

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 20th September 2023

Subject: Organisational Risk Register

Report by: The Chief Fire and Rescue Officer

Author: Stuart Brewer, Corporate Risk and Resilience Manager

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, a Project Risk Assessment or has been identified as relevant by the Health & 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 & Safety Department through it's own process and procedure.
5. The Organisational Risk Register has been reformatted remains unchanged from last report.
6. The overall level of assessed risk has remained steady due to the implementation of planned control measures. However, two risks have been lifted into the CORPORATE level for management oversight.

7. Four risks have been identified by the Program Management Board that meet the threshold for inclusion in Chapter 2 of the ORR. There are some minor changes to the Health & Safety chapter of the Register; although it remains substantially unchanged. Details of changes made are contained in section 12 - 15.
8. A programme of validation of the risks identified in Chapters 1 and 3 has been undertaken. Risks in Chapter 1 have been subject to review by the management committee appropriate to the level of risk. Risks in Chapter 3 have been reviewed by the Health & Safety Committee.
9. Work has begun on linking the risks identified in the Community Risk Management Plan more closely with the Organisational Risk Register. This should be reflected in the next report to the Committee.

Background

10. 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 2023. The revised Register can be found at the Appendix to this report.
11. 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.
12. 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.
13. 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. 15-04 – “Failure of the mobilising system” and 20/04 – “Inability to receive 999 calls” remain the two most significant risks on the Register and work continues to apply suitable control measures.
 - b. 16/06 – “Targeted Theft” has been reworded and re-titled as “Service Premises” to better reflect the wider hazards present across our estate. This assessment also better links to the relevant hazard in the draft Community Risk Management Plan. The risk assessment has increased slightly due to a wider impact associated with the broader hazardous event descriptor.
 - c. 17/05 – “Grenfell Tower” has had the control measures updated although this has not yet changed the outcome of the risk assessment.

- d. 21/05 – “Loss of Data” has reduced in likelihood with a resulting reduction in overall risk from VERY HIGH to HIGH. This due to the implementation of control measures.
 - e. 21/06 – “Outsourced ICT Services failure” - has reduced in likelihood with a resulting reduction in overall risk from VERY HIGH to HIGH. This due to the implementation of control measures.
 - f. 21/07 – “ICT Services not meeting requirements” has reduced in likelihood with a resulting reduction in overall risk from VERY HIGH to HIGH. This due to the implementation of control measures.
14. Four project risks have been elevated into Chapter 2 of the Register. These cover two building refurbishment projects, Western and Market Bosworth and two ICT projects, Views replacement and Oracle.
 15. Health and Safety risk information detailed in the Register has been updated to reflect the ongoing work to ensure and improve firefighter safety. Control measures have been updated and 22/HS01 – “Fitness Training Injuries” has reduced slightly due to control measures introduced.

Report Implications/Impact

16. Legal (including crime and disorder)

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

17. 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.

18. 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.

19. 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.

20. Environmental

None.

21. 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 15th March 2023 - Organisational Risk Register. [Corporate Governance Committee Meeting 15th March \(leics-fire.gov.uk\)](https://www.leics-fire.gov.uk/corporate-governance-committee-meeting-15th-march)

Appendix

Appendix– Organisational Risk Register

Officers to Contact

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Organisational Risk Register

2023



Created: January 2022

Reviewed: August 2023

Owner: Corporate Risk

Chapter 1 – Corporate Risk Register



SAFER COMMUNITIES

AIM: FEWER INCIDENTS WITH LOWER IMPACTS

OUTCOMES:

- 1) Targeted prevention and protection activities
- 2) Manage business and community risk effectively
- 3) Effective partnership working

| RAT ID | HAZARDOUS EVENT | | | STRATEGY OUTCOME AT RISK | EXISTING CONTROL MEASURES | CURRENT RISK (with control measures) | | | | CONTROL MEASURES TO BE IMPLEMENTED | CONTROL MEASURE OWNER | IMPLEMENTATION DATE | RESIDUAL RISK (after all control measures) | | | | RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate) |
|--------|---|---|---|--------------------------|--|--------------------------------------|---|---|----|--|-----------------------|---------------------|--|---|---|----|--|
| | THE IS A CHANCE THAT | CAUSED BY | RESULTING IN | | | L | C | R | ML | | | | L | C | R | ML | |
| 17/05 | We fail to meet Central Government and public expectations in relation to the Grenfell Tower review | Additional workload, resources and training | The inability to deliver our core functions and priorities identified in Our Plan 2020-24 | 1,2,3 | Collaboration Policy and Procedure Communications Training and Exercising | 2 | 2 | M | OP | Further training and exercising to improve understanding and embed new processes | Service Delivery | March 2024 | 2 | 2 | M | OP | Tolerate |



