

**LEICESTERSHIRE**  
**FIRE and RESCUE SERVICE**

# Organisational Risk Register

## 2022



**Created:** January 2022  
**Reviewed:** January 2022  
**Owner:** Corporate Risk



# SAFER COMMUNITIES

**AIM: FEWER INCIDENTS WITH LOWER IMPACTS**

**OUTCOMES:**

- 1) Targeted prevention and protection activities
- 2) Recognise and reduce the impact of hazards
- 3) Resilient operational risk information
- 4) Effective partnership working

RAT ID	HAZARD	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)
				L	I	R	ML				L	I	R	ML	
17/05	Failure to meet Central Government and public expectations in relation to the Grenfell Tower review	1,2,3,4	Collaboration  Policy and Procedure  Communications  Training and Exercising	2 ↓	2 ↓	M ↓	OP ↓	NONE	N/A	N/A	2	2	M	OP	Tolerate



# RESPONSE


**AIM: RESPOND EFFECTIVELY TO INCIDENTS**

**OUTCOMES:**

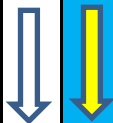
- 1) Manage calls to fires and other emergency incidents
- 2) Provide a 24/7 response to local, regional, national and international incidents
- 3) Supply the appropriate resources and attend incidents to meet the needs of our communities
- 4) Meet our communities' expectations in resolving incidents





RAT ID	HAZARD	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)
				L	I	R	ML				L	I	R	ML	
15/07	Mass absence of staff due to pandemic disease, impacting on our ability to meet the 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

RAT ID	HAZARD	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)
				L	I	R	ML				L	I	R	ML	
15/05	Much reduced levels of Fire Engine availability due to industrial action	1,2,3,4	Collaboration  Policy and Procedures  Communications	2	3	M	TC	NONE	N/A	N/A	2	3	M	TC	Tolerate

RAT ID	HAZARD	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)
				L	I	R	ML				L	I	R	ML	
15/04	Partial or complete failure of the joint mobilising system with Derbyshire and Notts FRS	1,2,3,4	Collaboration  Assurance  Learning and Development  Resources	3	4 	VH	ST	Fault identification and management guide issued to Control  Automated monitoring and reporting of critical areas  Scheduled maintenance plan  Development of Tri-Service Business Continuity Plans  Alternative alerting arrangements for WDS and On-Call staff  Upgrade to latest version (V117) of mobilising system  LFRS ICT Risk Register Item R004	Tri-Service  Tri-Service  Tri-Service  Tri-Service  Fire Control/ICT  Tri-Service ICT Manager  ICT Manager	Mar 2020  Apr 2022  Mar 2020  Jan 2020  Jan 2020  Feb 2022  Mar 2024	2	3	M	TC	Treat

RAT ID	HAZARD	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)
				L	I	R	ML				L	I	R	ML	
17/01	Reduced On-Call duty system appliances available to maintain 10 minute life risk attendance	2,3,4	Policy and Procedure  Learning and Development  Resources	3	3	H	TC	Delivery of On-Call Project aimed at improving On-Call availability	ACO Service Delivery	Ongoing	2	2	M	OP	Treat
18/07	NFRS data centre is not sufficiently monitored since the implementation of the Joint Control for Derbyshire and Notts FRS. This may lead to failures affecting LFRS not being identified or resolved in a timely manner.	1,2,3,4	N/A	2	3	M	TC	Infrastructure update	AM Tri-Service Control	April 2022	1	3	L	OP	Treat



RAT ID	HAZARD	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)
				L	I	R	ML				L	I	R	ML	
20/05	Harm to staff and the wider Service as a result of the undertaking of additional duties outside of the norm whilst assisting other agencies as part of the response to the COVID 19 outbreak.	3,4	Policy and Procedure  Learning and Development  Resources	2 	3	M 	TC	None	N/A	N/A	2 	3	M 	TC	Tolerate



# 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	HAZARD	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)
				L	I	R	ML				L	I	R	ML	
16/06	Targeted theft from Service premises resulting loss or damage to operational equipment and vehicles and subsequent reduction in operational capability.	4	Policy and Procedure  Assurance  Communications  Resources	3	1	L	OP	Premises security review	TMT	Sept 2022	2	1	L	OP	Treat

