

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

# Organisational Risk Register

## 2019



**Created:** August 2019  
**Reviewed:** September 2019  
**Owner:** Corporate Risk



# SAFER COMMUNITIES

## OUTCOMES:

- 1) Fewer incidents by targeted prevention activities
- 2) Reduced risk through our premises inspection programme
- 3) Safer staff through greater collaboration with our partners around hazard perception
- 4) Effective partnership working to reduce the impact of incidents on our communities

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	
16/01	Failure to plan for and respond to an increase in the National Threat Level to "CRITICAL"	3,4	Collaboration  Policy and Procedure	2	2	M	OP	NONE	N/A	N/A	2	2	M	OP	Tolerate
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	3	3	H	TC	Service-wide high-rise training and exercising programme	Learning and Development	Dec 2019	2	2	M	OP	Treat



# RESPONSE

## 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) Manage our operational equipment to ensure its readiness for use

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				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.	1,2,3	Collaboration  Policy and Procedure  Communication	3	4	VH	ST	Service Continuity Planning Program: identification of Service Critical Activities.	AM Assurance	Sept 2019	2	4	H	TC	Treat
17/03	Systel failure leading to loss of risk information (Cat 1/2/3/4)	1,3,4	Collaboration  Policy and Procedures  Communications	1	4	M	TC	NONE	N/A	N/A	1	4	M	TC	Tolerate

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				L	I	R	ML				L	I	R	ML	
15/05	Industrial action by operational staff	2,3,4	Collaboration  Policy and Procedures  Communications	5	4	VH	C	Implementation of possible alternative resilience arrangements	Response	Jan 2020	5	3	H	ST	Treat
15/04	Failure of any part of the mobilising system	1,2,3,4	Collaboration  Assurance  Learning and Development  Resources	2	4	H	TC	NONE	N/A	N/A	2	4	H	TC	Tolerate
17/01	Not enough On-Call duty system appliances available	3,4	Policy and Procedure  Learning and Development  Resources	3	3	H	TC	On-Call project aimed at improving On-Call availability	ACO Service Delivery	April 2020	2	2	M	OP	Treat
17/04	Lack of specialist resources	2,5	Collaboration  Policy and Procedure  Resources	4	3	H	TC	Special Appliances Review	Operational Response	March 2020	2	3	M	TC	Treat

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				L	I	R	ML				L	I	R	ML	
18/07	Inability to detect faults at one of the three data centres hosting the mobilising system	1,2,3,4	N/A	3	4	VH	ST	Re-design of START Mobilising system  Re-engineering of START Mobilising system  Decommissioning redundant	AM Tri-Service Control  AM Tri-Service Control  AM Tri-Service Control	Prior to de-commission of NFRS site  Prior to decommission of NFRS site  Prior to decommission of NFRS site	2	4	H	TC	Treat



# FINANCE AND RESOURCES





## OUTCOMES:

- 1) A well-managed and transparent budget
- 2) Robust and efficient procurement activities
- 3) Reliable and effective ICT systems
- 4) Secure and effective use of data and information
- 5) A well maintained estate and fleet

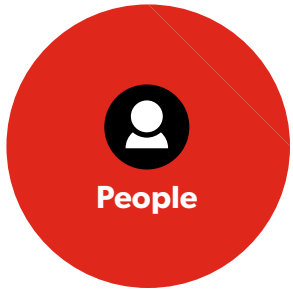
RAT ID	HAZARD	STRATEGY OUTCOME AT RISK	EXISTING CONTROL MEASURES	CURRENT RISK (with control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	IMPLEMENTATION DATE	RESIDUAL RISK (after all control measures)				RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate)
				L	I	R	ML				L	I	R	ML	
16/06	Loss or damage to buildings, equipment or fleet due to theft or vandalism	5	Policy and Procedure	3	1	L	OP	Application of the Security Policy	Estates	Dec 2018	2	1	L	OP	Treat
			Assurance					Premises Security Review	TMT	Sept 2018					
			Communications					Introduction of CCTV and improved lighting	Estates	Dec 2018					
18/01	Failure to comply with the General Data Protection Regulation and subsequent Data Protection Act	4	Assurance	5	3	H	ST	Implementation of vulnerable persons case management software	GM Safer Communities	Jan 2020	2	3	M	TC	Treat
			Learning and Development					External Audit	Data Manager	Oct 2020					
			Resources					Appoint new Data Protection Officer	SMT	Nov 2019					

