

Risk Cause	Current Controls/ Mitigations	Outstanding Exposures	Likelihood	Impact	Inherent Risk	Actions
Loss or lack of staff due to...					0	
Industrial Action	1) Tactical Industrial Action BCP 2) Operational BCP Industrial Action 3) Grey book pay award agreement 22/23 & 23/24. 4) Undertaken lengthy, robust, thorough planning and testing of the IA BCPs for Grey Book staff. 5) Staff Absence Tactical BCP 6) Departmental mitigations for loss of staff	1. Minimum Service Level bill. 2. Future pay awards. 3. Implementation of the ECR	2	4	8	1) Continue monitoring of the Unions position on current and future potential disputes. 2) Address any potential green book staff industrial action in respective departmental BCPs.
Inability to recruit or retain key staff	1) Stockpiled drinking bottled water through stores. 2) Facility specific BCPs to ID alternative local locations for water supply. 3) Utilisation of open water to replenish water stocks for appliances.		2	3	6	watching brief
Inability to provide sufficient staff in leadership roles	1) Workforce plan agreed and implemented which clearly identifies our challenges and workforce profile. 2) Recruitment policy in place which reviews the success of recruitment campaigns against the knowledge and skills gap. 3) Appraisal system in place, to establish opportunities for development feedback, identification of training needs, development opportunities and talent A more formal approach to Talent Management has been introduced with feedback to be given and opportunities for development identified through a lifetime/career conversation. 4) Leadership Development programmes in place, including in house leadership development, ILM (Institute of Leadership and Management) ELP (Executive Leadership Programme), Leading into the Future (A cross sectoral leadership programme) etc. 5) Coaching and mentoring system introduced Action Learning Sets introduced. 6) Leadership Conferences delivered 7) Talent Gateway in place with clear development and promotion pathways established for operational staff.		2	3	6	1) The Service continues to offer leadership development to supervisory and middle managers. 2) The identification of talented individuals and the creation of a development pathway is currently ongoing at a local level to ensure that there are suitably qualified competent staff to fill future leadership positions. 3) A revised grading structure has been implemented for Green Book employees which should aid recruitment and retention.
Pandemic/ill-health epidemic	1) Tactical BCP Staff Absences 2) Tactical Appliance and Crew Degradation BCP 3) Recommendations on AMS resulting from the COVID debrief 4) LRF recommendations from COVID debrief. 5) Increased remote working capabilities.	Future occurrence of a different type of pandemic, requiring different mitigations and with a different mode of transmission.	2	5	10	1) Continuation of updating relevant plans and H&S information in line with newest developments and research. 2) Explore the possibility of developing an early warning trigger mechanism from HR to inform REP action/monitoring on potential increases sickness and absences. 3) Monitor developments with the increasing measles outbreak
Financial Pressures					0	

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Loss of funding	<ul style="list-style-type: none"> 1) Lobby for a multi-year settlement 2) Monitoring national picture with regards to Fair Funding and Business Rates Retention model to ensure fire service risks / funding adequately represented 3) Lobby for continued Council Tax flexibility (ie £5 flexibility provided in respect of council tax increases in 23/24) 4) Regular updating of MTFS assumptions and scenario planning 		4	5	20	1) Support NFCC in lobbying the new government for multiyear finance settlement that ensure financial sustainability.
Overspending and future financial pressures on MTFS due to increase in costs of goods and services and pay	<ul style="list-style-type: none"> 1) Continuing to monitor any trends in terms of this, with a view to identifying the extent of any impact. 2) Extended lead times considered BaU at the planning stages. 3) Contingencies considered during the planning stages of a project. 4) Medium term financial strategy used for budget planning. 	Dynamic situation of the world markets. Changes in legislation and/or regulatory requirements.	3	3	9	<ul style="list-style-type: none"> 1) Continue to monitor impact, and will incorporate increases in our draft MTFS, as well as reviewing our level of reserves specific to this risk. 2) Continue to asses level of contingencies required on all major projects. 3) Updating of Budget Holder Guidance booklet. 4) Identifying issues via budget monitoring meetings and the various boards.