RESPONSE

AIM: RESPOND EFFECTIVELY TO INCIDENTS

OUTCOMES:

- 1) Manage calls to fires and other emergency incidents
- 2) Provide a 24/7 response to local, regional, national and international incidents
- 3) Supply the appropriate resources and attend incidents to meet the needs of our communities
- 4) Meet our communities' expectations in resolving incidents

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|--------|--|---|--|--------------------------|---|--------------------------------------|---|----|----|---|--|--|--|---|----|----|--|
| | THE IS A CHANCE THAT | CAUSED BY | RESULTING IN | | | L | C | R | ML | | | | L | C | R | ML | |
| 15/04 | There will be a partial or complete failure of the mobilising system | ICT equipment failure, loss of staff and/or failure of the joint enterprise between Leicestershire, Derbyshire and Nottinghamshire Fire and Rescue Services | Delays to mobilisation, reduced Service performance, impacts on Firefighter and public safety and or impacts on other Service departmental functions | 1,2,3,4 | Collaboration Assurance Learning and Development Resources | 4 | 4 | VH | ST | First Line fault identification, troubleshooting and resolution guide provided for Control Automated monitoring and reporting of all mobilisation critical elements of the mobilising system Scheduled System maintenance plan for updates, hot fixes, patches and preventative works Business Continuity Plans LFRS ICT Risk Register Item R004: detailing control measures to ensure LFRS | Tri-Service SDM SYSTEL FRANCE / Tri-Service ICT DEPTS SYSTEL UK / SYSTEL FRANCE / Tri-Service SDM / Tri-Service ICT DEPTS Fire Control ICT Manager | March 2020 November 2022 March 2020 November 2022 April 2024 | 4 | 4 | VH | ST | Treat |

| RAT ID | HAZARDOUS EVENT | | | STRATEGY OUTCOME AT RISK | EXISTING CONTROL MEASURES | CURRENT RISK (with control measures) | | | | CONTROL MEASURES TO BE IMPLEMENTED | CONTROL MEASURE OWNER | IMPLEMENTATION DATE | RESIDUAL RISK (after all control measures) | | | | RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate) | |
|--------|----------------------|-----------|--------------|--------------------------|---------------------------|--------------------------------------|---|---|----|--|--|--|--|---|---|----|--|--|
| | THE IS A CHANCE THAT | CAUSED BY | RESULTING IN | | | L | C | R | ML | | | | L | C | R | ML | | |
| | | | | | | | | | | <p>systems can support Systel mobilisation</p> <p>Upgrade of mobilising system software to latest version (V117)</p> <p>Business continuity plans for emergency maintenance of system be put in place. Stage 1 – initial report to Tri-Service Exec.</p> <p>A new mobilising system has been purchased and is to be integrated into the service.</p> | <p>Tri-Service ICT Manager</p> <p>Tri-Service ICT Manager</p> <p>Replacement mobilising system project</p> | <p>November 2022</p> <p>October 24</p> <p>October 24</p> | | | | | | |

