

LANCASHIRE COMBINED FIRE AUTHORITY

AUDIT COMMITTEE

Meeting to be held on 27 September 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.	No change, not due to report till 31/12/2018	9	Medium
3	Insufficient staffing resources, due to Industrial Action, to deal with operational demand and fulfil statutory responsibilities	<p>The FBU has rejected the current 2% pay offer and as part of that the Executive Council has recommended the following</p> <ul style="list-style-type: none"> • That the proposed pay uplift should be made and negotiations should continue. • That FBU members should be consulted on the issue with a decision made at the Executive Council scheduled for 18-20 September. • That the employers should be informed that their proposal does not address the broader needs of the service or those working within it. • That a brigade level audit be undertaken of all work currently undertaken within FRSs in order to identify those areas which are outside of the agreed role maps – and which are therefore being undertaken either without pay or under inadequate pay arrangements. • That plans are drawn up for a major campaign of lobbying at local and 	Increases to 12	Medium

		<p>national level to highlight the gross underfunding of the fire and rescue service and to make the case for investment and for significant increases in pay for Grey Book staff.</p> <ul style="list-style-type: none"> • That members are consulted on the need to prepare for industrial action. This includes the need to prepare for strike action as well as developing plans for a withdrawal from all non-agreed or non-contractual work currently undertaken within the service. <p>An update on the outcome of the Executive Council meeting will be provided at the meeting, if available</p>		
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	No change, not due to report till 30/6/2019	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	No change, not due to report till 31/3/19	9	Medium

	development that are implemented			
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	Well-developed relationships with Lancashire Constabulary and NWS Regular meetings to discuss issues/opportunities Collaboration already taking place i.e. EMR, Gaining Entry, Missing Persons, Air Support (Drone), Site Sharing etc. Statement of Intent agreed and signed off at Deputy Chief Officer level between LFRS and Lancashire Constabulary External training for both organisations Senior Management Teams delivered by Shares Services Architects. Work areas considered and a 32 item collaboration log has been created. 3 core projects to be progressed to scope report status:- <ul style="list-style-type: none"> • multi office role • response arrangements • public order training at Washington hall 	Remains at 9	Medium
23	Lack of leadership capacity impacting on delivery of services	Leadership Development Programme commencing September for Crew Managers this will be delivered during 2018/2019. Currently evaluating leadership development	Remains at 9	Medium

		needs for the future and consulting with staff in relation to the performance management arrangements.		
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	Previously discharged		
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.	On more detailed examination, the case was not directly applicable to the UK, the issue in question was also resolved before further consideration by the Belgium Courts. The issue has been raised at national level and appropriate guidance is awaited	Reduced to 10	Medium

Risk Management Strategy

The Service has also reviewed its Risk Management Strategy and an updated version is attached as appendix 2. The main changes are:-

- The strategy now cross-references to other key documents, IRMP, Strategic Assessment of Risk etc.
- The definition of Risk Management has been updated to a UK best practice definition
- Reference to project and programme risks has now been included
- The section on responsibilities has been updated

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:		