

LANCASHIRE COMBINED FIRE AUTHORITY

AUDIT COMMITTEE

Meeting to be held on 25 January 2018

RISK MANAGEMENT

(Appendix 1 refers)

Contact for further information:

Keith Mattinson – Director of Corporate Services– telephone 01772 866804.

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

The latest review of the corporate risk register has identified one new risk which warrants inclusion on the corporate risk register:-

Insufficient preparation for inspection programme leading to opportunities being lost in terms of national learning and Lancashire's ability to effectively communicate its progress and awareness.

Controls in Place

- Team established to undertake internal review;
- Draft inspection criteria produced by HMICFRS and being reviewed by team and departments.

Actions Recommended

- First draft of internal reviews being considered at end of January and action plan to address issues will be implemented;
- Need to manage expectations both internally and externally.

Risk Score

- High risk due to being in the first tranche, which is due to take place in Summer (dates not yet specified).

Existing Risks

Of the existing risks 8 have 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.	No change, not due to report till 30/6/18	9	Medium
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	Social media training forms part of middle manager development programme and is delivered to individuals and teams as required throughout the year. The policy and guidance will be reviewed to ensure it keeps pace with issues and trends. Updated media training to be offered to managers outside of middle manager development programme. Scanning and planning function helps anticipate and plan for specific reputational risks. GDPR compliant guidelines on use of personal data in the form of images to be issued to all staff.	9 – no change	Medium
9	Retention and recruitment of RDS staff impacts on RDS appliance availability	RDS Strengthening & Improving programme in place for 2 years. RDS Pay review implemented during 2017 after Union consultation. Retained Support Officers implemented and now established across the county, focus on supporting staff through their developmental stages and improving efficiency and effectiveness of recruitment work. A new Recruitment Vehicle has been established and is being piloted across the Service with good levels of utilisation and improved visibility reported by those staff engaged in recruitment activity. On-going activity around RDS recruitment campaigns is starting to show benefits with successful	Reduce to 9	Medium

		completion of recruits courses in 2017 now running at between 85-95% (was at 50% in 2015). For those who fail the RDS course the RSO's maintain contact and developmental work with a view to attendance on subsequent courses.		
10	Lack of workforce planning resulting in significant over/under provision of staff and resulting impact on service and finances	Previously discharged		
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.	Following the independent audit of Health and Safety and Environmental Management Systems carried out as part of our OHSAS 18001 and ISO 14001 certification process non-conformances and opportunities for improvement are collated together into the SHE Audit Improvement Action Plan and monitored to conclusion through the Health, Safety and Environment Advisory Group.	9 – no change	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	The Information Management Strategy has developed from the original policies, a 'road map' of work needed to take the Service forward has been agreed. Information Management related projects are progressing as scheduled with governance from Programme Board and DCFO as Sponsor. Compliance with the Data Protection Act (DPA) and the forthcoming General Data Protection Regulation (GDPR) in May 2018 remains a priority. This workstream will be supported by the recent appointment of our Knowledge Information Officer as DPA and GDPR specialist and	9 – no change	Medium

		commissioning of an external review in order to secure an impartial review of our preparedness.		
14	Delayed mobilisation, impacting on service delivery	Work is ongoing on a regional footprint to ensure that the data utilised is accurate, therefore leading to the most effective' time in attendance' for all appliances. The initial review of anticipated time in attendance when compared to the actual time in attendance is providing evidence that further changes are not required. Evaluation work is ongoing and it is anticipated that this workstream will close in early 2018.	9 – no change	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.	Work is ongoing at both a service and regional level in order to prepare for transition to ESMCP. This is focussed upon coverage, transition planning, device support requirements and evaluation of Home Office (HO) documentation such as the vehicle mounted device specifications. The Programme has reported to the Parliamentary Advisory Committee and prioritised work with both key contractors, these being EE and Motorola. At this time LFRS is managing the project with business as usual resources following the secondment of our Project Manager to HO, a replacement has been identified and will start in role in April 2018. Significant progress cannot be achieved until after the HO issue the revised National Transition Plan which is expected by April 2018.	9 – no change	Medium

18	Inability to maintain service provision in spate conditions	The Lancaster accommodation side (not appliance bay etc.) has been built with flood defences and other mitigation works as per flood risk assessment. Other works include elevating all Station Mobilisation Cabinets that are in Flood risk areas. It is proposed to discharge this risk	Reduce to 6	Low
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	Trials of the updated software upon the live system identified a number of errors. Therefore the updates were removed and the previous version of the Vector software remains in use and fit for purpose. Development work to fix the issues is ongoing whilst evaluations of a replacement product are scheduled for January 2018.	Remains at 9	Medium
21	Risk of rapid external fire spread in high rise premise resulting in a major incident	No change, not due to report till 30/9/18	9	Medium
22	Failure to maximise collaborative opportunities presented by Policing and Crime Act 2017	No change, not due to report till 30/9/18	9	Medium
23	Lack of leadership capacity impacting on delivery of services	No change, not due to report till 30/9/18	9	Medium

It is worth noting that an updated National Risk Register has been published by the Cabinet Office. This will be reviewed by the Lancashire Resilience Forum, of which we are a partner, with any relevant risk being reported to the Audit Committee in due course.

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:		