| RAT ID | HAZARDOUS EVENT | | | STRATEGY OUTCOME AT RISK | EXISTING CONTROL MEASURES | CURRENT RISK (with control measures) | | | | CONTROL MEASURES TO BE IMPLEMENTED | CONTROL MEASURE OWNER | IMPLEMENTATION DATE | RESIDUAL RISK (after all control measures) | | | | RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate) |
|--------|---|---|--|--------------------------|---|--------------------------------------|---|---|----|---|------------------------------|---------------------|--|---|---|----|--|
| | THE IS A CHANCE THAT | CAUSED BY | RESULTING IN | | | L | C | R | ML | | | | L | C | R | ML | |
| 15/05 | There will be a significant reduction in operational capacity | Industrial action by one or more of the main representative bodies involving some or all operational staff including Fire Control staff | An inability to maintain basic operational response capability as set out in the Service Operational Degradation Procedure | 1,2,3,4 | Collaboration Policy and Procedures Communications Assurance | 5 | 3 | H | ST | Fire Control business continuity plans | Fire Control | January 2024 | 5 | 3 | H | ST | Treat |
| 15/07 | A higher than usual number of employees are unable to work, or attend their workplace | Pandemic Disease | The inability to deliver our core functions and priorities identified in Our Plan 2020-24 | 1,2,3,4 | Collaboration Policy and Procedure Communication | 3 | 3 | H | TC | NONE | N/A | N/A | 3 | 3 | H | TC | Tolerate |
| 17/01 | The Service will have too few On-Call Duty System appliances available | Lack of appropriate skill sets, reliance on dual contractors with limited hours of availability, inability to fill vacancies at On-Call Stations or lack of succession planning | Insufficient resources available in the right place at the right time to meet the 10-minute turnout time | 2,3,4 | Policy and Procedure Learning and Development Resources | 3 | 3 | H | TC | Implementation of recommendations from On-call Availability Project | Director of Service delivery | June 2023 | 3 | 3 | H | TC | Treat |

| RAT ID | HAZARDOUS EVENT | | | STRATEGY OUTCOME AT RISK | EXISTING CONTROL MEASURES | CURRENT RISK (with control measures) | | | | CONTROL MEASURES TO BE IMPLEMENTED | CONTROL MEASURE OWNER | IMPLEMENTATION DATE | RESIDUAL RISK (after all control measures) | | | | RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate) |
|--------|--|--|---|--------------------------|---------------------------|--------------------------------------|---|----|----|---|--|---|--|---|----|----|--|
| | THE IS A CHANCE THAT | CAUSED BY | RESULTING IN | | | L | C | R | ML | | | | L | C | R | ML | |
| 20/04 | We will be unable to fulfil our core statutory duties or meet governance and/or financial legislation and/or regulation. | The failure of a key supplier to the Service due to influences outside of the Service's control. | Potential inability to receive 999 calls, failure of mobilising systems. Possible failure, loss or inability to supply Personal Protective Equipment, Breathing Apparatus, Operational vehicles and critical ICT systems. | 1,2,3,4 | Policy and Procedure | 4 | 5 | VH | C | Confirmation process to ensure key suppliers have adequate business continuity plans of their own in place Robust contract management process in place that includes assessment of long-term viability of potential suppliers of significant size Ongoing review of alternative suppliers | Procurement Managers Business Support Project Managers | December 2023 December 2023 December 2023 | 4 | 5 | VH | C | Treat |



FINANCE AND RESOURCES







AIM: DELIVER VALUE FOR MONEY QUALITY SERVICES






OUTCOMES:

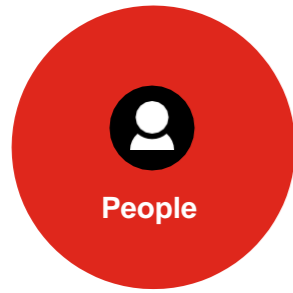
- 1) A well-managed and transparent budget
- 2) Robust and efficient procurement activities
- 3) Reliable and effective ICT systems
- 4) Fit for purpose estate, vehicles and operational equipment

