

**Status of Report: Public**

**Meeting: Corporate Governance Committee**

**Date: 9<sup>th</sup> March 2021**

**Subject: Organisational Risk Register**

**Report by: The Chief Fire and Rescue Officer**

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**For: Information**

### **Purpose**

1. The purpose of the report is to inform the Corporate Governance Committee (CGC) of the progress made in the identification, documentation and management of organisational risk through the Organisational Risk Register (ORR).

### **Recommendation**

2. The Committee is asked to note the content of the report and the Organisational Risk Register (attached at Appendix 1).

### **Executive Summary**

3. The ORR details risks that have been subject to an assessment using a Risk Assessment Template, a Project Risk Assessment or has been identified as relevant by the Health and Safety Department. It contains high level detail of the risks faced by the Service and the control measures applied to mitigate the likelihood and/or consequence of the risk.
4. The ORR consists of three parts:
  - a. Corporate Risk Register (CRR) – hazards posing a potential for significant risk to the day to day running of the Service;
  - b. Project Risk Register (PRR) – highest level risks affecting the delivery of Service projects; and
  - c. Health and Safety Risk – highest level risk identified by the Health and Safety Department through its own process and procedure.
5. The Covid-19 outbreak continued to have an impact on the Organisational Risk Register with experience gained as part of the response to the current pandemic influencing a number of key risks, particularly 15/07 “Mass Absence of Staff due to Pandemic Disease”, 20/03 “Staff and students coming to harm due to contracting coronavirus whilst undertaking training courses” and 20/05

“Harm to staff and the wider Service as a result of undertaking additional duties...as part of the response to Covid19”.

6. The overall level of assessed risk has continued the long-term downward trend in risk due to the implementation of planned control measures.
7. One new risk assessment has been added to the Health and Safety chapter of the Register - 22/HS01. Three risks have been recommended for removal after all identified risk control measures have been implemented. Details of changes made are contained in section 11 - 13.

## **Background**

8. The ORR is a live document. Regular review is essential to ensure it remains current and accurate, reflecting risks and the control measures applied to mitigate them. The current ORR was validated by the Senior Management Team (SMT) in January 2022. The revised Register can be found at Appendix 1 to this report.
9. The ORR does not cover areas of risk to the Service where the hazard can be adequately managed within existing risk management processes such as health and safety reporting or debriefs. This helps to prevent duplication of effort.
10. The underpinning detail that supports the Corporate Risk Register (CRR) is recorded on Risk Assessment Templates (RATs). These are created by Risk Owners and are subject to regular review.
11. The overall level of risk has reduced. There has been some incremental change to the individual risk assessments, mainly as a result of planned risk mitigation work. Changes of note include:
  - a. 15/07 – “Mass absence of staff due to pandemic disease” has been continually reviewed in light of the ongoing Covid-19 (Coronavirus) pandemic. The assessment of risk has remained unchanged, although continual learning has been applied to the assessment in light of experienced gained throughout the ongoing pandemic.
  - b. 20/05 – “Harm to staff and the wider Service as a result of undertaking additional duties [related to Covid19]” reduced risk due to the continuing application of risk control measures.
  - c. 17/05 – “Failure to meet Central Government and public expectations in relation to the Grenfell Tower review” has seen a reduction in assessed risk due to the continuing application of risk control measures.
  - d. 15/04 – “Partial or complete failure of the joint mobilising system” has seen a reduction in the assessed level of impact due to the application of control measures. However, this has not changed the overall risk assessment score.

- e. 18/07 – “NFRS data centre is not sufficiently monitored” has seen a reduction in impact and overall risk score due to the application of control measures.
  - f. 21/03 – “Failure to apply forthcoming changes to some staff pensions” has had new control measures identified and completion dates supplied that link with expected national legislation changes. These reflect the work being undertaken on this area, but have not to date, reduced the overall level of assessed risk.
  - g. 19/01 – “Death or serious injury occurs as a result of failure to operate safe systems of work” has seen a reduction in assessed risk due to the continuing application of risk control measures. This has been recommended for a move to tolerate status, although it is felt it should remain on the ORR to ensure future visibility of the risk.
  - h. 18/03 – “LFRS fails to respond adequately to financial challenges” has been updated to reflect the request to increase the precept for lowest quartile of FRS nationally.
  - i. 17/03 – “Systel risk information” has been moved to tolerate status due to the implementation of control measures and has been removed from the ORR and archived.
  - j. 17/04 – “Lack of specialist resources” has been moved to tolerate status due to the implementation of control measures and has been removed from the ORR and archived.
  - k. 20/04 – “Failure of key suppliers” has been moved to tolerate status due to the implementation of all identified control measures and has been removed from the ORR and archived.
  - l. 21/07 – “ICT technologies and services do not meet corporate and business requirements” has been allocated a new reference number in line with the period it first appeared on the ORR as it was incorrectly identified as 18/02 – “Cyber attack”. RAT 18/02 has been re-instated on to the ORR with the correct detail included.
12. Project risk as detailed in Project Risks section of the Register remains unchanged from last report.
13. Health and Safety risk information detailed in the Register has been updated to reflect the ongoing work to ensure and improve firefighter safety. The new

Health and Safety Risk 22/HS01 “Staff injury whilst carrying out fitness activities within Service premises” highlights the risk arising from the use of gym equipment and other fitness activities on Service property.

## **Report Implications/Impact**

### 14. Legal (including crime and disorder)

Anticipating and responding to emerging risks will assist the Service in meeting its legal obligations.

### 15. Financial (including value for money, benefits and efficiencies)

The financial expenditure needed to mitigate risk will vary according to the control measures applied to them. Adopting best value principles ensures expenditure does not outweigh the benefits. Early identification and mitigation of risks has been shown to reduce potential costs, through avoidance of risk or reduction in impact where risks come to fruition.

### 16. Risk (including corporate and operational, health and safety and any impact on the continuity of service delivery)

The effective management of risk enables the Service to deliver all of its Strategy Outcomes. Failure to manage risk appropriately may result in criticism in future audits/peer reviews.

### 17. Staff, Service Users and Stakeholders (including the Equality Impact Assessment)

Risk owners should ensure that timely reviews of their risks are carried out and the Risk Assessment Template (RAT) updated accordingly. This will assist in embedding the risk management process into mainstream activities.

### 18. Environmental

None.

### 19. Impact upon Our Plan Objectives

Effective management of risk will assist in early identification and treatment of hazards that threaten our ability to deliver all of our objectives.

## **Background Papers**

Report to the Corporate Governance Committee 15<sup>th</sup> September 2021 - Organisational Risk Register

<https://leics-fire.gov.uk/your-fire-service/decision-making/cfa-meetings/>

## **Appendix**

### Appendix 1– Organisational Risk Register

#### **Officers to Contact**

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