Future financial pressures on MTFS due to changes in legislation	<ul style="list-style-type: none"> 1) Monitor planned changes in impact on spending plans in the MTFS 2) Consider potential changes in our current spending plans and potential impacts 3) Build in contingencies into future spending assumptions 		3	3	9	1. Develop greater sophistication in MTFS scenario planning
Overspending due to increase in costs and administrations associated with changes to pensions	<ul style="list-style-type: none"> 1) Court decision re FF pensions schemes that Various allowances were deemed pensionable, this being agreed with the FBU. However, as the Service has been unable to reach agreement with the FBU on backdating it has implemented a policy of 6 years backdating for relevant allowances from 1/6/21 2) Court decision re FF pensions schemes that the McCloud/Sergeant judgement deemed the protection arrangements for staff transferring from the 1992 scheme to the 2015 scheme was age discriminatory and therefore illegal, the Governments timescale for remedy is October 2023, hence an agreement has been reached between FBU and LGA to allow a current solution pending the final arrangements called "immediate detriment". This remedy gives personnel the option of having their benefits calculated based on the scheme they were transferred into (2015 scheme) or the scheme that they transferred from (92 or 2006 scheme) 3) Completed the necessary actions for backdating the payment of increased benefits and measures are in place to collect amended contributions. 		4	4	16	<ul style="list-style-type: none"> 1) The government have now issued measures for remedy to be completed by october 2025, this requires considerable recalcluation and data collection.Tthis is being undertaken and should resolve the issue. 2) Set up our own Pension Team to support these exercises who are progressing the various strands but the extent of the changes and complications are extremely resource intensive. 3) Liaising with our Pension Provider on costs and timescales for undertaking the work 4) Liaising with Govt via LGA about meeting the costs of the administrative burden (some funding has been made available for this) and the additional net pension costs
Loss of Utilities					0	
Telecommunications	<ul style="list-style-type: none"> 1) Tactical Mobilising BCP 2) Fallback communication 3) ERAL radio 4) Satellite radio 5) LRF Communications BCP 	Telecommunication companies are commecerical and we cannot influence or oversee their organisational resilience outside of their Crital Infrastrutural requirments.	2	4	8	<ul style="list-style-type: none"> 1) Implementing recommendations from Exercise Mighty Oak - Elaborate on means of communication..... 2) Participating in NWFC BC group to address the communication backups 3) 2024 plan to develop LFRS NPO BCP and test by end of year.

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Power outage	<ul style="list-style-type: none"> 1) Generation backup for SHQ and STC 2) Two mobile generators permanently located at STC 3) NWFRS (Blackburn, Burnely, Chorley, Fleetwood) PFI Stations with own generation 4) Station BCPs 5) Ability to hire additional generators as required. 	<p>Internal procedure for taking the generator out for an unplanned outage not embedded.</p> <p>Contract with third party supplier does not guarantee a generator supply during times of high demand.</p> <p>Completion of load testing may identify some issues with power capabilities.</p>	2	5	10	<ul style="list-style-type: none"> 1) Drafting of a power outage Tactical BCP 2) Implementing the recommendations from Exercise Mighty Oak 3) Full load testing of all LFRS generator capabilities 4) Conduct a cost benefit analysis of strategically locating the mobile generators across Lancashire.