| RAT ID | HAZARDOUS EVENT | | | STRATEGY OUTCOME AT RISK | EXISTING CONTROL MEASURES | CURRENT RISK (with control measures) | | | | CONTROL MEASURES TO BE IMPLEMENTED | CONTROL MEASURE OWNER | IMPLEMENTATION DATE | RESIDUAL RISK (after all control measures) | | | | RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate) |
|--------|---|---|--|--------------------------|--|--------------------------------------|---|---|----|---|---------------------------------------|--|--|---|---|----|--|
| | THE IS A CHANCE THAT | CAUSED BY | RESULTING IN | | | L | C | R | ML | | | | L | C | R | ML | |
| 16/06 | Service premises, vehicles and/or equipment is lost, damaged, does not meet equality, environmental or corporate standards in training and protecting our staff and keeping our communities safe. | Changes in legislation, damage in the course of training or operational incidents, theft and criminal activity and or loss. | Loss or delay to operational response and financial cost | 4 | Policy and Procedure Assurance Communications Resources | 3 | 2 | M | OP | Estates 5 year plan Condition survey completed on a 5 year cycle Suitably trained Estates staff | Estates Estates Estates | September 2023 April 2024 April 2024 | 2 | 1 | L | OP | Treat |

| RAT ID | HAZARDOUS EVENT | | | STRATEGY OUTCOME AT RISK | EXISTING CONTROL MEASURES | CURRENT RISK (with control measures) | | | | CONTROL MEASURES TO BE IMPLEMENTED | CONTROL MEASURE OWNER | IMPLEMENTATION DATE | RESIDUAL RISK (after all control measures) | | | | RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate) |
|--------|--|---|--|--------------------------|---|--------------------------------------|---|----|----|------------------------------------|-----------------------|---------------------|--|---|---|----|--|
| | THE IS A CHANCE THAT | CAUSED BY | RESULTING IN | | | L | C | R | ML | | | | L | C | R | ML | |
| 18/02 | ICT technologies / services will be disrupted and/or data leaked from unauthorised sources | A failure of ICT security controls to prevent a cyber-attack, including malware, spamming, scams, spyware, ransomware or phishing, or loss/ theft of ICT assets | Buildings/ ICT infrastructure components inaccessible, inability to deliver of processes and outcomes, loss of data, reputational damage, financial loss, unauthorised use of data including passwords or personal data to cause further damage, including denial of service and communications overload | 3 | Policy and Procedure Communications Resources | 3 | 5 | VH | ST | LFRS ICT Risk Register Item R008 | ICT Manager | Dec 2024 | 2 | 3 | M | TC | Treat |
| 18/03 | The Service fails to respond adequately to the financial challenges it faces | A reduction in spending power as a consequence of increased inflationary pressures and/or pay and pension issues | An inability to provide a balanced budget and/or being unable to fund additional statutory requirements placed on the Service | 1 | Assurance Resources | 2 | 2 | M | OP | NONE | N/A | N/A | 2 | 2 | M | OP | Treat |

| RAT ID | HAZARDOUS EVENT | | | STRATEGY OUTCOME AT RISK | EXISTING CONTROL MEASURES | CURRENT RISK (with control measures) | | | | CONTROL MEASURES TO BE IMPLEMENTED | CONTROL MEASURE OWNER | IMPLEMENTATION DATE | RESIDUAL RISK (after all control measures) | | | | RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate) |
|--------|--|---|--|--------------------------|---------------------------------------|---|---|---|--|------------------------------------|-----------------------|---------------------|--|---|---|----|--|
| | THE IS A CHANCE THAT | CAUSED BY | RESULTING IN | | | L | C | R | ML | | | | L | C | R | ML | |
| 21/05 | Data is deleted, access to data is removed or data is inaccessible | Human error and/or non-compliant data storage practices | Permanent loss of data, temporary unavailability of data, disruption of key processes and outcomes, inability to comply with legislation such as FOI, GDPR etc. and/or reputational damage | 3 | Policy and Procedure Assurance | 2  | 4 | H  | TC  | LFRS ICT Risk Register Item R001 | ICT Manager | April 2024 | 2 | 4 | H | TC | Treat |
| 21/06 | Outsourced, e.g. cloud-based, ICT services are not available or that data entrusted to a service provider is inaccessible, lost or compromised | Inadequate security or resilience of third party and/or inadequate outsourcing governance | Reputational damage, financial loss, unauthorized use of data such as passwords or personal data to cause further damage, loss of data, unavailability of data, disruption of key processes and outcomes and/or inability to migrate to another cloud service provider | 3 | Policy and Procedure | 2  | 4 | H  | TC  | LFRS ICT Risk Register Item R010 | ICT Manager | December 2024 | 2 | 3 | M | TC | Treat |

