

**LANCASHIRE COMBINED FIRE AUTHORITY  
AUDIT COMMITTEE**

Meeting to be held on 28 July 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.

**Recommendation**

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 consideration for 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	2019/20 was the final year of the 4 year funding settlement. We had previously anticipated a new 4 year Spending Review being publicised, however due to uncertainty this has been delayed until summer 2020. As such 20/21 is a one year settlement, with a four year settlement anticipated later this year. Running alongside this is a Fair Funding Review and the prospect of moving to a 75% Business Rates Retention model, both of which will impact future funding. As such it is impossible to predict what future funding will look like, which is reflected in the Medium	Remains at 16	High

		<p>Term Financial Strategy (MTFS). The budget for 21/22 and beyond assumes a funding increase of 1.5% each year, and is based on assumptions contained within the MTFS shows a funding gap of up to £0.6m in subsequent years. The Authority holds sufficient reserves to meet this in the short to medium term.</p> <p>The March 2020 Budget launched the Comprehensive Spending Review 2020 (CSR), setting out the overall level of public spending within which the CSR will be delivered. It is unclear what will happen to this given the current pandemic. The latest assumption is that we will see a further one year budget in 21/22 and a subsequent Spending Review report in that year, covering resource budgets for three years from 2022/23.</p>		
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>	<p>No change, not due to report till 30/9/20</p>	9	Medium
3	<p>Insufficient staffing resources, due to Industrial Action, to deal with operational demand and fulfil statutory responsibilities</p>	<p>We are continuing to monitor the position regarding national pay awards, pensions and related role map reviews.</p> <p>The latest Employees Side pay claim issued in June 2020 highlighted that " Using CPI as the measure of inflation a competent</p>	Remains at 12	Medium

		firefighter needs an increase of £4,091 to restore real wages lost over the decade of austerity” and went on to say “the employers’ side of the NJC needs to urgently address these issues by means of an immediate and substantial pay increase to NJC rates of pay”		
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.	The Operational Assurance Team continues to assess operational readiness through station visits, incident / exercise monitoring and debriefing. The team publishes a quarterly performance report to promote staff awareness of key operational performance issues, and monitor knowledge / understanding of issues identified in this. The dedicated Incident Command Training team continues to evaluate performance in this area, and Incident Commanders are now required to maintain a command license.	Remains at 9	Medium
7	Failure of key ICT systems resulting in disruption to services	New Wide Area Network complete. Due to complete migration to windows 10 and Office 2019. Start work to consolidate our 3 data centres to facilitate any potential SHQ relocation. Extend the use of Cloud services where appropriate. Upgrade Exchange infrastructure.	Remains at 9	Medium

8	Loss of corporate reputation through negative publicity	No change, not due to report till 31/12/20	9	Medium
9	Retention and recruitment of RDS staff impacts on RDS appliance availability	No change, not due to report till 31/12/20	9	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 30/9/20	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 31/12/20	9	Medium
14	Delayed mobilisation, impacting on service delivery	No change, not due to report till 30/9/20	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.	In 2019/20 the Programme awarded contracts to 2 suppliers for the creation and delivery of fixed vehicle devices for use in the fire appliances and wider fleet. The NW region is working closely	Remains at 9	Medium

		with these providers to ensure the equipment meets our technical and end user requirements. In April 2020 the Programme made available equipment that has enabled LFRS to commence with the testing of coverage in order to gain the required assurances that the provision of network coverage is to contractual criteria and fit for purpose.		
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	Creation of Digital Transformation as a standalone department will allow ICT to focus on core infrastructure and increase development capacity once fully staffed. Currently recruiting additional staff for this team Introducing 4 apprentice roles across ICT and DT. Continue to review priorities for development capabilities.	Remains at 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 30/12/20	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 30/9/20	10	Medium
22	Failure to maximise collaborative opportunities presented by Policing and Crime Act 2017	Blue Light Collaboration Board has been extended to NWAS and both Programme and Sponsor level attendance at meetings is from the 3 blue light services. In order to evaluate the effectiveness of the collaboration work to date consultants have been commissioned to carry out a review of the work to date. This work has been delayed due to the	Remains at 9	Medium

		ongoing Covid 19 Pandemic and findings will be considered once the report is completed.		
23	Lack of leadership capacity impacting on delivery of services	No change, not due to report till 31/12/20	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.	Previously discharged		
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	The Service has agreed with representative bodies which allowances are pensionable, and an implementation date of 1 June 2020 is the timeframe for implementing this. The position on backdating is unclear and the service is still in discussion with representative bodies on this. An additional £600k has been included in the 20/21 budget to cover additional employer contribution costs associated with this.	Remains at 16	High

28	Discontinued or long term malfunction in the KPI management software product (CORVU)	Interim maintenance of CorVu continues within team to maintain functionality. The upskilling of the new GIS Analyst to reduce the single point of failure is underway. We are continuing to review systems used in the sector to inform replacement options.	Remains at 6	Low
29	High levels of staff absence due to pandemic.	The pandemic Business Continuity Plan was implemented from March 2020 in response to Covid-19. Incident Management Teams and various sub-groups were implemented to manage impacts including – enhanced monitoring of staff absence levels, notification processes, Health & Safety guidance, appliance crewing models, increased home and remote working, re-defined core activities and support to Lancashire Resilience Forum work streams. Occupational Health Unit department to provide advice to managers/staff. Ongoing liaison with LRF / Emergency Planning Depts. To date staff absence as a result of the pandemic has been low and hence appliance availability has been maintained throughout the period to date.	Remains at 25	High

### **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:		