

**Status of Report: Public**

**Meeting: Corporate Governance Committee**

**Date: 10 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 this 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 (see attached Appendix).

### **Executive Summary**

3. The ORR 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 continues to have a significant impact on the Organisational Risk process. The additional demands made on staff by the response to Covid-19 has resulted in delays to the regular review process. However, key individual risk assessments were kept up to date 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. Two (2) new risks have been highlighted in Chapter 2 that are identified as requiring STRATEGIC oversight; these are being managed by the individual Programme Boards with oversight by Senior Management Team (SMT).

## **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 SMT in February 2021. The revised Register can be found in 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. 17/05 “Grenfell Tower review” updated to include lessons from The Cube and Manchester Arena Attack work streams. It is recommended that the hazard statement is reconsidered at next review to incorporate this assessment into a wider “Failure to Learn” risk assessment.
  - b. 15/07 “Mass Absence due to Pandemic Diseases” moved to TOLERATE due to implementation of all reasonable control measures.
  - c. 18/07 “...failure of the mobilising system” returned to TREAT from TOLERATE due to addition of new control measures.
  - d. 16/06 “Targeted Theft” rewording of Hazard Statement for clarity and addition of further control measures with no impact on the overall assessment.
  - e. 18/01 “Failure to comply with GDPR” all control measures in place reducing risk to residual levels. This will be recommended for re-designation to TOLERATE and removal from the register at next review.
  - f. 18/03 “Financial Challenges” underwent a full review of Control Measures and validation of risk scoring.

- g. 17/06 “Lack of qualified command staff” recommended for removal from the register as all control measures are now in place and further oversight can be managed within normal operating procedures.
  - h. 20/02 “...adoption of new technology” was also recommended for removal from the register as all control measures are now in place and further oversight can be managed within normal operating procedures.
  - i. The Risk Management Matrix has been amended to reflect lessons learned during the last twelve months and now better reflects the management level required for STRATEGIC risks.
  - j. Project risk as detailed on the Register has changed significantly with the subsequent increase from one risk to three. The two new risks have both been assessed as requiring STRATEGIC oversight and will be managed by the individual Project Boards with SMT providing oversight.
    - 20/P01 “Views Replacement Project” has been identified as a VERY HIGH risk requiring STRATEGIC oversight due to lack of specialist resource
    - 20/P02 “Web GIS Project” has been identified as a VERY HIGH risk requiring STRATEGIC oversight due to lack of specialist resource
12. Chapter Three has been reformatted to move away from the broad-brush statements of concerns previously used. The content of the Health and Safety chapter is now linked directly to the other risks identified in Chapter One and Chapter Two allowing direct comparison of risk across the whole of the ORR. This not only improves our ability to compare risks across all three chapters but also meets the recommendations on reporting risk from a peer review of our Health and Safety processes.
13. There are some differences in the formatting of the risk reporting in Chapter Three with risks divided into “Specific Hazards” and “Management Risks” and a supporting rationale for the reported risk is given.
14. The Health and Safety Department has provided the following rationale intended to help explain the reason and methodology behind the new input and format of Chapter Three:
15. Health safety and welfare risks may present themselves in two categories;
  - a. Risks relating to **specific hazards** faced by our staff - Risks relating to specific hazards are focussed on the health and safety impact of that hazard not being properly controlled within the service in light of new information, new activities, or because the service hasn’t fully put in place a control strategy.

- b. Wider risks relating to the management of health and safety more broadly - Wider health and safety **management risks** relate to issues with one of our main control measures such as management training or the conduct of risk assessments where they might not be fully implemented within the service. The impact of this type of risk may occur amongst different types of staff undertaking different activities and facing different hazards, therefore, the likely impact may be widespread and difficult to predict.
16. This new style of reporting was approved by SMT in February 2021.
17. A training session for CFA Members was held on 20 January 2021; this was to refresh understanding on the Members' role in the Risk Management process. Learning from this session and from the ongoing process of revision and review has resulted in the commencement of a full refresh of the Risk Management Guidance document and the updating of the Risk Management Policy. It is intended that these are completed by the end of June 2021.

### **Report Implications/Impact**

18. Legal (including crime and disorder)

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

19. 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.

20. 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.

21. 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.

22. Environmental

None.

## 23. Impact upon Our Plan Objectives

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

### **Background Papers**

Report to the Corporate Governance Committee 16 September 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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