Water	<ul style="list-style-type: none"> 1) Stockpiled drinking bottled water through stores. 2) Facility specific BCPs to ID alternative local locations for water supply. 3) Utilisation of open water to replenish water stocks for appliances. 	<p>Reliance on the water company's BCPs to lessen the likelihood and impact of this risk to LFRS.</p> <p>Procurement of bottled drinking water.</p>	2	4	8	<ul style="list-style-type: none"> 1) Conduct a gap analysis on water outage on a county-wide scale, including bottled drinking water, firefighting water, and hygiene requirements. 2) Consider service delivery and training requirements to reduce water needs as required. 3) Investigate multiagency reciprocal agreements
Fuel	<ul style="list-style-type: none"> 1) Tactical Fuel Disruption BCP 2) LRF Fuel Disruption BCP 3) National NEP-F 4) LFRS Bunkered Fuel 		2	4	8	<ul style="list-style-type: none"> 1) Review and update the LFRS Fuel Disruption BCP 2) Contribute to the updating of the LRF Fuel Disruption BCP 3) Maintain a minimum level of fuel (75%) in bulk storage 4) Diversification of fleet
Loss of ICT					0	
Cyber Security	<ul style="list-style-type: none"> 1. Best practice standards set by the National Cyber Security Centre (NCSC) 2. The e-mail systems have been fully refreshed and all mailboxes are migrated to 365 for even better security and feature enhancements. 3. Aligning with the National Cyber Security Centre best practice security framework. 4. A modern EDR solution has been rolled out to all endpoints giving us greater visibility and detection. 5. All remote working laptops are now in sight of the security team for monitoring purposes. 6. MFA has begun to roll out to users with around a 60% adoption rate so far. security framework 7. Canary Devices now in place to give us an early warning measure for an incident on our network. 	<p>The necessary adoption of cloud based services has effectively more than doubled our attack vector. Government organisations are routinely and relentlessly targeted: of the 777 incidents managed by the National Cyber Security Centre between September 2020 and August 2021, around 40% were aimed at the public sector. This upward trend shows no signs of abating. We have a lack of Incident Response capability currently and this needs address along with our support cover hours.</p>	3	5	15	<ul style="list-style-type: none"> 1. Reattain Cyber Essentials Plus certification. The next re certification involves the prompt replacement of aging hardware/software as well as bringing in scope remote working, Wi-Fi security as well as several other areas which have previously been out of scope. 2. A Cyber Security Strategy approved by Exec board that include things like additional managed services to assist with monitoring the environment, Investment in next generation perimeter defences such as next generation Firewalls and changed to working practice, such as enforcing more secure password and multi factor authentication. 3. Aligning with the National Cyber Security Centre best practice security framework and will continue to do so as that develops. 4. Incident Response Retainer, having a specialist company on call for potential incidents.

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Failure of key ICT systems	<p>1. Resilience, backup and recovery measures all consistently evolving to respond to changing threat and vulnerability profiles.</p> <p>2. Asset replacement policy in place, regularly reviewed. Upgraded firewall's in place to provide perimeter defence, with enhanced email gateway, anti-virus, device control (USB) and removeable HDD encryption measures also rolled out.</p> <p>3. Windows 10 & Office 365 now rolled out.</p> <p>Patch and update policy in operation to ensure servers and workstations are up to date with latest security developments.</p> <p>4. Aggressive vulnerability scanning and remediation procedures now in place, regular security reviews and threat intelligence awareness with partner agencies and NCSC feeds.</p> <p>5. Modern Wide Area Network (WAN) to all administrative and operations sites now in play with improved outbound bandwidth available through Virgin managed internet access.</p> <p>6. Storage Area Network (SAN) data, infrastructure and all essential servers replicated to the disaster recovery site at STC.</p> <p>7. Resilient link from STC to County Hall in order to maintain LCC/OCL supplied services in the event of a failure at SHQ or the link to County, improved resilience in mobilising infrastructure at NWFC.</p>	<p>1. A lack of offline back to use as a last resort if we suffer a major cyber incident or outage.