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|--------|---|---|--|--------------------------|---|--|---|--|--|------------------------------------|-----------------------|---------------------|--|---|--|---|--|
| | THE IS A CHANCE THAT | CAUSED BY | RESULTING IN | | | L | C | R | ML | | | | L | C | R | ML | |
| 21/07 | ICT technologies and services do not meet corporate and business requirements and/or users do not yield the maximum benefit of ICT technologies | Inadequate engagement with users, inadequate funding, inadequate expertise of ICT staff, implementation of changes delayed and/or system redundancy | Disruption of outcomes, increased demand on the ICT helpdesk, increased user errors, suboptimal use of ICT technologies and/or reputational damage | 3 | Policy and Procedure Communications Resources | 2  | 4 | H  | T  | LFRS ICT Risk Register Item R009 | ICT Manager | December 2024 | 2 | 3 | M  | TC  | Treat |



PEOPLE

AIM: AN ENGAGED AND PRODUCTIVE WORKFORCE

OUTCOMES:

- 1) The right people
- 2) In the right place
- 3) Doing the right thing
- 4) In the right way

| RAT ID | HAZARDOUS EVENT | | | STRATEGY OUTCOME AT RISK | EXISTING CONTROL MEASURES | CURRENT RISK (with control measures) | | | | CONTROL MEASURES TO BE IMPLEMENTED | CONTROL MEASURE OWNER | IMPLEMENTATION DATE | RESIDUAL RISK (after all control measures) | | | | RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate) |
|--------|--|---|--|--------------------------|---|--------------------------------------|---|---|----|--|----------------------------|---------------------|--|---|---|----|--|
| | THE IS A CHANCE THAT | CAUSED BY | RESULTING IN | | | L | C | R | ML | | | | L | C | R | ML | |
| 19/01 | A Service employee or member of the public comes to harm | A failure to operate safe systems of work on the incident ground or other location such as workshops or whilst travelling to/from locations of work | Death or serious injury to one or more individuals | 1,2,3,4 | Policy and procedure Assurance Learning and Development Resources Communications | 1 | 3 | M | OP | Review of Health & Safety risk assessments | Health & Safety Department | December 2023 | 1 | 3 | M | OP | Treat |



GOVERNANCE

AIM: PROVIDE ASSURANCE

OUTCOMES:

- 1) Well informed communities
- 2) Well informed staff
- 3) We'll know what our communities think of us
- 4) We'll know what our staff think of us

| RAT ID | HAZARDOUS EVENT | | | STRATEGY OUTCOME AT RISK | EXISTING CONTROL MEASURES | CURRENT RISK (with control measures) | | | | CONTROL MEASURES TO BE IMPLEMENTED | CONTROL MEASURE OWNER | IMPLEMENTATION DATE | RESIDUAL RISK (after all control measures) | | | | RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate) |
|--------|--|--|---|--------------------------|--|--------------------------------------|---|---|----|--|---|---|--|---|---|----|--|
| | THE IS A CHANCE THAT | CAUSED BY | RESULTING IN | | | L | C | R | ML | | | | L | C | R | ML | |
| 18/01 | We fail to achieve compliance with UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018 | The actions of our staff and agents working for us processing our personal data; or failure of our technical security to protect against external threats | A breach of Statutory obligation as a Public Authority | 1,2 | Assurance Learning and Development Resources | 4 | 3 | H | TC | Find a solution to replace use of WhatsApp as a dynamic group information tool and implement. Following the dissolution of Forge Health treat the residual Data Protection risks still associated with Occupational Health (as identified in the independent review). New SIRO – Discussions to take place with the new role holder and what skills, knowledge and training they may have and what else is needed. | ICT Manager ICT Manager/Commercial Procurement Manager IG Manager (DPO) | 30 April 2023 30 June 2023 31 December 2023 | 3 | 2 | M | OP | Treat |
| | | | | | | | | | | Compliance with the NFCC Fire Data Standard – Data Management. | IG Manager (DPO)/ICT Manager | 31 December 2023 | | | | | |

