Status of Report: Public

Meeting: Corporate Governance Committee

Date: 15 September 2021

Subject: Organisational Risk Register

Report by: The Chief Fire and Rescue Officer

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For: Information

Purpose

1.   This report informs 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 the Appendix).

Executive Summary

3.   The ORR details risks that have been subject to an assessment using a Risk Assessment Template. It contains high level details of the risks faced by the Service and the control measures applied to mitigate the likelihood and/or impact of the risk.

4.   The ORR consists of three parts:

   a. Corporate Risk Register (CRR) – hazards posing a potential for significant risk to day to day running of the Service;
   b. Project Risk Register (PRR) – highest level risks affecting the delivery of Service projects; and
   c. Risks arising from the Health, Safety and Welfare process and procedure.

5.   The Covid-19 outbreak has had 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 "Pandemic Disease".

6.   The overall level of assessed risk has remained steady since the last report to the Committee. The long-term trend in risk continues downward due to the implementation of planned control measures.

7.	Since the last report, six new Risk Assessment Templates were submitted into the Organisational Risk process. These originated from the Finance Department (one), ICT (two) and Fire Control (three). Three were elevated through the Corporate Risk Process for review and following approval by the Senior Management Team, are on the new Corporate Risk Register (CRR). These cover issues regarding Fire Control, pensions arrangements and two assessments (21/05 and 21/06) relating to data loss, which have come into the Organisational Risk process through new links to an improved ICT risk register; see paragraph 11e for further details.

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 August 2021. The revised Register can be found at the Appendix 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 ORR 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 remained steady. 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 increased due to an increase in the likelihood score. This is due to increased transmissibility of the delta variant, the impact of the "Test and Trace" system and the return of On-Call staff to their day jobs following the winding down of the Furlough Scheme.

b.	15/05 – "Industrial action by operational staff" has seen the likelihood score reduced following the signing of the agreement with a third party supplier.

c.	18/01 – "Failure to comply with GDPR regulations" has had all identified control measures put into place and has been moved from "treat" to "tolerate".

d.	18/03 – "Budget" has had the residual risk score reduced from Very High to Medium due to ongoing mitigation controls being put into place, which

has reduced both the assessed likelihood and impact scores.

e. Three new risks were assessed in this period. These are: 21/03 – "Failure to apply forthcoming changes to some staff pensions", 21/05 – "Loss of Internal Data" and 21/06 – "Loss of externally held data". The two data related assessments came into the Organisational Risk process via the improved internal risk management recording within the ICT Department. This is the first example of Departmental Risk Plans being used to inform the Corporate Risk Register.

12. Project risk as detailed in Project Risks section of the Register saw two risks, 21/P01 "Views Replacement Project" and 21/P02 "Web GIS Project" removed following completion of work as part of the normal project management process.

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 21/HS05 "Basement Firefighting" highlights the risk arising from the final outstanding action from the Balmoral Bar Report and the mitigation measures that have been recommended.

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

There are no environmental implications arising from this report.

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 10 March 2021 - Organisational Risk Register
https://leics-fire.gov.uk/your-fire-service/decision-making/cfa-meetings/

Appendix

Appendix– Organisational Risk Register

Officers to Contact

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