

Lancashire Combined Fire Authority

Audit Committee

Meeting to be held on 28 March 2023

Risk Management (Appendix 1 refers)

Contact for further information:

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Table 1 Executive Summary and Recommendations

<p>Executive Summary</p> <p>The report highlights action taken in respect of corporate risk since these were last reported to the Audit Committee.</p> <p>Decision Required</p> <p>The Committee is asked to note the actions taken and endorse the revised corporate risk register.</p>
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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 15 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 Retained Duty System 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 (2023/24) the £5 flexibility provided in respect of council tax increases has enabled the Authority to set a balanced budget. Looking beyond 23/24, the policy statement that accompanied the finance settlement stated "The core settlement will continue in a similar manner for 2024-25. The major grants will continue as set	Remains at 12	Medium

		<p>out for 2023-24: Revenue Support Grant will continue and be uplifted in line with Baseline Funding Levels". We have therefore assumed that the settlement funding assessment will grow in line with inflation in 24/25 (assumed to be 5.0%) and thereafter by 2.0% (the Government's inflation target). Based on this the Medium Term Financial Strategy showed the Authority having a funding shortfall in future years, but these could be met by additional savings and drawdown of reserves.</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>A new Site Specific Risk Information (SSRI) document and tactical plan template has been developed based on best practice identified through National Fire Chiefs Council (NFCC) and Tyne and Wear Fire and Rescue Service (TWFRS). Our Digital Transformation Team are looking at the feasibility/ impacts of altering the current SSRI form to the proposed new template and documents. Training packages have been developed by our Protection Teams, including a crew training package for this year's crew training day, a 5-day initial course for new recruits, and a suite of modules for staff. These packages have been designed to cover the PORIS methodology in terms of identifying the features present within the built environment that present a risk and understanding the need to capture this information accurately. The Service have introduced Built Environment Risk Management (BERM) Officers. The role is being shaped to include reviewing SSRIs for high-risk premises when they go into interim measures and to</p>	Remains at 9	Medium

		<p>initiate new SSRIs for high-risk premises that come to protection through the planning process. The Mobile Data Terminal (MDT) replacement will be tested to see the interoperability with the current SSRI forms as well as the proposed new template and tactical plan. Following a meeting with the NFCC Content Officer Technical Policy and Implementation Team Mark Hodges, REP have explored best practice in terms of policy for PORIS and have identified TWFRS' approach to be National Operational Guidance (NOG) compliant, and provides more clarity of the process, particularly around risk scoring which is an area that was identified from initial feedback as needing improving. Operational Assurance Officers to continue to monitor and report on the use of SSRIs at incidents.</p>		
3	Insufficient staffing resources, due to Industrial Action, to deal with operational demand and fulfil statutory responsibilities	Following the agreement of the grey book pay award for 22/23 and 23/24 the likelihood of industrial action has reduced significantly.	Reduce to 9	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 30/11/23	9	Medium

7	Failure of key ICT systems resulting in disruption to services.	No change, not due to report till 30/11/23	9	Medium
8	Loss of corporate reputation through negative publicity	Continued awareness and training around the use of social media and messaging apps, including delivery of sessions to staff with HR. Media training continues to be delivered. On-going monitoring and reporting of all forms of communications.	Remains at 9	Medium
9	Retention and recruitment of RDS staff impacts on RDS appliance availability	<p>The number of vacancies within On Call (OC) has increased this year, as recruitment has not matched leavers, leading to a reduction in availability. OC review continues to identify and make proposals across the function aimed at improving recruitment and retention</p> <p>Key activity includes;</p> <ul style="list-style-type: none"> • On Call Support Officer (OCSO) review and recruitment – increased the OCSO No's to 7, developed their role to incorporate delivering recruit training to establish relationships and awareness of recruit skills • Enhanced coordination between OCSO Team Leader, HR, and Corporate communications on recruitment targeting • Development of wholetime “Have a Go” events to showcase OC role at targeted stations • Changes to development requirements, circa 50% reduction in evidence requirements • Amended approach to entry requirements (from other FRS's) 	Increase to 16	High