</p> <p>2. Some Network failover issues due to routing complications.</p> <p>3. The growing demand for Wi-Fi has put a strain on aging hardware that wasn't initially designed for modern use cases.</p>	3	4	12	<p>1. Complete migration of users mailboxes to 365.</p> <p>2. Reachieve Cyber Essentials Plus.</p> <p>3. identify pathway to Azure migrate for data, storage & infrastructure.</p> <p>4. Exploit cloud based security controls and increase secure score across subscriptions.</p> <p>5. Implement IDS / IPS defence</p> <p>6. Identify and deploy most suitable SIEM solution</p> <p>7. Monthly data backups to offline storage with airgap</p> <p>8. Replacement of aging Wi-Fi equipment</p> <p>9. Re-Architecture of elements of the network with our new Firewall Refresh increasing resiliency and security.</p>
Death or Serious injury of...					0	
A member of staff or contractor during work activities	<p>1) H&S training</p> <p>2) Risk Assessments</p> <p>3) Health and Safety Management System (HSMS) in place certified to ISO 45001:2018 to develop, maintain and continuously improve the HSMS.</p> <p>LFRS Health, Safety and Wellbeing Plan 2022-27</p> <p>4) Professional H&S advice from the Safety, Health and Environment Department.</p> <p>5) Publication of the service risk profile information – Health and Safety Risk and Opportunities Register resulting in service objectives and actions, Generic Risk Assessments, Service Orders, Standard Operating Procedures etc.</p> <p>6) External audit and scrutiny through External Auditors using ISO standards.</p> <p>7) Nominated Exec Board Director lead for workplace Health and Safety.</p> <p>Health, Safety and Environment Advisory Group / Health and Safety Consultation Meeting monitor performance.</p> <p>8) Joint working with Trade Union Safety Representatives on health and safety issues within LFRS.</p> <p>9) Annual SHE Report presented to CFA for member scrutiny of performance.</p>	<p>1. Unforeseen event resulting a safety event in the workplace.</p>	4	4	16	<p>1) In March 2024, 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.</p>
A member of staff during operational activities	<p>1) H&S training and Incident Command training.</p> <p>2) Risk Assessments</p> <p>3) Health and Safety Management System (HSMS) in place certified to ISO 45001:2018 to develop, maintain and continuously improve the HSMS.</p> <p>LFRS Health, Safety and Wellbeing Plan 2022-27</p> <p>4) Operational Assurance Programme in place to ensure effective response arrangements.</p> <p>5) Publication of the service risk profile information – Health and Safety Risk and Opportunities Register resulting in service objectives and actions, Generic Risk Assessments, Service Orders, Standard Operating Procedures etc.</p> <p>6) External audit and scrutiny through External Auditors using ISO standards.</p> <p>7) Nominated Exec Board Director lead for workplace Health and Safety.</p> <p>Health, Safety and Environment Advisory Group / Health and Safety Consultation Meeting monitor performance.</p> <p>8) Joint working with Trade Union Safety Representatives on health and safety issues within LFRS.</p> <p>9) Annual SHE Report presented to CFA for member scrutiny of performance.</p>	<p>1. Unforeseen issue resulting a safety event at the incident ground.</p>	4	4	16	<p>1) In March 2024, 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.</p>

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A member of the public due to Service activities	1) H&S training and Incident Command training. 2) Risk Assessments 3) Health and Safety Management System (HSMS) in place certified to ISO 45001:2018 to develop, maintain and continuously improve the HSMS. LFRS Health, Safety and Wellbeing Plan 2022-27 4) Prevention and protection referrals 5) Operational Assurance Programme in place to ensure effective response arrangements. 6) Publication of the service risk profile information – Health and Safety Risk and Opportunities Register resulting in service objectives and actions, Generic Risk Assessments, Service Orders, Standard Operating Procedures etc. 7) External audit and scrutiny through External Auditors using ISO standards. 8) Nominated Exec Board Director lead for workplace Health and Safety. Health, Safety and Environment Advisory Group / Health and Safety Consultation Meeting monitor performance. 9) Annual SHE Report presented to CFA for member scrutiny of performance.	1. Unforeseen issue resulting a safety event at the incident ground.	4	4	16	1) In March 2024, 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.
