

**Status of Report: Public**

**Meeting: Corporate Governance Committee**

**Date: 13 March 2024**

**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 as an Appendix).

### **Executive Summary**

3. The ORR details risks that have been subject to an assessment using a Risk Assessment Template, a Project Risk Assessment or have 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 day to day running of the Service;
  - b. Project Risk Register (PRR) – highest level risks affecting the delivery of Service projects; and
  - c. Health, Safety Risk – highest level risk identified by the Health and Safety Department through its own process and procedure.
5. The ORR has been updated to include five new strategy risks. These provide an element of risk assessment to the creation of the five strategies contained within the Community Risk Management Plan (CRMP). This provides assurance that effort and resource is allocated to strategies based on risk. This is in line with Paragraph 9 of the report to the CGC on 20 September 2023, which stated “work has begun on linking the risks identified in the Community Risk Management Plan more closely with the Organisational Risk Register”.

6. The overall level of assessed risk has remained slightly reduced due to the implementation of planned control measures. However, two risks remain in the CORPORATE level for management oversight. One new risk (24/01 – “Workforce Planning”) has been added to Chapter One.
7. All four risks previously identified by the Programme Management Board for inclusion in Chapter 2 of the ORR have been successfully managed off the Register.
8. Chapter 3, “Health and Safety Risks” has seen one risk - 22/HS01 “Injury whilst carrying out fitness training” - removed due to the completion of control measures and a move to business as usual. All other health and safety risks have been reviewed by the Health and Safety Committee, and remain as previously assessed, although with the addition of some new control measures.
9. A workshop has been held with the Tactical Management Team (TMT) to establish the risk landscape as seen by the tactical level and how this differs from the strategic risk contained on the ORR. The TMT members found this workshop to be highly useful in advance of developing their business plans for the forthcoming year.
10. As reported in the March CGC update, work has begun to link the output of the Local Resilience Forum Community Risk Register (LRF CRR) with the Organisational Risk Register.

## **Background**

11. 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 Leadership Team (SLT) in February 2024. The revised Register can be found at the Appendix to this report.
12. The ORR does not cover areas of risk to the Service where the hazard can be adequately managed within existing risk management processes.
13. 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.
14. The overall level of risk has decreased slightly. This is mainly as a result of the implementation of control measures. Changes of note include:
  - a. 23/S1 – “Fewer incidents with reduced consequences” is a new risk that links the CRMP Safer Communities Strategy to the CRR.

- b. 23/S2 – “Respond effectively to incidents” is a new risk that links the CRMP Operational Response Strategy to the ORR.
  - c. 23/S3 – “Deliver value for money quality services” is a new risk that links the CRMP Finance and Resources Strategy to the CRR.
  - d. 23/S4 – “An engaged and productive workforce” is a new risk that links the CRMP People Strategy to the CRR.
  - e. 23/S5 – “Provide assurance” is a new risk that links the CRMP Governance Strategy to the CRR.
  - f. 24/01 – “Workforce Planning” is a new risk that assesses the potential impact of a lack of skilled staff to deliver response functions across the entire organisation.
  - g. 15/04 – “Failure of the mobilising system” and 20/04 – “Failure of a Key Supplier” remain the top priority risks on the CRR. Work to implement control measures and reduce risk continues.
  - h. 18/02 – “Cyber-attack” remains as a VERY HIGH risk.
  - i. 15/05 – “Industrial Action” has been reviewed in light of the recent changes to legislation following the introduction of the Strikes (Minimum Service Levels) Act 2023. Since the review was carried out, details of the likely level of service required from Trades Unions has been published. Internal planning arrangements are under review to reflect these changes. Once complete, it is probable that the risk assessment will change.
  - j. 15/07 – “Pandemic Disease” has been subject to a light touch review. At next review, it is suggested that this risk may be amalgamated into a wider “Staff absence as a result of any reason other than industrial action.”
  - k. 18/01 – “GDPR” has decreased from a HIGH to a MEDIUM risk as a result of control measures put into place since last report.
  - l. 21/06 – “External data loss” has seen the risk assessment increased from HIGH to VERY HIGH due to the likelihood score being raised.
15. Four project risks previously found in Chapter Two have been managed off the Register as a result of closure of various projects and action taken to address the source of the risk.
16. Chapter 3, “Health and Safety Risks” has seen one risk, 22/HS01 “Injury whilst carrying out fitness training” removed due to the completion of control measures and a move to business as usual. All other health and safety risks have been reviewed by the Health and Safety Committee, and remain as previously assessed, although with the addition of some new control measures.

## Report Implications/Impact

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

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

### 18. 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.

### 19. 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.

### 20. 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.

### 21. Environmental

None.

### 22. 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, 20<sup>th</sup> September 2023 – Item 10, Organisational Risk Register](#)

## Appendix

Appendix– Organisational Risk Register

**Officers to Contact**

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