strategy.

Existing Risks

Of the existing risks 1 has been reviewed, and an updated corporate risk register is attached as appendix 1, with changes summarised below:-

		Update since last meeting	Proposed Risk Score	
1	Insufficient resources due to poor funding settlement, inability to make required savings, additional financial pressures such as RDS pensions etc., plus council tax limits via local referendum resulting in Authority being unable to set a balanced budget.	No change, not due to report till 31/3/18	9	Medium
2	Premises Risk Information: That operational staff do not have available adequate and reliable premises information to efficiently resolve operational incidents: Risk information is provided to operational staff based on premises information and premises risk are identified on a continuous basis although this is not consistent throughout the Service.	No change, not due to report till 30/6/18	9	Medium
3	Insufficient staffing resources, due to Industrial Action, to deal with operational demand and fulfil statutory responsibilities.	Previously discharged		

4	Lack of availability of water supplies for fire fighting prevents effective fire fighting resulting in additional damage to property and increased risk to life.	Previously discharged		
5	The increasing age profile of operational staff could adversely affect our ability to deliver effective emergency response.	Previously discharged		
6	Operational staff do not have the required skills to operate safely at an incident with the potential to result in F/F injuries or fatalities.	Recruitment of Wholetime and RDS staff is undertaken against national standards. Initial and Continuation training delivery is based on National Occupational Standards (NOS), National Operational Guidance (NOG) and Training Specifications. Role related competencies have been identified and recorded within the PDR Pro system with appropriate retraining frequencies identified. Initial and Refresher training is commissioned, devised and delivered to cover a wide range of specialist skills (Boat, SRT, LAR, HMEPO, Rope Rescue etc). Particularly risk critical areas such as Breathing Apparatus are centrally assessed to ensure uniformity. An Operational Assurance policy is in place delivered through a dedicated Operational Assurance Team that continually assesses operational readiness through station visits, incident / exercise monitoring and debriefing. The team publishes a quarterly performance report to promote staff awareness of key operational performance issues. As well as internal learning sources, the team receives National Operational Learning	Increase to 9	Medium

		<p>(NOL) in relation to nationwide incidents, Rule 43 Letters and Joint Operational Learning from other blue light Services and Resilience Forum Partners.</p> <p>Such learning results in a range of actions including REC1 safety bulletins, changes to operational policy and training content (both courses and e-learning) and thus constant evolution/improvement in safety and effectiveness.</p> <p>A dedicated Incident Command Training team has been established recognising the vital importance of this skill to safe and effective operations.</p> <p>Retained Support Officers have been appointed and their responsibilities include recruitment and training.</p> <p>The Service continues to invest in training props to ensure realistic hot fire training conditions and in October 17 the new Multi Compartment Fire Fighting Prop (MCFPP) will come on line including the use of paraffin injection systems to create realistic compartment fire conditions which can be reproduced time after to assist learning.</p>		
7	Failure of key ICT systems resulting in disruption to services.	No change, not due to report till 30/6/18	9	Medium
8	Loss of corporate reputation through negative publicity.	No change, not due to report till 31/12/17	9	Medium
9	Retention and recruitment of RDS staff impacts on RDS appliance availability.	No change, not due to report till 31/12/17	12	Medium

10	Lack of workforce planning resulting in significant over/under provision of staff and resulting impact on service and finances.	Discharged		Medium
11	Lack of compliance with legislation resulting in prosecution or compliance order.	Previously discharged		
12	Ineffective Health and Safety in the workplace, resulting in prosecution, intervention fees etc.	No change, not due to report till 31/12/17	9	Medium
13	Lack of effective Information management impacting on service delivery and support or leading to a breach of data protection/freedom of information or a loss of sensitive/personal information.	No change, not due to report till 31/12/17	9	Medium
14	Delayed mobilisation, impacting on service delivery.	No change, not due to report till 31/12/17	9	Medium
15	High levels of staff absence due to outbreak of ebola.	Previously discharged		
16	Lack of clarity on future of FRS, leading to inertia.	Previously discharged		
17	Failure of ESMCP to deliver a viable communication facility.	No change, not due to report till 31/12/17	9	Medium
18	Inability to maintain service provision in spate conditions.	No change, not due to report till 31/12/17	9	
19	Failure to maximise the opportunities that technological advances present due to a lack of capacity within the ICT department, and an inability of staff to keep pace with new development that are implemented.	No change, not due to report till 31/3/18	12	Medium

20	Loss of support for Vector Incident Command product with the product name Command Support System (CSS) leading to ineffective command function at large incidents.	No change, not due to report till 31/12/17	9	Medium
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Financial Implications

None

Human Resource Implications

None

Equality and Diversity Implications

None

Environmental Impact

None

Business Risk Implications

The improvement in risk management arrangements should result in reduced business risk

Local Government (Access to Information) Act 1985

List of Background Papers

Paper	Date	Contact
None		
Reason for inclusion in Part II, if appropriate:		