

LANCASHIRE COMBINED FIRE AUTHORITY

AUDIT COMMITTEE

Meeting to be held on 26 January 2017

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 8 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 Retained Duty System 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 31/3/17.	9	Medium

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 risks are identified on a continuous basis although this is not consistent throughout the Service.</p>	<p>Following a review of our SSRI/7(2)(d) plans undertaken by the Service Delivery Audit Team in October 2016, Risk Information to Staff was placed back on the Corporate Risk Register.</p> <p>As a result, spreadsheets were created splitting the existing 674 SSRI/7(2)(d) plans into the 6 Geographical Areas and placing a requirement on the Community Protection Managers (CPM) to manage a review of these existing plans. CPMs were given until 1 January 2017 to complete the review and to update as many of the plans by this date. Any plans which required work beyond this date were to be discussed with the respective Head of Service Delivery in order to provide a clear picture of the work required to ensure a consistent standard across our SSRI/7(2)(d) plans. Whilst the review was taking place, training was arranged for, and delivered to, all Middle Managers to ensure that they were working to the same standards in terms of auditing the existing plans and for any new plans created.</p> <p>The outcome of this initial review is that 667 out of 674 plans have been reviewed, with 7 remaining outstanding. During the review process, 406 out of 674 plans have been updated and deemed fit for purpose. This means that 268 of our SSRI/7(2)(d) plans require further work and explanations of the further work have been provided. Approximately 75% of these 268 plans require basic information such as contact</p>	9	Medium
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		<p>numbers updating and the respective stations are awaiting this information from the site occupier. The other end of the scale is that some of the plans require significant improvement involving input from Operational Crews, Fire Safety Enforcement Officers and HazMat officers to create a complex plan.</p> <p>The pressure continues to be applied to ensure that these outstanding plans are updated in a timely manner, however, it must be appreciated that significant work is required, some of it in Retained Duty System areas (RDS). That notwithstanding, a target date of 01/04/17 has been set for completion of these outstanding plans and this will be monitored using the same spreadsheets on 'R' Drive by the Heads of Service Delivery reporting to ACO Russel.</p>		
3	Insufficient staffing resources, due to Industrial Action, to deal with operational demand and fulfil statutory responsibilities.	Previously discharged.		
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 30/6/17.	9	Medium
8	Loss of corporate reputation through negative publicity.	Emergency communication plan and toolkit comprehensively revised in 2016 to update all aspects of risk including business continuity issues, emergencies and broader reputational risk and to fulfil requirements of the Lancashire Resilience Forum emergency communications plan. Social media policy and guidance requires review to ensure it keeps pace with issues and trends. Media training provision, incorporating social media training requires review.	9 – no change	Medium
9	Retention and recruitment of RDS staff impacts on RDS appliance availability.	Following a successful recruitment campaign the most recent RDS recruit course was 50% over-subscribed indicating that future work being undertaken as part of the RDS Strengthening and Improving work streams is paying dividends. The resultant improvements in availability will be slow to be realised due to the time taken to gain the full complement of skills such as Breathing Apparatus wearer, however, the direction of travel is positive. Further elements of the RDS Strengthening and Improving	Remains at 12	Medium

		work are scheduled to complete, which should realise further benefits in RDS availability.		
10	Lack of workforce planning resulting in significant over/under provision of staff and resulting impact on service and finances.	No change, not due to report till 31/3/17.	9	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.	A further independent audit of Health and Safety and Environmental Management Systems has been carried out as part of our OHSAS 18001 and ISO 14001 certification process. The audit did not identify any significant issues and both standards were recommended for continued certification (subject to the closure of 2 non-conformance issues, which both relate to Operational Controls for third parties working/operating on LFRS premises). As such an agreed system will be implemented to address this.	9 – no change	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 Management Strategy has developed from the original policies, a 'road map' of work need to take the Service forward to ensure we have a workable programme to move the Service forward. A number of projects are underway to facilitate this: <ul style="list-style-type: none"> • CFRMIS 6; • Service Wide Data review; • Corporate Document Centre; • Self Service GIS. Whilst there has been progress in the last 18 months, due to	9 – no change	Medium

		the recent loss of key members of the project staff, there will be a slow-down in progress against what was already a 3 year programme of work.		
14	Delayed mobilisation, impacting on service delivery.	Although mobilising accuracy has vastly improved, LFRS has proposed a further change to the road speed settings based upon evidence gathered; again further improving response accuracy. The data testing and analysis has been carried out and broadly matches that of the work done by Greater Manchester Fire and Rescue Service. We are awaiting North West Fire Control (NWFC) ICT contractor Telent, to undertake testing of a new set of roads speeds based on actual performance.	9 – no change	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.	The national Emergency Services Mobile Communications Project (ESMCP) has now signed the main contracts with EE and Motorola for the network and network equipment respectively. Since the signing of the contract, there has been considerable work done by the suppliers, central programme team and emergency services in the regions. However there are still some areas that need to be resolved, and therefore the original go live for the North West (the first region go-live) September 2017, has moved on 3 months to January 2018. As there are still further	9 – no change	Medium

		details to be added to the national project plan, all Services await the final programme dates, and the regional programme team will update Services as soon as they receive this updated information.		
18	Inability to maintain service provision in spate conditions.	No change, not due to report till 31/3/17.	Remain at 9	Medium
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 31/3/17.	Remain at 12	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 Intellectual Property Rights for the Vector software were bought at auction by Telent, who are the prime contractor for the NWFC ICT mobilising and communication. They have presented to say they will ensure that the original Vector developments as promised under the NWFC contract will be delivered. We are currently awaiting completion of installation and testing to see if the software meets our expectations. Meanwhile the issue of developing the next generation incident Command Software is being undertaken by Chief Fire Officers Association Operational Effectiveness and Training group.	Reduced to 9	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:		