

LANCASHIRE COMBINED FIRE AUTHORITY

AUDIT COMMITTEE

Meeting to be held on 22 March 2018

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

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

Risk

The outcome of the EU court ruling on the Matzak case relating to on-call arrangements in Belgium has a detrimental impact on service provision and/or cost.

Actions

The case looked at the applicability of Working Time in connection with the Belgian Fire Service and their version of On Call Controls.

Legal opinion is being sought in connection with the case to identify its impact in the UK.

Score

Until such time as a legal opinion is received it is impossible to identify an accurate risk score, but as an interim I suggest that this presents a significant risk to the organisation and hence is scored as a high risk (15).

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	<p>The Final Settlement for 18/19 was in line with the four year settlement previously agreed. Next year's draft settlement was also in line with previous figures. Hence, barring exceptional circumstances, we anticipate next year's settlement showing a funding reduction of £0.5m. However there still remains some uncertainty surrounding the impact of Brexit. In addition the Government is currently consulting on a Fair Funding Review and changes to the Business Rates Retention Scheme, both of which may impact on future funding</p> <p>Based on current budget estimates we will be faced with a funding gap of £1.2m in 19/20 (assuming council tax is increased by 3%).</p> <p>The Authority will continue to review opportunities for further savings.</p> <p>The Authority holds sufficient reserves to enable it to meet this funding gap in the short to medium term.</p>	Remains at 9	Medium
2	<p>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.</p>	No change, not due to report till 30/6/18	9	Medium
3	Insufficient staffing	Previously discharged		

	resources, due to Industrial Action, to deal with operational demand and fulfil statutory responsibilities			
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.	Through the Operational Assurance Group, Prevention, Protection and Response Task and Strategic Groups along with the Health, Safety and Environment Advisory Groups, internal and external learning are monitored and fed into the Training and Operational Review department to influence operational training. Internal Audit review being undertaken at present	Remains at 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	No change, not due to report till 31/12/18	9	Medium
9	Retention and recruitment of RDS staff impacts on RDS appliance availability	No change, not due to report till 31/12/18	9	Medium
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.	No change, not due to report till 31/12/18	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	<p>Compliance with the Data Protection Act (DPA) and the forthcoming General Data Protection Regulation (GDPR) in May 2018 remains a priority.</p> <p>This work stream will be supported by the recent appointment of our Knowledge Information Officer. This post holder will ensure that Information Sharing Agreements and Information Management Systems are managed to be both efficient and compliant with the forthcoming Date Protection (GDPR) legislative changes. This work is a formal project managed at Group Manager level and has dedicated Terms of reference and work plans.</p> <p>Work remains ongoing in order to deliver performance management integration within our District Plans. Post Incident Activity Logs are now automated and work continues to automate the wider District Plan Key Performance Indicators (KPI's).</p> <p>Once this work completes Service Delivery staff will have a single source work platform that negates the need to interrogate our various systems such as IRS, CORVU, CFRMIS.</p>	Remains at 9	Medium
14	Delayed mobilisation,	No change, not due to report	9	Medium

	impacting on service delivery	till 31/12/18		
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 31/12/18	9	Medium
18	Inability to maintain service provision in spate conditions	Previously discharged		
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	<p>ICT Asset Mgt Plan in place, which identifies replacement timeframes for existing systems.</p> <p>Revised ICT Strategy presented to Resources Committee in March 2018 and includes work stream to improve user experience.</p> <p>BPIP consider all new ICT systems/developments, as part of this consideration is given to capacity planning in terms of ICT resource and impact on end users</p> <p>CPB consider outcomes from BPIP</p> <p>Additional Systems Engineering posts are now filled with the individuals already having a positive impact on the back log of work.</p> <p>The introduction of Apprentice roles should allow additional capacity to build. ICT are still carrying vacancies however work continues on filling these, with ICT working with HR to explore options to attract skilled staff such as telecommuting in addition to Apprentice/Graduate programmes.</p> <p>Existing capacity has enabled</p>	Reduce to 9	Medium

		ICT to start looking at new projects that they have been unable to support in previous years.		
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 31/12/18	9	Medium
21	Risk of rapid external fire spread in high rise premise resulting in a major incident	To date one section of ACM cladding, which was managed via risk assessment/arrangements Risk based inspection programme on-going, 148 inspections complete, and 16 premises outstanding (these are lower risk properties comprising low rise hospitals, schools, and non-sleeping commercial premises).	Remains at 10	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
24	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	No change, not due to report till 30/6/18	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:		