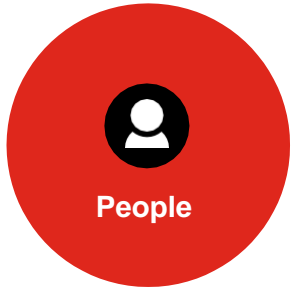


RAT ID	HAZARD	STRATEGY OUTCOME AT RISK	EXISTING CONTROL MEASURES	CURRENT RISK (with control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	IMPLEMENTATION DATE	RESIDUAL RISK (after all control measures)				RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate)
				L	I	R	ML				L	I	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	3	Policy and Procedure  Communications Resources	2	3	M	TC	LFRS ICT Risk Register Item R009	ICT Manager	Dec 2024	1	3	M	OP	Treat
18/02	Disruption of ICT technologies / services or a data leak from unauthorised external access	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

RAT ID	HAZARD	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)
				L	I	R	ML				L	I	R	ML	
18/03	LFRS fails to respond adequately to the financial challenges facing them. This can be due to a reduction of spending power as a consequence of the COVID-19 pandemic or changes in government funding. Along with being unable to fund any additional statutory requirements places on the Service.	1	Assurance  Resources	4	4	VH	ST	75% compensation for National Non Domestic Rates shortfall  Lower quartile FRS increase in precept set at higher rate by Central Government. To be agreed by CFA.	Treasurer	2021/22  04/2022	2	3	M	TC	Treat

RAT ID	HAZARD	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)
				L	I	R	ML				L	I	R	ML	
21/03	Failure to apply forthcoming changes to some staff pensions arising from variations to pension scheme arrangements	1,2	Governance	4	4	VH	ST	Changes to be implemented as soon as they are known	AM Business Support	Dec 2023	3	3	H	TC	Tolerate
								Staff kept informed when changes take effect	AM Business Support	Dec 2023					
								Due regard is paid to legal advice procured by the LGA, and to national agreements and understandings, e.g. between the LGA and FBU	Pension Scheme Manager	Dec 2023					
								Decisions are sought from the CFA	Pension Scheme Manager	Dec 2023					

RAT ID	HAZARD	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)
				L	I	R	ML				L	I	R	ML	
21/05	There is a risk that data is deleted, access to data is removed or data is inaccessible	3	Policy and Procedure Assurance	3	4	VH	ST	LFRS ICT Risk Register Item R001	ICT Manager	Apr 2024	2	4	H	TC	Treat
21/06	There is a risk that outsourced, e.g. cloud-based, ICT services are not available or that data entrusted to a service provider is inaccessible, lost or compromised	3	Policy and Procedure	3	4	VH	ST	LFRS ICT Risk Register Item R010	ICT Manager	Dec 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	HAZARD	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)
				L	I	R	ML				L	I	R	ML	
19/01	A death or serious injury occurs as a result of a failure to operate safe systems of work	1,2,3,4	Policy and procedure Assurance Learning and Development Resources Communications	1 ↓	5	H ↓	TC ↓	NONE	N/A	N/A	1	5	H	TC	Tolerate

RAT ID	HAZARD	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)
				L	I	R	ML				L	I	R	ML	
20/03	Staff and students coming to harm due to contracting Coronavirus whilst undertaking training courses at the Learning and Development Centre. Prevention of further transmission.	1,2,3,4	Learning and Development  Health and Safety	1	4	M	TC	NONE	N/A	N/A	1	4	M	TC	Tolerate



# 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	HAZARD	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)
				L	I	R	ML				L	I	R	ML	
18/01	Failure to comply with the General Data Protection Regulation and subsequent Data Protection Act	1,2	Assurance  Learning and Development  Resources	1	3	M	OP	NONE	N/A	N/A	1	3	M	OP	Tolerate

# Assessments Removed or Archived During the Current Year

RAT ID	HAZARD	STRATEGY OUTCOME AT RISK	FINAL RISK SCORE				REASON FOR REMOVAL	DATE REMOVED
			L	I	R	ML		
17/03	System failure leading to loss of risk information (Cat 1/2/3/4) within Fire Control	RESPONSE 3,4	1	4	M	TC	Control measures in place	January 2022
17/04	Lack of specialist resources	RESPONSE 2,3,4	2	3	M	TC	Control measures in place	January 2022
20/04	Failure of key suppliers	FINANCE AND RESOURCES 1,2,4	1	2	L	OP	Control measures in place	January 2022



