Decision title

Risk Register Review

Recommendation by	Decision Number
Assistant Director, Strategy and Risk	LFC-0048-D

NOT PROTECTIVELY MARKED

Summary

LFC-0048 provides a revised strategic risk register for approval by the London Fire Commissioner (LFC). A few risks still require priority actions (controls) and review dates to be set. These will be pursued as part of the ongoing performance and risk review process.

Decision

That the revised strategic risk register is approved and adopted by the London Fire Commissioner reflecting the current priority risk areas for the Brigade to address.

Dany Cotton QFSM
London Fire Commissioner   Date   9/8/18

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Risk Register Review

Report to	Date
London Fire Commissioner	18 July 2018

Report by	Report number
Assistant Director, Strategy and Risk	LFC-0048

NOT PROTECTIVELY MARKED

Summary
Following consultation with the Directorate Boards, this paper provides a revised strategic risk register for approval by the London Fire Commissioner (LFC). A few risks still require priority actions (controls) and review dates to be set. These will be pursued as part of the ongoing performance and risk review process.

Recommendation
That the revised strategic risk register is approved and adopted by the London Fire Commissioner reflecting the current priority risk areas for the Brigade to address.

Background
1. A new risk management strategy – the Risk Management Strategy 2018-21 – was approved by the former London Fire and Emergency Planning Authority Strategy Committee on 12 March 2018. This has prompted a refresh of the Brigade's strategic risks.

2. Following previous Top Management Group (TMG) meetings to review the Brigade's strategic risks, a new draft register was reviewed by each Directorate Board to assess content and identify key actions that will be taken to reduce the risks as necessary. The draft register contained 22 strategic risks falling across Directorates and were a mixture of revised existing risks and potential new threats.

3. This paper collates the feedback from the Directorate Board on the draft risk register and presents a final version for approval by the LFC.

Feedback on the risks from the Directorate Boards
4. A meeting was held with each Directorate Board (DB). The feedback is collated by each DB is presented below.

Operations Directorate
5. Four broad operational risk areas were put forward for the Operations Directorate.

6. *Industrial relations* – It was accepted even though there has been a general improvement in relations with the trades unions, a potent mixture of local and national issues could still lead to a breakdown. The likelihood rating of '3 – Likely', has been challenged by the Corporate Services Directorate, given the current positive staff-side arrangements. However, as the risk owner, the Operations Directorate has maintained that 'Likely' is the correct level of likelihood for this risk.

7. *Mobilising* – A mobilising failure has featured at various places over time in the Brigade's risk management system. It has sometimes featured at the corporate level, but it has always been part of Control and Mobilising's own risk register. The risk has been refocused on a 'complete failure' for clarity. Originally, a likelihood rating of '1 – Very Unlikely' was proposed but the Directorate have changed this to '2 – Unlikely' given that there are still system issues to be resolved. This change makes the risk a red one.

8. *Grenfell wellbeing impact* – The Grenfell Tower fire and resulting Inquiry continues to have an impact on staff and potentially Brigade resilience. Given this ongoing issue, the Operations Directorate felt that the risk likelihood had been rated too low, and that the correct rating is '4 – Very Likely' which changes the status of the risk to an amber one.

9. *Safeguarding* – The identification of this risk arose from an internal audit and known risk issues that other organisations have faced with safeguarding. The discussion centred on clarifying the Brigade's role with adult safeguarding and getting the right training to carry out the role effectively. The risk was accepted as presented.

Safety and Assurance Directorate
10. Ten broad assurance risk areas were put forward for the Safety and Assurance Directorate.

11. *Safety* – The safety risk and the threat of death or serious injury has always been on the Brigade's corporate risk register. Safety is core to how the Brigade operates. There are no proposals to change this risk and this will be carried over. The risk remains at an amber rating.

12. *Terrorism* – The original terrorism risk centred whether the Brigade had enough resource, especially FRUs, to deal with terrorist incidents. The risk intent has shifted, especially in light of the number of terrorist incidents that occurred in London in 2017, to uncertainty about what the Brigade might face. This is focussed on the 'amateurisation' of terrorism and the continual evolution of different types of threats. The risk was the only red risk on the former corporate risk register and it is proposed that it remains a red risk.

13. *Training* – The original proposal combined a generic risk about inadequate training strategies and the ability of the Brigade's training provider to deliver. Upon consideration, this risk has been split into three as recommended by the Assistant Director – Training and Professional Development in order to provide the right focus on three issues: newly commissioned training, ability to deliver, and non-contracted training. The higher risk areas here are ability of the training provider to deliver, and non-contracted training, both of which carry a red rating.