Assessments Removed or Archived During the Current Calendar Year

| RAT ID | HAZARDOUS EVENT | STRATEGY OUTCOME AT RISK | FINAL RISK SCORE | | | | REASON FOR REMOVAL | DATE REMOVED |
|--------|-----------------|--------------------------|------------------|-----|-----|-----|--------------------|--------------|
| | | | L | C | R | ML | | |
| NONE | N/A | N/A | N/A | N/A | N/A | N/A | N/A | |

Chapter 2 - Project Risks

| PROJECT REF | HAZARD STATEMENT | RISK ASSESSMENT SCORES | | | | PROJECT CONTROL MEASURES |
|-------------|---|------------------------|---|----|----|---|
| | | L | C | R | ML | |
| 23/P01 | Western Refurbishment Project There is an issue regarding the availability of supplier resources from the Estates Team. This may affect the ability to deliver the project within timescales. | 3 | 4 | VH | ST | Consider other internal resource to assist with project management, consider use of YMD Boon to support wider elements of project. |
| 23/P02 | Market Bosworth Refurbishment Project There is a risk that there is not sufficient service project manager resource available. | 3 | 4 | VH | ST | Communicate risk with senior managers, consider additional internal resource, consider expanding role of building surveyors, clarify internal responsibilities and communicate contacts with key internal contacts/ resource. |
| 23/P03 | Views Replacement Project There is a risk that issues with other systems or resource outside of the project could result in delays (e.g. FireWatch project progress, Systel warehouse, HR availability to support sickness data validation, replacement data warehouse) | 2 | 4 | H | TC | Review project task timelines - re prioritise data sources to manage delays. Close engagement with other projects and data owners around expected completion of tasks and availability. Consider alternative data sources. |
| 23/P04 | Oracle Project T&D not using LMS to record all training/qualification activity as their primary system. There are multiple recording methods that were in use pre-LMS, which have not been phased out and take precedence over the LMS. This is leading to error within the data sets of the LMS and subsequently impacting upon the confidence of LMS reporting with the end user. | 2 | 4 | H | TC | Learning & Organisational Development plan to support Training & Development in moving to using the LMS as their primary system has been sent to T&D for contracting agreement. |

Chapter 3 - Health, Safety and Welfare Risks

| H&S REF | HAZARD STATEMENT | RATIONALE | RISK ASSESSMENT SCORES | | | | CONTROL MEASURES | Date of last Assurance at H&S Committee |
|---------|--|--|------------------------|---|----|----|--|---|
| | | | L | C | R | ML | | |
| 21/HS01 | <p>Management of contaminants (Specific Hazard)</p> <p>There is a possibility that staff could come to harm as a result of exposure to contaminants during their employment with the Service. LFRS has a moral and legal obligation to reduce the risk posed to staff in the long, medium and short term.</p> | <p>The interim guidance from the UCLAN / FBU research has now been published.</p> <p>The HSE has been asked for this to form the basis of risk control for contaminants</p> <p>The scientific review identifies significant potential risks for Firefighters and other staff who attend fire scenes and identify control measures which will require planning, investment and cultural changes to implement.</p> <p>The impact of the risk is very high as it is linked to fatal illness as well as other issues such as morale.</p> <p>The likelihood is medium/low as the impact is likely to be experienced in the long term.</p> | 2 | 5 | VH | ST | <ul style="list-style-type: none"> Review how risk information is passed on to other organisations re contaminants Review of risk assessments in relation to working in the appliance bay, BA workshop, fire investigators. Post fire activities, working with other organisations or allowing them to enter fire scenes Review PPE and equipment provision particularly gloves, water bottles and bags for soiled kit Review washing protocols and the implications for warranties for fire hoods and helmet cradles Review the welfare procedure in relation to food, rest and hygiene requirements. Hydration, crew rotation and the delivery of fresh PPE to scenes should also be included Review how exposure to contaminants can be managed for high exposure roles such as in learning and development and consider whether the service needs to introduce standards around tenure PPE surveys to resume Review deployment of crews returning to stations with bagged up kit | January 2023 |
| 21/HS02 | <p>Management of manual handling (Specific Hazard)</p> <p>There is a possibility that staff may come to harm as a result of the failure to apply appropriate manual handling techniques. LFRS has a moral and legal obligation to reduce the risk posed to staff in the long, medium and short term.</p> | <p>Manual handling is especially problematic within fire services as lifts have to take place in time critical scenarios when staff are already fatigued.</p> <p>This puts the individual at greater risk as they are less likely to lift in a textbook manner and are more vulnerable to injury when already fatigued.</p> <p>In non-fire scenarios, lifts are often undertaken in poor postural positions due to the layout of domestic premises.</p> <p>The impact of this risk is significant as many lifts could have the potential to injure operational staff as textbook technique cannot be applied due to the limitations detailed above plus there is a specific risk of injuring a vulnerable person such as a bariatric person or elderly, infirm or end of life patient as lifting them could be inherently hazardous.</p> <p>Likelihood is medium high as these lifts are commonplace and the standard control measures in the hierarchy of control are not</p> | 3 | 4 | VH | ST | <ul style="list-style-type: none"> Training improvements. Lifting sheet roll out. Manual handling procedure. Liaison regarding care plans. Manual handling assessments to be developed further. Introduction of targeted fitness training trial to build core strength and reduce potential for manual handling injury. | July 2023 |