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				L	I	R	ML				L	I	R	ML	
18/02	Failure to prevent loss of data due to malicious action or negligence	3,4	Policy and Procedure	3	5	VH	ST	Cyber security staff awareness programme	ICT Manager	Mar 2020	3	4	VH	ST	Treat
			Communications					Network Segregation	ICT Manager	Mar 2020					
			Resources					Cyber Essentials Plus	ICT Manager	Mar 2020					
18/03	Not enough money available post 2020 to deliver current IRMP	1	Assurance	4	4	VH	ST	Estates improvement plan	AM Business Support	Dec 2019	3	4	VH	ST	Treat
			Resources					Improved internal budget management	AM Business Support	Sept 2019					
								Medium term financial plan 2019-23	AM Business Support	Feb 2020					
								Medium term financial plan 2020-24	AM Business Support	Feb 2020					
								Revised IRMP 2020 – 2024	Chief Fire Officer	Apr 2020					
								Day Crewing Plus Duty System (Alternatives)	Chief Fire Officer	Dec 2019					



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18/04	Failure to adhere to procurement rules resulting in vulnerability to legal challenge and non-achievement of value for money	1,2	Policy and Procedure  Assurance  Collaboration  Learning and Development	2	4	H 	TC 	Continual Staff Development (Training/ e-learning/skills matrix)  Embed supplier review in devolved budget management	AM Business Support  AM Business Support	Dec 2019  Mar 2020	2	3	M 	TC 	Treat





# PEOPLE

## 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)
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17/06	Lack of qualified Incident Command staff at Levels 1,2,3 and 4	1, 3, 4	Learning and Development	3	3	H	TC	ICS Policy review	ICS Policy review	Dec 2018	2	2	M	OP	Treat
								Expiry dates added to FireWatch	Expiry dates added to FireWatch	Dec 2018					
								Alignment to National Policy	Alignment to National Policy	Dec 2018					
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	2	5	VH	ST	Review of Health and Safety Risk Assessments	Health and Safety	Mar 2021	1	5	H	TC	Treat



# GOVERNANCE

**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

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				L	I	R	ML				L	I	R	ML	
N/A	N/A	N/A	N/A	-	-	-	-	N/A	N/A	N/A	-	-	-	-	N/A

# Assessments Removed or Archived During the Current Year

There are no assessments that have been removed or archived since April 2018.

RAT ID	HAZARD	STRATEGY OUTCOME AT RISK	FINAL RISK SCORE				REASON FOR REMOVAL	DATE REMOVED
			L	I	R	ML		
16/03	Insufficient Health and Safety Risk Assessments	3,4	3	5	VH	ST	Combined into 19/01 at instruction of SMT	08/01/2019
15/03	Failure to operate safe systems of work	1,2,3,4	4	3	H	TC	Combined into 19/01 at instruction of SMT	08/01/2019
15/11	Failure to manage and implement learning from de-briefs, Coroner's Reports and Public Inquiries	2	2	5	VH	ST	Combined into 19/01 at instruction of SMT	08/01/2019
16/01	Failure to plan for and respond to an increase in the National Threat Level to "CRITICAL"	1,2,4	2	2	M	OP	All control measures in place. Management of risk now within normal operations.	07/01/2019

# 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</li> </ul>

# Health, Safety and Welfare Risks

We are committed to protecting all staff and supporting their wellbeing. We will make sure that staff and the people that we come into contact with are protected from risks. However, we recognise that our staff may face challenging situations and we will support our operational staff to take risks appropriately to protect public safety.

## **Health and Safety Provision and Training**

The Service is carrying out a full review of its Health and Safety provision. This is to improve our provision within the service and to the public we serve. We have identified that we should provide our staff with more Health and Safety training. We will aim to provide appropriate training at all levels of the organisation. This will include Leadership training and how we can promote a positive Health and Safety culture within the organisation.

## **Firefighter Welfare**

The Health, Safety and Welfare and Corporate Risk Management Committee has highlighted an issue relating to the possible impact of contaminants on dirty Personal Protective Equipment on the health of operational crews. A firefighter Welfare group has been established to continue to review this risk and will aim to improve our approach to dealing with post fire contaminants. The group will also review and strive to improve our knowledge and improve facilities to recover from the physical effects of firefighting and other duties.

# Risk Assessment matrix

<b>IMPACT</b>	5		19/01	18/02		
	4	17/03	15/04 18/04	15/07 18/07 18/P03	18/03	15/05
	3			17/01 17/05 17/06	17/04	18/01
	2					
	1			16/06		
		1	2	3	4	5

<b>LIKELIHOOD</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	18/02		
	4	17/03	15/04 18/04	15/07 18/07 18/P03	18/03	15/05
	3			17/01 17/05 17/06	17/04	18/01
	2					
	1			16/06		
		1	2	3	4	5

<b>LIKELIHOOD</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 and CRM Committee and sub-groups, Group Manager’s Team (GMT) and/or individual Directors
<b>OPERATIONAL</b>	Those risks likely to require management oversight by individual Group and Station Managers and/or GMT