14. *Power outage* – The original proposal centred on concerns about not having fall back arrangements in place (e.g. generators) in the event of a power outage. This also reflects national risk register concerns about how close the UK may be at any time to an outage. However, the risk has been challenged by the Corporate Services Directorate who felt that the risk was trying to change current Brigade policy without exploration of the options. It was argued this should not be the purpose of a risk register and that proposals for policy change should be submitted through the normal governance channels. This risk has been removed accordingly.

15. *Capacity for change* – The original risk proposal had a very detailed description which took emphasis away from the main focus area. It has been simplified to "Our capacity to deliver change is exceeded meaning that benefits are not fully delivered".

16. *Pandemic* – This is a new low-level risk but it reflects the national risk register. The Brigade has been through periods (e.g. Swine Flu) where the risk rating would have been escalated. The risk is proposed to be at a green level currently.

17. *Inspection* – This risk has been amended slightly to clarify that this refers to HMICFRS inspection as opposed to other types on inspection that the Brigade may be subject to.

18. *Resilience* – There has not been a resilience risk on the corporate risk register for some time. It is normal to think of resilience at times of major incident threats such as a terrorist incident. However, the risk also focusses on a broader risk concern in that the Brigade could be exposed if there were a number of large operational incidents occurring at the same time as a major event. The Brigade's resilience is being examined closely by several interested parties including government and the GLA. It is therefore appropriate to include a resilience risk on the register.

19. *Learning culture* – A risk around the Brigade's ability to learn was suggested originally. Following consultation with both the Safety and Assurance and Corporate Services Directorate, this risk has been removed. The learning culture risk is not considered to be significant at this stage.

20. *Grenfell inquiry* – The original risk description pointed towards the outcome of the public Inquiry. The risk has been repositioned following input from the Assistant Director – Communications to help focus the risk on actions that the Brigade may wish to take to reassure public confidence in LFB policies.

Corporate Services Directorate
21. Eight broad service issues were put forward for the Corporate Services Directorate. It would be fair to say that risks in this area generated the most amount of discussion amongst the lead senior officers.

22. *Supplier breakdown* – The failure of a significant contractual relationship has been present on the Brigade's risk register for many years. It is another long-standing risk and it is proposed to continue to include it here. Debate on the risk centred on whether the rating should be lowered but it was agreed that a good trigger for this would be when fall back plans are in place for all of the Brigade's significant suppliers.

23. *Inclusion* – There has been a considerable amount of debate about the ownership of a risk regarding the delivery of the inclusion strategy. Following consultation, it has been agreed that the Deputy Commissioner, Safety and Assurance owns the risk.

24. *Budget gap* – Discussion on this risk centred around the definition. Acknowledging that there would always be some planning, has led to a revised risk around the circumstances and challenges to good financial planning. The timescale for the risk has also been extended to 2022/23 as now being the year where there could be significant financial pressure on the Brigade.

25. *Airwave* – This is a long-standing risk from the previous corporate risk register. The risk will be retained with a slight amendment to remove the reference to the date, 2017, which has now passed.

26. *Governance preparation* – It was proposed that this risk would be carried over from the previous risk register. However, following discussion, it was felt that this risk has now been dealt with and there has been a successful transition to the new governance arrangements. Any further actions to improve arrangements will be picked up by the action arising from the Annual Governance Statement. This risk has been removed.

27. *Environment* – A risk about the Brigade's vehicle emissions and the potential challenge of meeting the Mayor's clean air strategy had been proposed. However, owing to the memorandum of understanding between the Mayor and the Brigade, it was felt that this no longer posed a significant risk. This risk has been removed.

28. *Cyber attack* – The original risk description pointed at the Brigade's ICT services being exposed to a cyber attack. Following discussion with the Chief Information Officer, it was acknowledged that there was always the potential for the Brigade's ICT services to be exposed but rather the risk was more about services being *affected* by a cyber attack. The risk description has been amended accordingly.

29. *Mental wellbeing* – The proposed risk indicated that Brigade culture might not encourage staff to pursue help for their mental wellbeing. Following discussion with the Assistant Director – People Services, it has been amended towards a more individual basis indicating that staff themselves may not seek help rather than it being a cultural issue.

Additional risks raised/transfer of ownership
30. Two additional risks were proposed following discussion at the Corporate Services Directorate Board and these relate to *sickness* and *firefighter operational recruitment*. These have been included on the final version of the risk register.

31. As indicated above, the *inclusion risk* has been transferred to the Deputy Commissioner, Safety and Assurance.

Revised register for approval
32. The revised strategic risk register now contains 22 risks split as follows:

- Four risks owned by the Operations Directorate;

- Eleven risks owned by the Safety and Assurance Directorate; and

- Seven risks owned by the Corporate Services Directorate.

33. There are six red risks on the new register, with the majority of these within the Safety and Assurance Directorate. This includes the highest rated risk (at A2 – Very Likely x Major) which is the *Grenfell Inquiry* risk.