Death of member of staff, visitor or contractor due to on service premises	1) H&S training 2) Risk Assessments 3) Health and Safety Management System (HSMS) in place certified to ISO 45001:2018 to develop, maintain and continuously improve the HSMS. LFRS Health, Safety and Wellbeing Plan 2022-27 4) Operational Assurance Programme in place to ensure effective response arrangements. 5) HSA3 – workplace inspection programme identifies risks and concerns which need action on LFRS sites. 6) Publication of the service risk profile information – Health and Safety Risk and Opportunities Register resulting in service objectives and actions, Generic Risk Assessments, Service Orders, Standard Operating Procedures etc. 7) External audit and scrutiny through External Auditors using ISO standards. 8) Nominated Exec Board Director lead for workplace Health and Safety. Health, Safety and Environment Advisory Group / Health and Safety Consultation Meeting monitor performance. 9) Joint working with Trade Union Safety Representatives on health and safety issues within LFRS. 10) Annual SHE Report presented to CFA for member scrutiny of performance.	1. Unforeseen issue resulting a safety event on an LFRS premises.	4	4	16	1) In March 2024, 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.
Failure to identify and implement learning from past events.	1) Operational Assurance Programme in place to ensure effective response arrangements. 2) Safety event reporting and investigation process to facilitate learning. 3) External audit and scrutiny through External Auditors using ISO standards. 4) Nominated Exec Board Director lead for workplace Health and Safety. Health, Safety and Environment Advisory Group / Health and Safety Consultation Meeting monitor performance. 5) Annual SHE Report presented to CFA for member scrutiny of performance. 6) LFRS SHE Audit and Development Plan to develop, maintain, ensure compliance, review and continuously improve the HSMS.	1. Missed learning opportunity results in organisational omission.	4	4	16	1) In March 2024, 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.
Change in national legislation requiring additional workloads to assess implement and embed					0	

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Changes to Emergency Response Driver Training	<ol style="list-style-type: none"> 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 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. Exec Board decision to revert to previous training requirements until such time as the legislation is brought in. 		3	4	12	<ol style="list-style-type: none"> The increase in course duration for Emergency Response Driver Training is likely to come in to force once section 19 of the road safety act changes. However the duration for the new legislation is still unknown. This will be partially offset by the trainer to student ratio being changed. A review of driver trainer contracts is currently underway. Monitor the impact over time to ensure that new entrants are able to undertake the relevant training and therefore are able to drive appliances. Options scoped to further supplement and support the driving school to meet the identified deficiencies.
Loss of Service Premises					0	
Control room	<ol style="list-style-type: none"> Secondary control Tactical Mobilising BCP Fall-back in Service 		2	3	6	<ol style="list-style-type: none"> Involvement in NWFC BC arrangements and exercises Active participation on NWFC BC Management Group Meetings
Failure to maximise opportunities					0	
Technological advances	<ol style="list-style-type: none"> Digital Transformation team now in place to address horizon scanning and new tech introduction. Digital Strategy now published to provide a roadmap for technical enabling of key organisational strategies. 7 digital themes agreed to drive innovation and enhance digital capacity throughout the service. Revised programme board structure to provide key project and digital initiative oversight. A number of new products and data introduced using digital by default, cloud first technology with several more now agreed and in pipeline / flight. Complete refreshed ICT 5-year plan and DT strategy for publication. Compile options paper for Exec for modern ICT / DT / SDD approach and supporting departmental structures 	<ol style="list-style-type: none"> DT & ICT reactive workload outside of planned work and project portfolio's is compromising R&D ability Increased commitment to BaU and programme / project portfolio fully committing DT 	3	4	12	<ol style="list-style-type: none"> Initiate and mature Community Developer concept Progress innovative partnerships to augment capacity through collaboration Continue to skill-up, train and educate users Re-assigned key resource to progress a strategic technology workstream.
