

LEICESTERSHIRE
FIRE and RESCUE SERVICE

Organisational Risk Register

2019



Created: February 2019
Reviewed: March 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 flu or other illness	1,2,3	Collaboration Policy and Procedure Communication	3	4	VH	ST	Service Continuity Plan – mass absence, operational staff	AM Assurance	Feb 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
15/05	Industrial action by operational staff	2,3,4	Collaboration Policy and Procedures Communications	4	4	VH	ST	Service Continuity Plan – industrial action, Fire Control	Response	Jan 2019	2	4	H	TC	Treat

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				L	I	R	ML				L	I	R	ML	
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 2019	2	3	M	TC	Treat



FINANCE AND RESOURCES

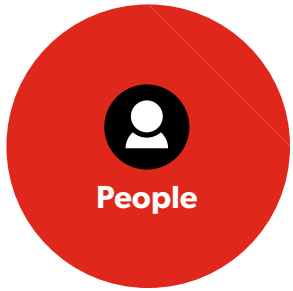
OUTCOMES:

- 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

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				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 Assurance Communications Resources	3	1	L	OP	Application of the Security Policy Premises security review Introduction of CCTV and improved lighting	Estates TMT Estates	Dec 2018 Sept 2018 Dec 2018	2	1	L	OP	Treat

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				L	I	R	ML				L	I	R	ML	
18/01	Failure to comply with the General Data Protection Regulation and subsequent Data Protection Act	4	Assurance	3	3	H	TC	GDPR Compliance Project	Data Manager	Dec 2020	2	3	M	OP	Treat
			Learning and Development					Procurement of vulnerable persons case management software	GM Safer Communities	Dec 2018					
			Resources					Implementation of automated document and records management in CFRMIS	AM Community Risk	Dec 2018					
18/02	Failure to prevent loss of data due to cyber-attack	3,4	Policy and Procedure	3	5	VH	ST	Cyber security staff awareness programme	ICT Manager	March 2019	3	4	VH	ST	Treat
			Communications					Network segregation	ICT Manager	March 2020					
			Resources					Network Access Controller	ICT Manager	March 2019					
			Recovery testing					ICT Manager	Feb 2019						
			Cyber Essentials Plus					ICT Manager	March 2019						

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				L	I	R	ML				L	I	R	ML	
18/03	Not enough money available post 2020 to deliver current IRMP	1	Assurance	4	4	VH	ST	Estates invest to save business case	Head of ICT and Finance	Dec 2018	2	2	M	OP	Treat
			Resources					Improved internal budget management	Head of ICT and Finance	April 2019					
								Medium term financial plan	Head of ICT and Finance	Feb 2019					
								Revised IRMP 2020 - 2024	Chief Fire Officer	April 2020					
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	3	4	VH	ST	Staff training	Head of ICT and Finance	Sep 2018	2	3	M	TC	Treat
			Assurance					Subscription to the Blue Light Procurement Database	Head of ICT and Finance	Aug 2018					
			Collaboration					Contract management database updated	Head of ICT and Finance	Sep 2018					
								Appoint internal resources to manage coordination of service wide procurement activity	Head of ICT and Finance	Oct 2018					



PEOPLE

OUTCOMES:

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

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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	Operational Risk	Dec 2018	2	2	M	OP	Treat
								Expiry dates added to FireWatch	Operational Risk	Dec 2018					
								Alignment to national policy	Operational Risk	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	Sept 2018	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 debriefs, coroner's reports and public inquiries	2	2	5	VH	ST	Combined into 19/01 at instruction of SMT	08/01/2019

Project Risks

PROJECT REF	HAZARD STATEMENT	RISK ASSESSMENT SCORES				PROJECT CONTROL MEASURES
		L	I	R	O	
18/P03	<p>ESN Project</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>	4	3	H	TC	<ul style="list-style-type: none"> Information to be provided by the Centre
18/P08	<p>ALP Replacement Project</p> <p>There is a risk that the vehicle build is not completed within the project timeframes</p>	4	4	VH	ST	<ul style="list-style-type: none"> Contact E1 ASAP to request detailed spec. TK to update ASAP with required details if not available.

Health, Safety and Welfare Risks

We are committed to protecting all staff and improving their wellbeing. Our overall aim is to protect our workforce from harm and this is done by promoting positive health and safety practices, reducing our corporate risk.

Through proactive monitoring we identify emerging risks such as the contaminated PPE issue detailed below.

Contaminated PPE

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 comprehensive GAP analysis has been undertaken and initial work to address issues arising has begun; this includes the purchase of half-face respirators and additional training on the cleaning of breathing apparatus sets. We are following the precautionary principle, as the long-term health effects of exposure to contaminants are not fully apparent. We have taken initial action to protect staff and will take further action when we are in receipt of the additional guidance from the National Fire Chiefs Council, who are carrying out research into this issue.

Risk assessment matrix

IMPACT	5		19/01	18/02		
	4	17/03	15/04	15/07 18/04	15/05 18/03 18/PO8	
	3			17/01 17/05 17/06 18/01	17/04 18/P03	
	2		16/01			
	1			16/06		
		1	2	3	4	5

LIKELIHOOD	
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

IMPACT	5		19/01	18/02		
	4	17/03	15/04	15/07 18/04	15/05 18/03 18/P08	
	3			17/01 17/05 17/06 18/01	17/04 18/P03	
	2		16/01			
	1			16/06		
		1	2	3	4	5

LIKELIHOOD	
CORPORATE	Those risks likely to require management oversight by the CFA and/or SMT
STRATEGIC	Those risks likely to require management oversight by SMT
TACTICAL	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
OPERATIONAL	Those risks likely to require management oversight by individual Group and Station Managers and/or GMT

Risk Score – Average by Strategy

