

# Lancashire Combined Fire Authority

## Audit Committee

Meeting to be held on 29 March 2022

## Risk Management

### Appendix 1 refers

Contact for further information - Keith Mattinson – Director of Corporate Services  
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### *Executive Summary and Recommendations*

#### **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 identified one new risk which warrants consideration for inclusion on the corporate risk register: -

#### Removal of DCP/Outcome of Emergency Cover Review (ECR)

There is a risk that the Emergency Cover Review is unable to identify suitable and affordable alternative duty systems for the DCP stations.

ECR working groups have been set up to engage with existing DCP staff to look at future duty systems. Potential cost implications will be closely monitored to ensure these are reflected in future updates to our MTFS.

This is currently classed as a high risk as the review is in its early stages and the cost implications if all stations returned to the 2-2-4 shift system are very significant.

#### Existing Risks

Of the existing risks 6 have been reviewed, and an updated corporate risk register is attached as appendix 1, with changes summarised below: -

Table 2 Summary of Corporate Risk Register Changes

		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	Whilst the Local Government Finance Settlement only covered one year (2022/23) the £5 flexibility provided in respect of council tax increases has enabled the Authority to 'right size' the budget and puts the Authority in a better position to meet future financial challenges. The MTFS showed the Authority being able to set a balanced budget over the next 5 years, assuming funding increased by 1% per annum, future council tax referendum limits were maintained at 2%, and assuming pay awards were 2% each year. Obviously if any of these assumptions are wrong the financial position will be more challenging	Reduces to 12	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 30/11/22	9	Medium
3	Insufficient staffing resources, due to Industrial Action, to deal with operational demand and fulfil statutory responsibilities	No change, not due to report till 31/7/22	12	Medium
4	Lack of availability of water supplies for fire fighting prevents effective fire fighting resulting in	Previously discharged		

	additional damage to property and increased risk to life.			
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 31/7/22	9	Medium
7	Failure of key ICT systems resulting in disruption to services	No change, not due to report till 31/7/22	9	Medium
8	Loss of corporate reputation through negative publicity	Updated guidance on corporate use of social media has recently been published and Teams training sessions are due to be offered to any staff who wish learn more. New users of corporate social media have to undertake training with the communications department and anyone can request refresher training. All staff must operate social media within the parameters of the policy set out in the email and internet acceptable use policy. The photography, film and graphic design service order was updated in 2021 and covers the policy on image use.	Remains at 9	Medium
9	Retention and recruitment of RDS staff impacts on RDS appliance availability	Overall vacancy levels have increased at approx 26%, and On-Call pump availability has dropped to circa 78% in Quarter 3 of 2021/22. Work continues between On Call Support Officers (OCSOs) and HR on the recruitment of on-call staff. For those who fail the on-call course the OCSOs continue to maintain contact and undertake developmental work with a view to attendance on subsequent courses. OCSOs/HR additionally monitor	Remains at 9	Medium

		<p>success of on-call recruitment initiatives.</p> <p>There are three current OCSOs post vacancies that the Service will look to fill to further support recruitment within Areas.</p>		
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 30/11/22	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	We are currently recruiting into various roles to support this. Until this is concluded the Service Solicitor is supporting this. Information management and effective use of data will progress through the development of Power BI, but this is a longer term piece of work.	Remains at 9	Medium
14	Delayed mobilisation, impacting on service delivery	No change, not due to report till 30/11/22	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 31/7/22	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	No change, not due to report till 31/7/22	9	Medium

	inability of staff to keep pace with new 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	We are currently undertaking a procurement exercise for a replacement system.	Remains at 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 30/11/22	10	Medium
22	Failure to maximise collaborative opportunities presented by Policing and Crime Act 2017	No change, not due to report till 30/11/22	9	Medium
23	Lack of leadership capacity impacting on delivery of services	No change, not due to report till 31/7/22	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	We have updated the risk to cover the same issues arising from both Brexit and the current war in Ukraine.	Remains at 12	Medium
27	Increase in costs and administration associated with changes to pensions	No change, not due to report till 31/7/22	16	High
28	Discontinued or long-term malfunction in the KPI management software product (CORVU)	No change, not due to report till 30/11/22	6	Low

29	High levels of staff absence due to pandemic.	No change, not due to report till 30/11/22	15	High
30	Changes to Emergency Response Driver Training leading to a reduction in trained appliance drivers and hence impacting pump availability	<p>The increase in course duration for Emergency Response Driver Training will commence from April 2022.</p> <p>We have increased the Driver Training department establishment by an additional full time Driver Trainer.</p> <p>To provide flexibility, particularly for On Call staff, consultation and dialogue has taken place through the On-Call Practitioners Group. The courses will be split into weekly modules with options for a two week back to back course of one week, followed by a second week within a three month period.</p> <p>A review of driver trainer contracts is currently underway</p> <p>We will monitor the impact over time to ensure that new entrants are able to undertake the relevant training and therefore are able to drive appliances</p> <p>This risk may increase over time as personnel leave the service and new entrants are required to comply with the new standard</p>	Remains at 12	Medium
31	Increase in costs associated with major Property projects due to changes in Building Regulations	No change, not due to report till 31/7/22	12	Medium
32	Increase in energy costs	No change, not due to report till 30/11/22	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**

*Table 3 Details of any background papers*

Paper:	
Date:	
Contact:	
Reason for inclusion in Part 2 if appropriate:	