34. The register is presented at Appendix 1 for consideration by the Commissioner's Board, and subsequent approval by the London Fire Commissioner.

35. Pending approval, the new strategic risk register will be reported to the Fire Resilience and Emergency Planning (FREP) meeting on 10 October 2018 as part of the supporting Q1 performance paper.

Going forward – risk review, assurance and refresh

36. During the sessions with the Directorate Boards, some felt that a regular discussion on risks would be useful. Risks will be reviewed and updated as part of the quarterly performance information published by the Brigade.

37. However, staff in the risk team are more than happy to attend future Directorate Board meetings to help facilitate risk discussion (general or specific) and ensure that the Brigade is identifying and managing its most prominent risks.

Finance comments

38. The Chief Finance Officer has reviewed this report and has no comments.

Workforce comments

39. Staff side consultation has not been undertaken as part of this report. However, the new strategy outlines proposals to consult staff side on strategic risks (and potential risks) to the Brigade as part of including more people in the organisation's risk analysis.

Legal comments

40. General Counsel has reviewed this report and has no comments.

Sustainability implications

41. There are no sustainability implications arising from this report.

Equalities implications

42. Inclusion, equality and diversity are promoted and supported by the risk management framework in line with LFC policy.

List of Appendices to this report:
   a) Appendix 1 – Final version – revised risk register

Consultation

Name/role	Method consulted
Operations Directorate Board	Meeting to review draft risks – 24 May 2018
Safety and Assurance Directorate Board	Meeting to review draft risks – 6 June 2018
Corporate Services Directorate Board	Meeting to review draft risks – 7 June 2018

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Risk Register Refresh June 2018 – Brigade risks

Ref:	Risk description	Owner	Likelihood rating	Impact rating	ABC level	Highest Impact criteria affected	Priority actions	Target mitigation deadline
CRR13	A breakdown in industrial relations affects our ability to deliver the service	Tom George	3 Likely	2 Significant	B2	Political (2), Safety and Wellbeing (2), Legal (2), Operational (2), Reputation (2)	• Progress Role to Rank project to address local issues	18mnths (project end-point)
CRR19	Complete failure of the Brigade's mobilising system	Tom George	2 Unlikely	4 Catastrophic	B1	Systems (4), Operational (4), Reputation (4)	• Regular communication with Capita team. • Drive upgrade and patch fixes to improve system • Maintain supplies on site with LFB providing 1st Line support. • Monthly LFB/Capita Service Management Boards to monitor KPI's and service delivery. • Regular fallback programme to test fallback site and maintain primary site systems.	Under monthly review

Ref:	Risk description	Owner	Likelihood rating	Impact rating	ABC level	Highest Impact criteria affected	Priority actions	Target mitigation deadline
					■		• Robust fault reporting in place.	
CRR20	The Grenfell inquiry process impacts on staff/officer wellbeing resulting in an increase in officers unavailable for key roles and reducing the resilience of the service	Tom George	**4 V.Likely**	**2 Significant**	**B1**	Operational (2), Safety and Wellbeing (2), Reputation (2)	• Monitoring of staff officers involved in enquiry • Briefing to be provided to affected staff • Develop People Services Plan for provision of additional support (particularly psychological support)	Enquiry duration (end of November 18) As required Complete
CRR21	The Brigade's Adult Safeguarding Framework does not support effective and efficient referrals to appropriate agencies to adequately support the needs of vulnerable people	Tom George	**3 Likely**	**2 Significant**	**B2**	Operational (2), Reputation (2), Legal (2)	• Fire Safety to complete action plan for address issues, with focus on 'managing staff expectation's by clarifying roles and responsibilities, and ensuring the provision of appropriate training	The action plan has a number of deliverables in the short, medium and longer term. Completion of all activities is anticipated by end of June 2019.
CRR7	Failure of a significant contractual relationship impacts on the delivery of services	Sue Budden	**3 Likely**	**2 Significant**	**B2**	Political (2), Economic (2), Legal (2), Reputation (2)	• Fall back plans for all key suppliers	

Ref:	Risk description	Owner	Likelihood rating	Impact rating	ABC level	Highest Impact criteria affected	Priority actions	Target mitigation deadline
CRR10	The current environment doesn't support effective planning to meet the budget gap forecast in 2022/23	Sue Budden	3 Likely	2 Significant	B2	Political (2), Economic (2), Operational (2), Systems (2), Reputation (2)	• Mayor's Budget Guidance • Internal budget process • Budget submission to Mayor • Scrutiny at Assembly BPC and FREP • Performance monitoring and reporting	Annually as part of budget process
CRR15	The national programme to replace Airwave with the Emergency Services Network (ESN) does not deliver a solution for the provision of radio and data communications which is both affordable in the long term and which delivers the complete functionality required by LFB	Sue Budden	3 Likely	2 Significant	B2	Political (2), Economic (2), Safety and Wellbeing (2), Operational (2), Systems (2)		
CRR22	Brigade ICT services are affected by a cyber attack	Sue Budden	3 Likely	3 Major	A3	Systems (3)	• Cyber defence system implementation	

