

LANCASHIRE COMBINED FIRE AUTHORITY

AUDIT COMMITTEE

Meeting to be held on 24 July 2018

RISK MANAGEMENT

(Appendices 1 and 2 refer)

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.

In addition a review of the risk management strategy has been undertaken, and an updated strategy is presented for approval

Decision Required

The Committee is asked to:-

- note the actions taken;
- endorse the revised corporate risk register;
- agree the revised risk management strategy.

Information

The latest review of the corporate risk register has not identified any new risks which warrant inclusion on the corporate risk register.

Existing Risks

Of the existing risks 2 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 31/3/19	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.	The outstanding plans (86) that required review are on target for completion by the end of July 2018 as scheduled. The new digital forms based upon the operational crews Ipad are fully functional. All training has been completed including those for Station Managers with regards to audit. Operational Assurance Team scrutiny and reviews will commence in August 2018. Reviews of the Information Sharing Agreements with neighbouring FRS' are ongoing in readiness for digital cascade of risk information exchange for premises within 10km of a county border.	Remains at 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.	Previously discharged		

7	Failure of key ICT systems resulting in disruption to services	<p>The planned strengthening of the NWFC Data Centre is under way with the equipment required on order; the additional resources for Systems Engineering have allowed ICT to develop a programme of modernisation to the ICT infrastructure which will see upgrades to some of our key architecture completed by the year end. The WAN Replacement is currently in design and will also be delivered by the end of the year , this will significantly enhance our network resilience.</p> <p>We are also looking at the vacant Network Security Manager role to rewrite the job description to align with the developing cyber security and information governance requirements of the Service.</p>	Remains at 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	12	Medium
10	Lack of workforce planning resulting in significant over/under provision of staff and resulting impact on service and finances	Previously 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 31/12/18	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	No change, not due to report till 31/12/18	9	Medium
14	Delayed mobilisation, impacting on service delivery	No change, not due to report till 31/12/18	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 31/12/18	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	No change, not due to report till 31/3/19	9	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 31/12/18	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 31/12/18	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	Resources allocated to the required preparatory work to meet the needs of the HMICFRS inspection process. Creation of an internal review and subsequent self-assessment against the draft inspection criteria including the collation of key evidence and identification of any shortfalls of evidence. Completion of the HMICFRS returns including a corporate narrative overview, statements against the diagnostics covering effectiveness, efficiency and people including the submission of associated evidence. Inspection completed week commencing 9 July. Report due completion October (released at same time as other Tranche 1 reports)	Proposal to discharge	
25	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.	No change, not due to report till 30/9/18	15	High

The Lancashire Resilience Forum (LRF)

In addition to our own Corporate Risk register the Fire Service has a duty to work in collaboration with partner agencies to plan for and respond to emergencies. The Lancashire Resilience Forum was created to facilitate this joint work, and involves the emergency services; local authorities; health agencies; Environment Agency and Maritime Coastguard Agency. Voluntary groups; transport providers; utility providers and local businesses provide help to the Forum.

The LRF work together to prepare and respond to emergencies in Lancashire by:

- Considering the hazards that feature in Lancashire, assessing the impacts of the risk and providing this information to the public in a Community Risk Register;
- Creating plans to help make the risks safer and to respond and recover should an emergency happen;
- Responding together in a coordinated way when something does go wrong;
- Training and testing to make sure we are ready;
- Learning the lessons from incidents and exercises.

The potential for national emergencies are determined by Government. The LRF considers the national issues alongside the local risk context, identifying the risks within the county and assessing how likely they are to lead to an emergency and the potential impact they would have. This information is used to create a Community Risk Register, attached as appendix 2, with the top risks in Lancashire being identified as follows

- Flu-type pandemic;
- Flooding;
- Terrorist attack;
- Industrial incident;
- Loss of essential services;
- Cold weather and snow;
- Heatwave;
- Storms and gales.

The LRF then identifies where plans are needed and arrangements required to deliver a multi-agency response. There are many emergencies that create similar problems that the LRF includes in its plans and considers when responding:-

- Disruption of road, rail and air transport networks which will require provision of help and information to those who may be stranded;
- Displacement of people who may not be able to get home or have been evacuated from home or work which may require the provision of safe places to shelter and transport to get there;
- Debris, rubble or contaminated/polluted land, air or water left behind after an event such as flooding which will need to be cleared and made safe;
- Large numbers of deaths or injuries with plans needed to help hospitals deal with an increased number of patients and mortuary spaces so that people can be treated with dignity;
- Loss of electricity, gas, water, oil or telephone with plans needed to issue advice to help people stay safe – especially those who may be more vulnerable and work with suppliers to manage interruptions;
- Disruption to public services such as school closures, bin collections, welfare payments.

The Service is an active member of the LRF with the risks identified by the LRF being considered for inclusion in our Corporate Risk Register, or covered by existing Business Continuity arrangements. Examples of this being Risk 18 Inability to maintain service provision in spate conditions which covers many of the key risks identified and which is supported by the Severe Weather Tactical Business Continuity Plan, on a similar basis the risk of a flu pandemic has previously been included in the corporate risk register (and should the likelihood of an outbreak increase would be re-instated on the register) and is covered by our existing Staff Absence Tactical Business Continuity Plan.

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:		