

**Status of Report: Public**

**Meeting: Corporate Governance Committee**

**Date: 16 September 2020**

**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 a significant impact on the Organisational Risk Register with several new risks that have arisen as part of the response to the current pandemic and the ongoing development of the Service business continuity programme. The additional demands made on staff by the response to Covid-19 identified in the Organisational Risk process has meant that the planned review for July 2020 was delayed until August. However, key individual risk assessments were kept under review and new assessments were undertaken throughout.

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. Six (6) new Risk Assessment Templates have been submitted for consideration since the last report. Five (5) were elevated through the Corporate Risk Process for review of which, four (4) are contained on the new Corporate Risk Register (CRR); all of them relate to Covid-19.

## **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 2020. 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 reduced due to a reduction in the likelihood score. Experience of the outbreak has shown that the national Furlough Scheme resulted in more frontline appliances being available; this was as a result of increased availability of On-call staff who were not able to continue their main employment.
  - b. 15/05 – “Industrial action by operational staff” has been subject to significant work to introduce new control measures designed to minimise both likelihood and impact and has been moved from “treat” to “tolerate”.
  - c. 17/04 – “Lack of Specialist Resources” has had all identified control measures put into place and has been moved from “treat” to “tolerate”.
  - d. 17/06 – “Failure to provide adequate incident command training” has been moved from “tolerate” to “treat” as a result of the receipt of national guidance that requires additional training to be provided.

- e. 18/03 – “Budget” has been significantly revised in light of changes to the financial situation due to Covid-19.
  - f. 18/04 – “Failure to adhere to procurement rules” has been removed due to changes in the procurement process to include the use of purchasing frameworks and co-operation in purchasing with other partner agencies as standard that has reduced the risk.
  - g. 18/07 – “Systel Issues” has been returned to “Treat” as a result of outstanding control measures still to be put into place.
  - h. Five new risks were assessed in this period arising specifically from the Covid-19 outbreak. Of these, one became redundant due to the failure of the national Test and Trace Scheme, whilst the remaining four have all been managed to a level where they can be tolerated by the Service. These are: 20/02 – “Adoption of new ICT packages without long term testing”, 20/03 – “Enhanced Covid-19 spread risk at Learning and Development, 20/04 – “Failure of Key Suppliers” and 20/05 – “Possible harm to staff arising from undertaking additional Covid-19 specific duties”.
12. Project risk as detailed in Project Risks section of the Register remains unchanged.
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.

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 11 March 2020 - 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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