Failure to appropriately manage an event, situation or incident that leads to a loss of public confidence in the Fire Service						

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Failure to provide appropriate communications on events, situations or incidents that could lead to a loss of public confidence in LFRS	<p>1) Warning and informing communications toolkit and business continuity plan covers all aspects of risk including emergencies and broader reputational risk. Plan regularly tested during exercises.</p> <p>2) The communications department also plays a leading role in the Lancashire Resilience Forum warning and informing cell in relation to multi-agency emergency communications, training and exercises.</p> <p>3) Effective reactive press office and proactive media activity to build positive reputation including on-call arrangements for out-of-hours cover.</p> <p>4) Media and social media training forms part of middle manager development programme and is delivered to individuals and teams as required throughout the year.</p> <p>5) Guidance on corporate use of social media is available to all staff and Teams training sessions are offered to any staff who wish learn more.</p> <p>6) New users of corporate social media have to undertake training with the communications department and anyone can request refresher training.</p> <p>7) All staff must operate social media within the parameters of the policy set out in the email and internet acceptable use policy.</p> <p>8) Scanning and planning function helps anticipate and plan for specific reputational risks and daily media monitoring highlights inaccurate reporting and emerging issues that that need to be addressed or corrected. This activity is communicated to members of service management team via a daily media summary email and reputational issues are managed through the executive board.</p> <p>9) The photography, film and graphic design service order has been updated in 2023 and covers the policy on image use.</p> <p>10) HMICFRS culture review recommendations are being implemented.</p> <p>11) Values and behaviours workshops based on core code of ethics being delivered to operational staff by HR.</p> <p>12) Media training delivered to flexi duty officers.</p>	1) Human behaviours	3	3	9	<p>1) Training continues to be delivered. Deliver training in conjunction with HR on use of messaging apps.</p> <p>2) On-going monitoring and reporting of all forms of communications.</p> <p>3) Implement media training for new flexi duty officers.</p>
Operational					0	
Rapid external fire spread in high rise premises	<p>1) National policy reform is underway, but still has considerable distance to travel, involving revised Building Regulations, amendments to the Fire Safety Order in 2012 (giving FRS enforcement powers for cladding and flat front doors) and the new Building Safety Bill in 2022 (making FRS a joint regulator with HSE and Building Controls).</p> <p>2) In 2020/21 (until Dec) LFRS Inspectors are undertaking the MHCLG commissioned 'Building Risk Review' of all 75 High Rise residential premises in Lancashire to identify if any hazards exist beyond the use of ACM cladding. Such hazards include other unsatisfactory cladding systems, combustible balconies, and compartmentation breaches etc .</p> <p>3) All High Rise owners and managers have been written to signposting the Government Cladding Remediation Fund.</p> <p>4) Thematic Operational Assurance for high rise has been completed, which consisted of 15 audits covering all duty systems and areas across LFRS.</p> <p>5) Incident command training now covers more in-depth awareness of external fire spread and tactical considerations.</p> <p>6) Regional high rise exercises involving staff from LFRS have been completed in 2022. Introduction of a Protection Transformation Team, who have responsibility to oversee the Building Risk Review (BRR).</p> <p>7) Revised governance for Fire Protection has been introduced to drive reform with the introduction of dedicated AM for P&P and GMs for Prevention and Protection. As a result of the BRR and from ongoing audits, Policy has been introduced to manage buildings that have been identified as requiring 'interim measures', This includes details of what NWFC, REP, Protection and Service Delivery will do, including quarterly visits from Operational staff to premises in interim measures.</p> <p>8) OAG are progressing the GTI action plan, including training for responding to high rise incidents</p> <p>9) Correspondence sent to building owners/managers around legislation change</p> <p>10) Changes in the methodology to the risk-based Intervention Programme</p>	1) The risk of external wall systems contributing to significant fire spread remains and will do so for some time to come due to unprecedented demand on competent professionals to undertake wall surveys, the need to raise significant funds and the availability of products.	2	5	10	<p>1) Following the introduction of a dedicated AM Prevention and Protection along with GM for Protection the Protection function has undergone a second stage of transformation which saw the introduction of Built Environment and Ops Liaison Officers (centrally managed) to implement the requirements of the Building Safety Regulator, manage premises in Interim Measures and oversee the life span of high risk, high risk premises.</p> <p>2) Measures and oversee the life span of high risk, high risk premises.</p> <p>3) The legislation introduced following the initial Building Risk Review work has now come in to force with training provided to all Inspecting Officers and Operational crews.</p> <p>4) The BEOLT continue to work with Responsible Persons to understand their external wall systems and their prioritisation of replacement in line with the NFCC Fire Risk Assessment Prioritisation Tool for wall systems.</p> <p>5) Regional high rise exercises involving staff from LFRS is planned for Q3 and the learning will be shared.</p>

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Complete removal of DCP	1) Securing a collective agreement with FRSA and FOA 2) DCP system continues to be voluntary.	The potential challenge nationally could result in another ECR in the future.	3	4	12	1) Ongoing engagement with staff and Trade Unions. 2) ECR implementation due 1st March 2024, reducing DCP units from 11 to 7.