| | | | | | | | | |
|---------|--|--|--------|---|----|----|--|--------------|
| | | available to the service in most instances. | | | | | | |
| 21/HS03 | <p>Health and Safety training provision (Management Risk)</p> <p>There is a risk that LFRS may not meet its obligations to provide effective health and safety training for staff resulting in a potential for harm and possible breach of statutory duty.</p> | <p>The service has a legal responsibility to provide effective H&S training for managers to ensure that these managers understand their responsibilities and implement the control measures relevant for the protection of our staff and others.</p> <p>This lack of training may result in the service being found directly in breach of its duties or it may lead to a breach in another statutory H&S duty.</p> <p>The risk's impact is significant due to the potential for statutory breach, however, likelihood should reduce.</p> | 2 | 5 | VH | ST | <ul style="list-style-type: none"> • Completion of roll out of management training. • Health and safety training input delivered to new recruits. • IOSH Supervising Safely delivered to Level 1 ICS qualified staff – currently 36% Completed course. • Station Managers are nominated for NEBOSH General certificate. | July 2023 |
| 21/HS04 | <p>Failure to complete suitable and sufficient Health and Safety Risk Assessments (Management Risk)</p> <p>There is a risk that LFRS may fall in its duty to ensure an adequate and effective system of H&S risk assessment is in place, which may result in harm to staff and failure to meet statutory obligations.</p> | <p>A number of LFRS staff have successfully passed the IOSH risk assessment course provided by Leicestershire Police.</p> <p>Despite this cadre of trained staff being available, fewer risk assessments have been developed than was originally intended.</p> <p>Impact is high as lack of risk assessments and the actions that they drive can be a breach of duty, however, the likelihood of this happening will diminish under the new system when implemented.</p> | 2 | 5 | VH | ST | <ul style="list-style-type: none"> • Monitor roll out and adoption of the new form. • Internal QA process by Health and Safety Team. • TBRA Scrutiny through use of existing risk management committees. • Risk assessments covered in IOSH and NEBOSH training. | July 2023 |
| 21/HS05 | <p>Inability to maintain fire fighter competence for basement firefighting</p> | <p>Concerns have been raised regarding the safety of basement firefighting. The Balmoral bar incident in Scotland is the highest profile of these incidents and involved the death of a fire fighter who was unable to reach safety. LFRS firefighters have received burns during basement fire training at the fire service college.</p> <p>Until we can train our firefighters to an appropriate standard of competency we are at risk of a firefighter becoming injured at a basement fire due to competency gaps.</p> | 2 | 5 | VH | ST | <ul style="list-style-type: none"> • Introduce an effective training course through outsourcing, expansion of the Hot Fire Training Unit at the Caterpillar site or await new training facility becoming available. | July 2023 |
| 22/HS01 | <p>There is a risk that our staff could injure themselves whilst carrying out fitness training within Service premises.</p> | <p>While this risk exists, the provision of fitness and gym facilities should always be regarded within a wider context as a control measure within the operational environment and contributor to health and wellbeing for staff in general.</p> | 3 ↓ | 2 | M | TC | <ul style="list-style-type: none"> • Maintenance of gym equipment • Inspection of gym equipment • Monitoring of inspection outcomes • Creation of risk-based inspection regime • Purchasing of equipment to follow trend analysis of inspection failures • Purchasing of equipment to eliminate additional fixings and complicated design • Official approval process for new equipment • Gym surveys • Inspection improvements based on Microsoft 365 form | January 2023 |