Ref:	Risk description	Owner	Likelihood rating	Impact rating	ABC level	Highest Impact criteria affected	Priority actions	Target mitigation deadline
CRR23	Staff do not get support for their mental health problems which negatively affects individual wellbeing and organisational effectiveness	Sue Budden	3 Likely	2 Significant	B2	Safety and Wellbeing (2)	• Counselling team has been expanded • training programmes on traumatic events and MH • promotion of importance of good MH, including personal leadership of the LFC • development of a peer trauma support service underway	Ongoing but review in March 2019
CRR30	High sickness levels result in a reduction in operational resilience	Sue Budden	3 Likely	2 Significant	B2	Safety and Wellbeing (2), Economic (2), Reputation (2)	• Greater focus on proactive management of sickness absence led by AC Fire Stations • New dedicated support team in PSD. • Focus on physical health: new portal and reintroduction of mandatory fitness training on watches. • Pilot of specialist nutritional advice • Review of the Brigade's sickness	31 May 2019

Ref:	Risk description	Owner	Likelihood rating	Impact rating	ABC level	Highest Impact criteria affected	Priority actions	Target mitigation deadline
							policy underway to ensure it is fit for purpose.	
CRR31	Operational vacancies at the Firefighter grade impacts on operational resilience	Sue Budden	2 **Unlikely**	3 **Major**	**B2**	Safety and Wellbeing (3), Economic (3)	• Major attraction campaign – candidates now at assessment centre stage • Target to achieve full Ff establishment by 31 May 2019 • Increase Ff training places • Successful transferee campaigns	31 May 2019
CRR1	Death or serious injury occurs as a result of our staff not operating a safe system of work	Steve Apter	2 **Unlikely**	3 **Major**	**B2**	Political (3), Safety and Wellbeing (3), Legal (3), Reputation (3)		
CRR8	The actions arising from the inclusion strategy fail to deliver a more diverse workplace	Steve Apter	3 **Likely**	2 **Significant**	**B2**	Political (2), Economic (2), Safety and Wellbeing (2), Legal (2), Operational		

Ref:	Risk description	Owner	Likelihood rating	Impact rating	ABC level	Highest Impact criteria affected	Priority actions	Target mitigation deadline
					(2), Reputation (2)			
CRR18	The current threat levels arising from terrorism means that the Brigade is under prepared in its initial response to certain types of incident	Steve Apter	3 Likely	3 Major	A3	Safety and Wellbeing (3), Operational (3), Reputation (3)	• 3 monthly updates on our response to changing threat level	
CRR32	Newly commissioned training requirements are not accurately planned, specified, or evaluated	Steve Apter	3 Likely	2 Significant	B2	Safety and Wellbeing (2) Operational (2)		
CRR33	The training provider is unable to provide effective and efficient training to deliver the Brigade's needs	Steve Apter	3 Likely	3 Major	A3	Safety and Wellbeing (3), Operational (3)		
CRR34	Non-contracted training provision does not effectively and efficiently secure maintenance of skills	Steve Apter	3 Likely	3 Major	A3	Safety and Wellbeing (3) Operational (3)		
CRR24	Our capacity to deliver change is exceeded meaning that benefits are not fully delivered	Steve Apter	4 V.Likely	2 Significant	B1	Economic (2), Operational (2), Reputation (2)	• Update from Corporate portfolio office on appetite	

Ref:	Risk description	Owner	Likelihood rating	Impact rating	ABC level	Highest Impact criteria affected	Priority actions	Target mitigation deadline
CRR25	Brigade services are vulnerable to a pandemic outbreak	Steve Apter	1 V.Unlikely	2 Significant	C2	Political (2), Legal (2), Reputation (2)	• Review planning assumptions of % workforce affected, linked the national risk register.	
CRR26	HM Inspection results in areas of the service receiving a poor or inadequate rating which reduces public confidence in LFB	Steve Apter	2 Unlikely	2 Significant	B3	Political (2), Reputation (2)	• Ongoing work with HMI and other services to better understand process.	
CRR27	The resilience of the Brigade is impacted by a series of serious incidents and major events	Steve Apter	3 Likely	2 Significant	B2	Safety and Wellbeing (2), Operational (2), Reputation (2)	• Overview of rotas across organisation.	
CRR29	The Grenfell Tower Fire Public Inquiry results in conclusions about Brigade policies or actions which reduce staff/public confidence and / or public safety.	Steve Apter	4 V.Likely	3 Major	A2	Political (3), Safety and Wellbeing (3), Reputation (3)		