Lack of required skills of operational staff	1) Recruitment of Whole-time and On-Call staff is undertaken against national standards. 2) Initial and Continuation training delivery is based on National Occupational Standards (NOS), National Operational Guidance (NOG) and Training Specifications. 3) Role related competencies have been identified and recorded within the PDR Pro system with appropriate retraining frequencies identified. 4) Initial and Refresher training delivered to cover a wide range of specialist skills. 5) Particularly risk Critical areas such as Breathing Apparatus are centrally assessed to ensure uniformity. 6) An Operational Assurance policy is in place delivered through a dedicated Operational Assurance Team that continually assesses 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. 7) As well as internal learning sources, the team receives National Operational Learning (NOL) in relation to nationwide incidents, Rule 43 Letters and Joint Operational Learning from other blue light Services and Resilience Forum Partners. Such learning results in a range of actions including REC1 safety bulletins, changes to operational policy and training content (both courses and e-learning) and thus constant evolution/improvement in safety and effectiveness. 8) A dedicated Incident Command Training team exists recognising the vital importance of this skill to safe and effective operations. Incident Commanders are now required to maintain a command license. 9) Retained Support Officers have been appointed and their responsibilities include recruitment and training. 10) The Service continues to invest in training props to ensure realistic hot fire training conditions. Through the Operational Assurance Group, Prevention, Protection and Response Task and Strategic Groups along with the Health, Safety and Environment Advisory Groups, internal and external learning are monitored and fed into the Training and Operational Review department to influence operational training. 11) Offer opportunities of retired employees.		3	4	12	1) Monitor effectiveness of Operational Assurance Performance Report in disseminating information. 2) Operational Assurance Officers to be mobilised to provide additional assurance at incidents that meet specific criteria, broadly when the risk to FF's is increased. For example this includes operational discretion and critical incidents. 3) TOR continue to work closely with Service Delivery to ensure attendance on Safety Critical mandatory training, monthly performance reports are sent to HoSD. 4) TOR trainers are skill graded to ensure they operate consistently in terms of identifying training needs.
Pump delay times (10 minute rule)	1) System uses AVLS to locate the nearest available pump, based on anticipated 'run time'. All types of roads have been assessed with an average road speed and implemented within the system, this has been loaded into road routing giving a more accurate ETA for appliances. 2) Pump Delay times used by NWFC was matched against actual performance over the past 12 months as opposed to traditional calculations. 3) Restrictions have been imposed on the system to ensure non critical incidents are attended by the host station whilst preventing a lengthy run time and/or a slow response time. 4) This restriction ensures both the spread of resources is maintain and the continued use of RDS whilst preventing Whole time appliances being taken out of higher risk areas, this also reduces the need for standby/closing in moves		3	3	9	1) Maintain a watching brief
ESMCP	1) 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 with these providers to ensure the equipment meets our technical and end user requirements. 2) 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. 3) The ESMCP Programme has consulted upon a refresh of the 2016 approved Full Business Case (FBC) and LFRS leads have engaged fully in the process in order to ensure that the proposed changes to the 2021 FBC are fully understood. 4) Technical lead colleagues in LFRS and NWFC continue to work closely with the NFCC team to ensure that our NWFC mobilising system and internal supporting aspects such as station end equipment and vehicle mounted data terminals remain fit for purpose through and beyond ESMCP transition.	National project with limited influence from LFRS.	4	4	16	1) Work is ongoing at both a service and regional level in order to prepare for transition to ESMCP. This is focussed upon coverage, transition planning, device support requirements and integration with existing systems such as MDT. 2) LFRS is managing the project with a dedicated Project Manager through Home Office allocated funding and key staff members such as Head of ICT are aligned to relevant work packages. 3) Work to evaluate transition planning remains ongoing and includes aspects such as dual device (Airwave and ESMCP) fitting within fire engines, device convergence opportunities, coverage testing and early trials and pilot of the voice product.

