

LANCASHIRE COMBINED FIRE AUTHORITY

AUDIT COMMITTEE

Meeting to be held on 28 January 2020

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 10 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 31/3/20.	16	High
2	Premises Risk Information: That operational staff do not have available adequate and reliable premises information to efficiently resolve operational incidents: Risk	The Operational Assurance Team has carried out the independent scrutiny of SSRI reviews (across varying levels). A key priority through 20/21 is the review of SSRI plans associated with built	Remains at 9	Medium

	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.	environment risks. This will be completed jointly by the newly created BEAT (Built Environment Assessment Team). Information Sharing Agreements with neighbouring FRS' are completed for digital cascade of risk information exchange for premises within 10km of a county border. Response and Emergency Planning section is undertaking assurance (dip sample) of Level 4 PORIS.		
3	Insufficient staffing resources, due to Industrial Action, to deal with operational demand and fulfil statutory responsibilities.	No change, not due to report till 31/3/20.	12	Medium
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 31/3/20.	9	Medium
7	Failure of key ICT systems resulting in disruption to services.	No change, not due to report till 30/6/2020.	9	Medium
8	Loss of corporate reputation through negative publicity.	Refresher training on both media and social media planned for current year.	Remains at 9	Medium
9	Retention and recruitment of RDS staff impacts on RDS appliance availability	Role of Retained Support Officers well established and the benefits starting to show through in terms of addressing development issues. Continuing	Remains at 9	Medium

		improvement in number of new starters compared with leavers and in terms of number of personnel successfully completing the recruit's course.		
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 since last reported. Health and Safety Management System (HSMS) remain in place certified to ISO 45001:2018 to develop, maintain and continuously improve the HSMS.	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.	Work remains ongoing in order to deliver performance management integration within our District Plan, the first stage of which is to prototype a CorVu replacement. If successful, this should be developed further to automate the wider District Plan Key Performance Indicators (KPI's). The Information Management Strategy has been supported by the recruitment of a Data Management Officer and a fixed-term Records Officer.	Remains at 9	Medium
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 in New Year.	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.	No change since last reported as we are still awaiting a revised National Transition Plan 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 development that are implemented.	No change, not due to report till 31/3/20.	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.	A new project has now commenced to deliver a new command software solution and work is on-going to develop the specifications to move the Service forward towards procurement.	Remains at 9	Medium
21	Risk of rapid external fire spread in high rise premise resulting in a major incident.	Relevant inspections completed. Built Environment Assessment Team has been created following the release of the Grenfell Phase 1 report and associated recommendations, and in light of a number of significant / protracted fires wherein the building has failed or not behaved in the manner anticipated. Terms of Reference for the team are being developed which will give the service a greater understanding of the risk that exists across the building stock in Lancashire. Specifically in relation to the more complex built environment, that	Remains at 10	Medium

		incorporates modern methods of construction, which warrants a more focussed and detailed assessment, that will subsequently enhance the operational service delivery and protection services that we offer.		
22	Failure to maximise collaborative opportunities presented by Policing and Crime Act 2017.	No change, not due to report till 31/3/20.	9	Medium
23	Lack of leadership capacity impacting on delivery of services.	New performance management/appraisal system introduced. A more formal approach to Talent Management has been introduced which aspires to be an open, transparent approach and encourages individuals and line managers to reflect on their current position, for feedback to be given and opportunities for development identified through a lifetime/career conversation if this is something the individual wishes to pursue. Leadership development programmes continue to be delivered. Future workforce needs are reviewed on an ongoing basis, this is particular relevant in light of potential impact of transitional pension 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	Previously discharged.		

	arrangements in Belgium has a detrimental impact on service provision and/or cost.			
26	Increase in costs of and/or lack of availability of goods and services, following Brexit.	No change, not due to report till 30/9/20.	12	Medium
27	Increase in costs associated with changes to pensionability of allowances.	No change, not due to report till 31/3/20.	16	High
28	Discontinued or long term malfunction in the KPI management software product (CORVU).	No change, not due to report till 31/3/20.	6	Medium /Low

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:		