# Chapter 2 - Project Risks

PROJECT REF	HAZARD STATEMENT	RISK ASSESSMENT SCORES				PROJECT CONTROL MEASURES
		L	I	R	O	
18/P03	<p><b>ESN Project</b></p> <p>There is a possibility that the Home Office will select Plan D (project pause/shutdown) which will mean that the ESN project will be stopped and a suitable replacement will need to be selected and chose.</p>	3	4	VH	ST	<ul style="list-style-type: none"> <li>• Information to be provided by the Centre – (Ongoing)</li> <li>• Risk has been elevated to the Chief Fire Officer - (Completed October 2019)</li> </ul>

# Chapter 3 - Health, Safety and Welfare Risks

H&S REF	HAZARD STATEMENT	RATIONALE	RISK ASSESSMENT SCORES				CONTROL MEASURES
			L	I	R	O	
21/HS01	<p><b>Management of contaminants (Specific Hazard)</b></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"> <li>Review how risk information is passed on to other organisations re contaminants,</li> <li>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,</li> <li>Review PPE and equipment provision particularly gloves, water bottles and bags for soiled kit,</li> <li>Review washing protocols and the implications for warranties for fire hoods and helmet cradles,</li> <li>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.</li> <li>Review how exposure to contaminants can be</li> </ul>

							<p>managed for high exposure roles such as in learning and development and consider whether the service needs to introduce standards around tenure.</p> <ul style="list-style-type: none"> <li>• PPE surveys to resume.</li> <li>• Review deployment of crews returning to stations with bagged up kit.</li> </ul>
21/HS02	<p><b>Management of manual handling (Specific Hazard)</b></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 morale 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 available to the service in most instances.</p>	3	4	VH	ST	<ul style="list-style-type: none"> <li>• Training improvements.</li> <li>• Lifting sheet roll out.</li> <li>• Manual handling procedure.</li> <li>• Liaison regarding care plans.</li> <li>• Manual handling assessments to be developed further.</li> <li>• Introduction of targeted fitness training trial to build core strength and reduce potential for manual handling injury.</li> </ul>

21/HS03	<p><b>Health and Safety training provision (Management Risk)</b></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&amp;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&amp;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"> <li>• Completion of roll out of management training.</li> </ul>
21/HS04	<p><b>Failure to complete suitable and sufficient Health and Safety Risk Assessments (Management Risk)</b></p> <p>There is a risk that LFRS may fall in its duty to ensure an adequate and effective system of H&amp;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"> <li>• Roll out of new risk assessment form and monitoring of adoption.</li> </ul>
21/HS05	<p><b>Inability to maintain fire fighter competence for basement firefighting</b></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"> <li>• Introduce an effective training course through outsourcing, expansion of the Hot Fire Training Unit, or await new training facility becoming available in 2023</li> </ul>

22/HS01	<b>There is a risk that our staff could injure themselves whilst carrying out fitness training within Service premises.</b>	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.	4	2	M	TC	<ul style="list-style-type: none"> <li>• Maintenance of equipment</li> <li>• Risk assessment</li> <li>• Regular inspection</li> <li>• Review of options for safety reporting</li> </ul>
---------	---	--	---	---	---	----	---

# Risk Assessment Matrix

<b>IMPACT</b>	5	19/01	21/HS01 21/HS03 21/HS04 21/HS05	18/02		
	4	20/03		15/04 18/P03 21/HS02 21/05 21/06	18/03 21/03	
	3	18/01	15/05 18/07 20/05 21/07	15/07 17/01		
	2		17/05		22/HS01	
	1			16/06		
		1	2	3	4	5
<b>LIKELIHOOD</b>						

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

# Risk Management Matrix

<b>IMPACT</b>	5	19/01	21/HS01 21/HS03 21/HS04 21/HS05	18/02		
	4	20/03		15/04 18/P03 21/HS02 21/05 21/06	18/03 21/03	
	3	18/01	15/05 18/07 20/05 21/07	15/07 17/01		
	2		17/05		22/HS01	
	1			16/06		
		1	2	3	4	5

**LIKELIHOOD**

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

# Glossary of Terms and Abbreviations

**Likelihood (L)** - A measurement of how frequent and/or probable it is that a consequence will actually be realised

**Impact (I)** - An estimate of the harm that could be 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 SMT

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

**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