

## LANCASHIRE COMBINED FIRE AUTHORITY

### AUDIT COMMITTEE

Meeting to be held on 29 January 2019

### 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 not identified any new risks which warrant inclusion on the corporate risk register.

#### Existing Risks

Of the existing risks 9 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	The outstanding SSRI plans (86) that required review were completed on target by the end of July 2018 as scheduled. The new digital forms based upon the IPad are fully functional and the quality of risk information gathered is a key	Remains at 9	Medium

	<p>incidents: Risk information is provided to operational staff based on premises information and premises risks are identified on a continuous basis although this is not consistent throughout the Service.</p>	<p>focus for operational crews. All training has been completed including those for Station Managers who have responsibility for the verification of the content. With regards to independent quality assurance / audit, the Operational Assurance Team has been commissioned to carry out the relevant scrutiny with 18 SSRI reviews (across varying levels planned to complete by March 2019. A key priority through 2019 / 20 is the review of SSRI plans associated with High-rise Buildings across Lancashire. This will be completed jointly by operational crews and Fire Protection staff members. 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.</p>		
3	<p>Insufficient staffing resources, due to Industrial Action, to deal with operational demand and fulfil statutory responsibilities.</p>	<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"> <li>• That the proposed pay uplift should be made and negotiations should continue.</li> <li>• That FBU members should be consulted on the issue with a decision made at the Executive Council scheduled for 18-20 September.</li> <li>• That the employers should be informed that their proposal does not address the broader needs of the service or those working within it.</li> <li>• 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.</li> </ul>	<p>Increases to 12</p>	<p>Medium</p>

		<ul style="list-style-type: none"> <li>• That plans are drawn up for a major campaign of lobbying at local and 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.</li> <li>• 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.</li> </ul> <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.	Emergency communication plan and toolkit covers all aspects of risk including business continuity issues, emergencies and broader reputational risk, and fulfils requirements of the Lancashire Resilience Forum emergency communications plan. Documents	Remains at 9	Medium

		<p>were updated in September 2018 following Winter Hill moorland fire learning. Plan regularly tested during exercises.</p> <p>A social media management tool was procured in February 2018 which provides ability to monitor and manage, if required, social media activity by stations.</p> <p>Revised image consent forms have been produced in line with GDPR however social media guidelines are yet to be updated in respect of images and personal data, as a preferred method of processing and storing images has yet to be determined by the Service. In addition to the middle manager development programme, media and social media training is delivered to staff in departments and on stations on an ad hoc basis by the communications team.</p>		
9	Retention and recruitment of RDS staff impacts on RDS appliance availability.	<p>RDS Pay review implemented during 2017 after union consultation. Retained Support Officers now well established and the benefits starting to show through in the distance travelled amongst firefighters in the development stages of their careers. RSO's continuing to embed 'core skills' workshops on stations and STC staff routinely delivering Incident Command skills across a variety of topics to RDS staff to improve competency as well as sense of feeling valued. On-going activity around RDS recruitment campaigns is starting to show benefits with successful completion of recruits courses over the 3 campaigns in 2018 running at 85% (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 course. Ratio of starters to leavers also improving; in 2018 we have had 63</p>	Remains at 9	Medium

		starters and 53 leavers compared to 60 starters and 60 leavers in 2015.		
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.	In 2011 Lancashire Fire and Rescue Service (LFRS) was successful in certification to ISO 14001 the International Standard for Environmental Management Systems and OHSAS 18001 the Health and Safety Management System standard. Each year surveillance audits are carried out to ensure that the standards continue to be adhered to and to ensure continuous improvements are made. Every three years LFRS has to apply for re-certification to maintain the standards. On 13 February 2018 both standards were recommended for continued certification following a re-certification audit. To achieve and maintain these standards at the same time clearly demonstrates that robust systems are in place for both Health and Safety and the Environment.	Remains at 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.	The Information Governance Team has assisted with the creation of a new data protection LearnPro module; this will further support the Service in effective information management by increasing staff awareness. The Service has also provided specialist data protection and GDPR training to increase staff knowledge and engagement with the subject matter. Staff have received information	Remains at 9	Medium

		governance focused training. Data protection has been added as a standard agenda item to several key papers in the Service; this ensures that data protection / information management continues to be considered from the inception of any new project / system implementation and / or data sharing arrangements which involves the use of personal data. More general information tasks related to the Information Management Strategy will be supported by the recruitment of a fixed-term Records Officer.		
14	Delayed mobilisation, impacting on service delivery.	New road speed algorithms have now been deployed onto a test server at NWFC. This is currently being tested by the four FRS to assess its accuracy. Expected roll out mid-2019.	Remains at 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.	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. LFRS is managing the project with a dedicated Project Manager through Home Office allocated funding. Significant progress cannot be achieved until after the HO issue the revised National Transition Plan which is expected by February 2019 following anticipated approval of the Full Business Case refresh.	Remains at 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 developments 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.	The new version of vector was found to have AVLS inaccuracy of 100m which is very problematic when using the planning function, and hence has not been implemented. Work has also yet to begin on the integration of any drone footage into the solution. Given how slow development work is and concerns about the longer term maintenance of the software a new project has now commenced to deliver a new command software solution prior to the current Telent contract finishing.	Remains at 9	Medium
21	Risk of rapid external fire spread in high rise premise resulting in a major incident.	Complete inspection programme Update relevant SSRIs. 2018 inspection of residential high rise programme completed. Planning 2019 high rise inspections to be included within the RBIP and to include joint inspections with Local Authority Housing Departments. Review amendment to PDA in light of further information from the Grenfell Inquiry.	Remains at 10	Medium
22	Failure to maximise collaborative opportunities presented by Policing and Crime Act 2017.	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. Statement of Intent agreed and	Remains at 9	Medium

		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"> <li>• multi officer role;</li> <li>• response arrangements;</li> <li>• public order training at Washington Hall.</li> </ul>		
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 needs for the future and consulting with staff in relation to the performance management arrangements.	Remains at 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.	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

### 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:		