

**Status of Report: Public**

**Meeting: Corporate Governance Committee**

**Date: 18 September 2019**

**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:
  - i. Corporate Risk Register (CRR) – hazards posing a potential for significant risk to day to day running of the Service;
  - ii. Project Risk Register (PRR) – highest level risks affecting the delivery of Service projects; and
  - iii. Risks arising from the Health, Safety and Welfare process and procedure.
5. In 2016 and 2017 the Organisational Risk programme was subject to an internal audit by Leicestershire County Council. On both occasions, a finding of “substantial assurance” was awarded. All outstanding actions highlighted in the two audits were completed by the end of March 2019.
6. The risk management process is subject to continual improvement and development. To this end, the Organisational Risk register now identifies

where individual risk assessments have changed. This is indicated through the use of additional arrows showing the direction of movement of assessed risk and management level. The colour of the arrow signifies the previously assessed level of risk or management level. An example of which can be seen at the Appendix in the ORR entry for 15/05 – “Industrial Action.”

7. The overall level of assessed risk has increased slightly since the last report to the Committee; however the general trend in risk over the year continues downward due to the implementation of planned control measures.

## **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 2019. The revised Register can be found at the Appendix.
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 increased slightly as a number of individual assessments have increased in assessed risk as follows:
  - i. 15/05 – “Industrial Action” – Likelihood increased due to potential national issues arising from pay and close proximity crewing issues. This now becomes a “Corporate” risk for oversight purposes;
  - ii. 15/07 – “Mass Absence” – revised in light of new national guidance detailing different absence and fatality rates;
  - iii. 18/01 – “Failure to comply to the General Data Protection Regulations” – increased likelihood as a result of the need to recruit a new Data Protection Officer;
  - iv. 18/03 – “Not Enough Money” – Residual Risk has increased following review to take into account the impact of Council Tax increases in line with national average;
  - v. 18/04 – “Failure to adhere to procurement rules” – Current risk level reduced due to completion of control measures; and
  - vi. 18/07 – “ICT Solutions for NFRS and DFRS Fault Detection” – This is a newly assessed risk which has a Tri-Service aspect requiring cross

organisational co-operation to address. Work is ongoing across all three Services to redesign and re-engineer solutions to address this risk along with work to decommission the Nottinghamshire FRS Data Centre from the mobilising infrastructure.

12. Project risk as detailed in the Project Risks section of the Register has reduced from two identified risks to one. However, the one remaining risk has increased in assessed risk from the last report. This is due to reductions in assessed risk values by the various Project Boards and is in line with existing LFRS 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.

### **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. Failure to address issues raised by Internal Audit Services may leave us open to criticism.

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**

Organisational Risk Register – report to the Corporate Governance Committee 13 March 2019.

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

### **Appendix**

Appendix – Organisational Risk Register

### **Officers to Contact**

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