| | | | | | | | | |
|--|--|--|--|--|--|--|---|--|
| | | | | | | | <ul style="list-style-type: none">• Official system put in place to defect equipment that has broken or failed inspection or maintenance• Prioritisation system for purchasing equipment for space limited gyms• Review of options for safety event reporting | |
|--|--|--|--|--|--|--|---|--|

Risk Assessment Matrix

| | | | | | | |
|-------------|---|-------|------------------------------------|-----------------------|-------------|-------|
| CONSEQUENCE | 5 | | 21/HS01 21/HS03 21/HS04 21/HS05 | 18/02 | 15/04 20/04 | |
| | 4 | | 21/05 21/06 21/07 23/P03 23/P04 | 21/HS02 23/P01 23/P02 | | |
| | 3 | 19/01 | | 15/07 17/01 | 18/01 | 15/05 |
| | 2 | | 17/05 18/03 | 16/06 22/HS01 | | |
| | 1 | | | | | |
| | | 1 | 2 | 3 | 4 | 5 |
| LIKELIHOOD | | | | | | |

| RISK VALUE | |
|------------------|--|
| VERY HIGH | High level risk with the potential to cause catastrophic damage to the reputation, finances or governance of the Service |
| HIGH | Mid-high level risk possibly requiring significant amendment to policy/procedure and significant financial outlay |
| MEDIUM | Low-mid level risk possibly requiring new policy and/or some financial outlay |
| LOW | Low level risk capable of being managed within normal service policy and procedure |

Risk Management Matrix

| | | | | | | |
|-------------|---|-------|------------------------------------|-----------------------|-------------|-------|
| CONSEQUENCE | 5 | | 21/HS01 21/HS03 21/HS04 21/HS05 | 18/02 | 15/04 20/04 | |
| | 4 | | 21/05 21/06 21/07 23/P03 23/P04 | 21/HS02 23/P01 23/P02 | | |
| | 3 | 19/01 | | 15/07 17/01 | 18/01 | 15/05 |
| | 2 | | 17/05 18/03 | 16/06 22/HS01 | | |
| | 1 | | | | | |
| | | 1 | 2 | 3 | 4 | 5 |
| LIKELIHOOD | | | | | | |

| MANAGEMENT LEVEL | |
|--------------------|---|
| CORPORATE | Those risks likely to require management oversight by the CFA and/or SLT |
| STRATEGIC | Those risks likely to require management oversight by SLT |
| TACTICAL | Those risks likely to require management oversight by the HSW Committee and sub-groups, Tactical Manager's Team (TMT) and/or individual Directors |
| OPERATIONAL | Those risks likely to require management oversight by individual Group and Station Managers and/or TMT |

Glossary of Terms and Abbreviations

Hazardous Event - A potential event that can cause harm

Likelihood (L) - The chance of something happening. May be described by the probability, frequency or uncertainty of event

Consequence (C) - The outcome of an event. Specifically, the severity or extent of harm caused by an event

Operational (OP) - Those risks likely to require management oversight by individual Group and Station Managers and/or GMT

Tactical (TC) - Those risks likely to require management oversight by the HSW and CRM Committee and sub-groups, Group Manager's Team (GMT) and/or individual Director

Strategic (ST) - Those risks likely to require management oversight by SLT

Corporate (C) - Those risks likely to require management oversight by the CFA and/or SLT

Low (L) - Low level risk capable of being managed within normal service policy and procedure

Medium (M) - Low –mid level risk possibly requiring new policy and/or some financial outlay

High (H) - Mid-high level risk possibly requiring significant amendment to policy/procedure and significant financial outlay

Very High (VH) – High level risk with the potential to cause catastrophic damage to the reputation, finances or governance of the Service