		<p>Further related activity;</p> <ul style="list-style-type: none"> • Creation of a dedicated OC Station Manager role to maintain progress momentum and coordination of various workstream • DCFO now National lead for OC • NJC workstream on remuneration for OC initiated, to be completed within 8 months, (LFRS to await these proposals) <p>Look forward, plans for OC SM to review/develop;</p> <ul style="list-style-type: none"> • Turn in / out arrangements • Maintenance of skills (level of demand) • Employer engagement 		
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 March 2022, the Health and Safety and Environmental Management Systems underwent an independent audit as part of our ISO 45001 and ISO 14001 certification process. No non-conformances were identified with one opportunity for improvement suggested by the auditor. Following external audit, any non-conformances and opportunities for improvement are collated together into the SHE Audit Improvement Action Plan and monitored to conclusion through the Health, Safety and Environment Advisory Group. LFRS has committed to maintaining the external ISO standards for H&S and Environmental risks with the next external audit due to take place in March 2023	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 CorVu replacement will deliver against the new suite of KPIs, the Records Management Terms of Reference have been written and the Records Management Officer has been appointed to progress this work. The Performance Management and HMICFRS data work will now be stand alone projects (separate from the CorVu replacement project) with its own Terms of Reference and the dept. resources are increasing to deliver against this work.	Remains at 9	Medium
14	Delayed mobilisation, impacting on service delivery	No change, not due to report till 30/11/23	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 30/11/23	9	Medium

18	Inability to maintain service provision in spite of 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 30/11/23	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	Command software contract has been awarded to 3tc. Response and Emergency Planning are building software with ICT. Small command unit now being fitted out. This will test all the software. New software will be installed on all new MDT's.	Remains at 9	Medium
21	Risk of rapid external fire spread in high rise premises resulting in a major incident	No change, not due to report till 30/11/23	10	Medium
22	Failure to maximise collaborative opportunities presented by Policing and Crime Act 2017	A statement of intent has been created and signed by all blue light strategic leads. A meeting structure is in place, with both strategic and tactical meetings being held on a quarterly basis. Through this process, 5 initial projects have been agreed and are being progressed. They are: 1. Missing persons, 2. Site sharing, 3. Community first responding, 4. Leadership development, 5. Command units. The progress of these projects is reported into the strategic meeting and a high level overview report is provided to the CFA Planning Committee.	Remains at 9	Medium
23	Lack of leadership capacity impacting on delivery of services	No change, not due to report till 30/11/23	9	Medium
24	Insufficient preparation for inspection programme leading to opportunities	Previously discharged		

	being lost in terms of national learning and Lancashire's ability to effectively communicate its progress and awareness			
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 30/11/23	16	High
27	Increase in costs and administration associated with changes to pensions	No change, not due to report till 30/11/23	16	High
28	Discontinued or long-term malfunction in the KPI management software product (CORVU)	The CorVu replacement project will deliver against the new suite of KPIs, with the first set of KPIs due to go live in April. The existing platform has stabilised, providing re-assurance about its longevity pending full roll out of the replacement system.	Remains at 6	Low
29	High levels of staff absence due to pandemic.	Given the reductions in absence due to the pandemic it is proposed to reduce this risk to a low risk.	Reduce to 8	Low
30	Changes to Emergency Response Driver Training leading to a reduction in trained appliance drivers and hence impacting pump availability	The increase in course duration for Emergency Response Driver Training will commence from April 2023 as the mandatory contact time will increase. However, this will be partially offset by the trainer to student ratio being changed. The Driver Training department establishment has already been increased by an additional full time Driver Trainer to manage the existing demand. 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	Remains at 12	Medium

		<p>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. 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>		
31	Increase in costs associated with major Property projects due to changes in Building Regulations	No change, not due to report till 30/11/23	12	Medium
32	Increase in energy costs	<p>In order to mitigate the risk of significant increase we use a YPO framework which fixes prices. YPO actively review the market attempting to fix prices at the most favourable rates. We also look to will continue to review the introduction more of energy efficient lighting and heating as well as improving thermal qualities of buildings (e.g. replacing windows/ doors/ facades).</p> <p>The 23/24 budget for energy has been increased to reflect current prices.</p>	Remains at 10	Medium
33	Removal of DCP/Outcome of Emergency Cover Review (ECR).	The ECR was approved by the CFA in December 2022, and is reflected in the MTFs. The implementation of the recommendations will take place over the next 2 years, starting with engagement sessions with affected station based staff (these have already commenced).	Reduce to 12	Medium
34	Future of NWFC	No change, not due to report till 30/11/23	12	Medium
35	Outcome of the White Paper impacting on Governance arrangements	No change, not due to report till 30/11/23	9	Medium
36	Increase in pay costs	The 23/24 budget allowed for pay awards of 5%.	Reduce to 6	Low

		This is in line with the agreed pay award for grey book and exceeds the pay offer for green book. Hence is considered sufficient to meet future costs.		
37	Cyber Security	No change, not due to report till 30/11/23	15	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:

Reason for inclusion in Part 2 if appropriate: N/A