LEICESTERSHIRE
FIRE and RESCUE SERVICE

Organisational Risk Register
2018

SAFER PEOPLE SAFER PLACES

Created: August 2018
Reviewed: August 2018
Owner: Service Assurance

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

Safer Communities

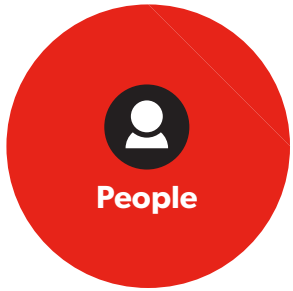| RAT ID	HAZARD	STRATEGY OUTCOME AT RISK	EXISITING CONTROL MEASURES	CURRENT RISK (with control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	IMPLEMENTATION DATE	RESIDUAL RISK (after all control measures)				RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate)
				L	I	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	3	3	H	TC	Premises Security Review	TMT	Sept 2018	2	2	M	OP	Treat
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	2	2	M	OP	NONE	N/A	N/A	2	2	M	OP	Tolerate

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	5	VH	ST	Service Continuity Plan – Mass Absence, Operational staff	AM Assurance	Nov 2018	2	5	H	TC	Threat
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	3	5	VH	ST	Service Continuity Plan – Industrial Action, Operational Staff Service Continuity Plan – Industrial Action, Fire Control	AM Assurance Response	Sept 2018 Jan 2019	1	4	M	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	Increase the number of wholetime Firefighters with Safe to Command qualification to cover at On-Call stations	AM People and Organisational Development	July 2018	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

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 Learning and Development Resources	3	3	H	TC	GDPR Compliance Project Procurement of vulnerable persons case management software Implementation of automated document and records management in CFRMIS	Data Manager GM Safer Communities AM Community Risk	Dec 2020 Dec 2018 Dec 2018	2	3	M	OP	Treat
18/02	Failure to secure data or prevent denial of service or other cyber-attacks	3,4	Policy and Procedure Communications Resources	4	5	VH	CO	Network security enhancements Authorising and reporting of control measures IT Accreditation IT Health Checks Service Continuity Plans, ICT Disaster Recovery Range of IT improvements	ICT Manager ICT Manager ICT Manager ICT Manager ICT Manager ICT Manager	Feb 2019 Feb 2019 March 2019 Oct 2019 Sept 2019 Feb2019	3	4	VH	ST	Treat

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18/03	Reduction in budgets from 2020-21 adversely affecting service delivery	1	Assurance Resources	4	4	VH	ST	Estates invest to save business case Improved internal budget management	Head of ICT and Finance Head of ICT and Finance	Dec 2018 Feb 2020	2	2	M	TC	Treat
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	3	4	VH	ST	Staff Training Subscription to the Blue Light Procurement Database Contract management database updated Appoint internal resources to manage coordination of service wide procurement activity	Head of ICT and Finance Head of ICT and Finance Head of ICT and Finance Head of ICT and Finance	Sep 2018 Aug 2018 Sep 2018 Oct 2018	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

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16/03	Insufficient Health and Safety risk assessments	3,4	Policy and Procedure Assurance	3	5	VH	ST	Review and rewriting of risk assessments	Health and Safety Sub-committees	Sept 2018	1	5	H	TC	Treat
15/03	Failure to operate safe systems of work	1,2,3,4	Policy and procedure Assurance Learning and Development Resources Communications	2	5	VH	ST	NONE	N/A	N/A	2	5	VH	ST	Tolerate
17/06	Lack of qualified Incident Command staff at Levels 1,2,3 and 4	1,3,4	Learning and Development	4	3	H	TC	ICS Policy review

Expiry dates added to FireWatch

Alignment to National Policy | Operational Risk

Operational Risk

Operational Risk | Dec 2018

Dec 2018

Dec 2018 | 2 | 2 | M | OP | Treat |

GOVERNANCE

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

RAT ID	HAZARD	STRATEGY OUTCOME AT RISK	EXISITING 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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15/11	Failure to manage and implement learning from debriefs, Coroner's Reports and Public Inquiries	2	Collaboration Policy and Procedure	2	5	VH	ST	NONE	N/A	N/A	2	5	VH	ST	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		
NONE	NONE	NONE	NONE	NONE	NONE	NONE	NONE	NONE

Project Risks

PROJECT REF	HAZARD STATEMENT	RISK ASSESSMENT SCORES				PROJECT CONTROL MEASURES
		L	I	R	O	
18/P01	**PDR Project** There is a risk that once known the required data interfaces with other systems are either too expensive or take too long to develop	4	4	VH	ST	• Gain a LFRS system topology and check with suppliers which systems they have integrated with previously and what formats/APIs they can do
18/P03	**ESN Project** 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	4	3	VH	ST	• Information to be provided by the Centre
18/PO4	**Appliance Replacement Project** There is a risk that project timescales cannot be achieved	4	4	VH	ST	• Regular update of timescales allowing board to monitor closely. Understand availability of build slots in the market currently. Consider use of selection based upon delivery timescales
18/PO5	**Appliance Replacement project** There is a risk that procurement is delayed if a TRV specification vehicle is not available, which will delay vehicle delivery	4	4	VH	ST	• Contact E1 ASAP to request detailed spec. TK to update ASAP with required details if not available
18/PO6	**Appliance Replacement project** There is a risk that lack of knowledge and experience around procurement requires leads to delays and inappropriate decisions	4	4	VH	ST	• Close contact with key individuals, use of CFOA forums and wider procurement contacts to learn from experiences
18/PO7	**PDR Project** There is a risk that producing the LMS in Firewatch may affect user engagement due to current perceptions of Firewatch	4	4	VH	ST	• Ongoing work to improve Firewatch and reduce user issues and improve user experience

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		1	2	3	4	5
	5		15/03 15/11	15/05 15/07 16/03	18/P02	
	4	17/03	15/04	18/04	18/03 18/PO1 18/PO4 18/P05 18/P06 18/P07	
	3			16/01 17/01 17/05 18/01	17/04 17/06 18/P03	
	2					
	1			16/06		

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			15/03 15/11	15/05 15/07 16/03	18/02	
4		17/03	15/04	18/04	18/03 18/P01 18/P04 18/P05 18/P06 18/P07	
3			16/01 17/01 17/05 18/01	16/01 17/01 17/05 18/01	17/04 17/06 18/ P03	
2						
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

Risk matrix with axes IMPACT (vertical, 1–5) and LIKELIHOOD (horizontal, 1–5).

Plotted strategies:
- Governance
- People
- Response
- Finance and Resources
- Safer Communities
- Projects