Risk Cause	Current Controls/ Mitigations	Outstanding Exposures	Likelihood	Impact	Inherent Risk	Actions
Retention and recruitment of On-Call staff	1) RDS recruitment and retention working group established. 2) Increased RDS basic recruits course population from 12 to 24. 3) Quicker access to BA course on completion of recruit training. 4) TOR support throughout the RDS probationary period. 5) Enhanced retained pay scheme introduced and reviewed regularly. 6) The service allows shorter RDS contracts to improve appliance availability. 7) Encourages dual contract staff to contribute to the RDS. 8) Proactive recruitment by SDM's. 9) Joint working between HR and service delivery to enhance current recruitment processes. 10) RDS Strengthening & Improving programme in place with the focus on supporting staff through their developmental stages and improving efficiency and effectiveness of recruitment work. 11) A new Recruitment Vehicle has been established.	1. Varying labour market 2. Extraneous lifestyle factors	5	3	15	1) OC review initiated to identify and make proposals across the function aimed at improving recruitment and retention. 2) 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 3) Enhanced coordination between OCSO TL, HR, & Corp comms on recruitment targeting 4) Development of wholetime “Have a Go” events to showcase OC role at targeted stations 5) Changes to development requirements, circa 50% reduction in evidence requirements 6) Amended approach to entry requirements (from other FRS's) Further related activity; 7) Creation of a dedicated OC SM role to maintain progress momentum and coordination or various workstream 8) DCFO now National lead for OC 9) NJC workstream on remuneration for OC initiated, to be completed within 8 months, (LFRS to await these proposals) 10) Look forward, plans for OC SM to review/develop; • Turn in / out arrangements • Maintenance of skills (level of demand) • Employer engagement
Loss of NWFC mobilising system	Engagement with NWFC and monitor through Mobilising System replacement project meetings, project board and steering committee.	Extension agreement not yet reached both in terms of timing and cost, but outcome expected by end of March 2024. Telent unlikely to agree an extension beyond 31st March 2026, project delivery estimated for April 2026.	3	4	12	1) Monitor and maintain contact with NWFC regarding discussions
General						
Lack of effective Information Management	1) A revised structure to deliver Information Management has been implemented. 2) Nominated Data Protection and Freedom of Information Lead Officers to ensure legal obligations met. 3) All freedom of information requests considered by Exec Board. 4) Data encryption in place. 5) Information Management related projects are progressing as scheduled with governance from Programme Board and DCFO as Sponsor. 6) Compliance with the Data Protection Act (DPA) and General Data Protection Regulation (GDPR) remains a priority. 7) A data protection LearnPro module; this will further support the Service in effective information management by increasing staff awareness. 8) The Service has also provided specialist data protection and GDPR training to increase staff knowledge and engagement with the subject matter. 9) Data protection has been added as a standard agenda item to several key Papers in the Service. 10) The appointment of a DPO not only aligns the Service with legislative obligations but also provides the oversight inherent to that post.	Human error	2	5	10	1) Continuation of training and awareness to all staff around information governance. 2) Records management position now well established.