

# ORGANISATIONAL RISK REGISTER 2015 - 2018



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



[www.leicestershire-fire.gov.uk](http://www.leicestershire-fire.gov.uk)

# ORGANISATIONAL RISK REGISTER 2015 - 2018

## CHAPTER 1 CORPORATE RISK REGISTER

CRR REF	HAZARD STATEMENT	PRIMARY RISK HEADING	SECONDARY RISK DESCRIPTOR	CONTROL MEASURES IN PLACE	CURRENT RISK (after current control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	PROJECTED IMPLEMENTATION DATE FOR ALL CONTROL MEASURES	RESIDUAL RISK (after all control measures implemented)			
					L	I	R	ML				L	I	R	ML
15/07	Mass absence of staff due to pandemic disease	PEOPLE	Mass Absence	Operational Degradation Procedure  Pandemic Influenza Cat 5 Plan  Fire & Rescue Service Act (13/16) (Mutual Support)	3	5	VH	STRAT	Service Continuity Procedure	ORG SUPPORT	03/18	3	4	VH	STRAT

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16/03	Failure to provide sufficient and / or effective Health and Safety risk assessments	REPUTATION FINANCE REGULATORY PEOPLE BUSINESS PROCESS	Death or serious injury to staff Negative feedback from the community Negative media coverage Loss of money Loss/damage to Estate Loss/damage to vehicles Loss/damage to equipment Breach of statutory duty Breach of regulation	Review of risk identification and risk assessment methodology  Review of risk assessment form  Review of risk assessment training	3	5	VH	STRAT	Risk identification to be revisited  Review and rewriting of risk assessments	H&C Sub-Committees  H&S Sub-Committees	04/18  04/18	1	5	H	TACT

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15/03	A death or serious injury occurs as a result of a failure to operate safe systems of work	PEOPLE	Death or serious injury to staff  Death or serious injury to member of the public	Operational policies and procedures  Standard Operating Procedures  Essential and routine training  Equipment maintenance and standard testing  H&S reporting protocols and management arrangements  Improved reporting procedures via the HS&W Consultative Committee process	2	5	VH	STRAT	NONE	N/A	N/A	2	5	VH	STRAT

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15/11	Failure to manage and implement learning arising from debriefs (internal and external), Coroner's Reports and public inquiries which have a significant impact on our operations	PEOPLE  REGULATORY	Death or serious injury to staff  Breach of statutory duty  Breach of regulation	Debrief procedure  Operational Performance Monitoring  Operational Improvement Group  National debrief and learning database managed through the HSW&CRM Committee  Strategic monitoring by SMT  Coroners' reports	2	5	VH	STRAT	NONE	N/A	N/A	2	5	VH	STRAT

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17/03	Provision of risk information (Cat 1/2/3/4) to Control staff during call handling process	REPUTATION  FINANCE  REGULATORY  PEOPLE	Negative media coverage  Loss of money  Breach of statutory duty  Loss of critical information  Death or serious injury to staff	LFRS TS Control  Project Board risk assessment  Escalation of issue to system supplier development team  Operational crews to inform Control of any change immediately  Notification of issue in weekly update  Briefing to Control staff	4	4	VH	STRAT	Permanent solution provided by system supplier	DATA MANAGER	06/17	1	4	M	TACT

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					L	I	R	ML				L	I	R	ML
15/05	Industrial action by operational staff resulting in inability to maintain basic operational capability as set out in the Service Operational Degradation Procedure	PEOPLE  REGULATORY  REPUTATION	Mass absence  Reduced morale  Breach of statutory duty  Negative community feedback	Operational policies and procedures  Standard Operating Procedures  Multi-agency fall-back agreements  HR policies and procedures  Evidenced based IRMP  Engagement with Representative Bodies  Effective communication with staff	3	4	VH	STRAT	Review of response arrangements	OPS RISK	09/17	2	4	H	TACT

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15/04	Failure to any part of the mobilising system leads to delay or inability to mobilise.	REGULATORY  BUSINESS PROCESS  REPUTATION	Breach of statutory duty Breach of regulation Poor audit performance Negative media coverage  Loss of confidence by operational employees  Negative community feedback	Robust reporting and monitoring  Support from mobs system engineers and Tri-Service Support Team  Training and maintenance of competence Fall back arrangements  Manual mobilising arrangements  Additional temporary alerting arrangements for On-call staff  Tri-Service Change Management process	2	4	H	TACT	NONE	N/A	N/A	2	4	H	TACT



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17/04	Inability to provide sufficient specialist resources in a timely manner and in sufficient quantity to ensure a rapid and effective response to a large or major incident.	REPUTATION  FINANCE  REGULATORY  PEOPLE  BUSINESS PROCESS	Negative feedback from the community Negative media coverage Loss of money Loss/damage to vehicles Loss/damage to equipment Breach of statutory duty Breach of regulation Death or serious injury to staff Failure to adhere to policy/procedure	Towards 2020 and the Integrated Risk Management Plan  Operational Response Strategy  Budget Strategy  Community Risk Model  Program Management Board Process	4	3	H	TACT	Specials Review  Review of crewing arrangements for Special Appliances	OPS RESPONSE  OPS RESPONSE	TBC  TBC	2	3	M	TACT

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17/06	Failure to provide adequate training, assessment and qualification in Incident Command at Levels 1,2,3 and 4	REGULATORY	Breach of Regulation	Internal Learning Programme for Level 1 Commanders	4	3	H	TACT	ICS Policy review	OPS RISK	12/18	1	4	M	TACT
PEOPLE/ORG		Death/Serious Injury to staff	Level 2 Commanders competence assessment						Expiry dates added to FireWatch	OPS RESP	04/18				
BUSINESS PROCESS		Failure to develop / maintain policy		Alignment to National Policy					OPS RISK	12/18					
		Poor audit performance													

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					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"	REPUTATION  FINANCE  REGULATORY  PEOPLE / ORG	Negative media coverage Failure of partnership working Negative feedback from the community Loss of money, Estate, vehicles or equipment Breach of statutory duty Breach of regulation Breach of security policy Loss of critical buildings Death or serious injury to staff	Close co-operation with the Police  National guidance  Security Procedures (Estates, HR, ICT & OPS required)  Review of existing arrangements and identify areas for action	3	3	H	TACT	GMT Task & Finish Security Group	GMT	09/17	2	2	M	OPS

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17/01	Reduced appliance availability of On-Call Duty System appliances resulting in the inability to meet the 10 minute turnout time.	REPUTATION	Negative media Coverage	Increase capacity in service	3	3	H	TACT	Review current nomination process for firefighters with On Call & Wholetime contracts	LDC	07/17	2	2	M	OPS
		REGULATORY	Failure to meet statutory duty	Increase number of Firefighters on Wholetime contracts with STC qualification  On-call Project aimed at improving On-call availability  Operational Degradation Procedure					Priority given, by Learning Development Center (LDC), to employees that have an On Call contract only, followed by Dual Contractor	LDC	07/17				

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					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.	REPUTATION  REGULATORY  BUSINESS PROCESS	Negative media Coverage  Failure to meet statutory duty	Towards 2020 and the Integrated Risk management Plan  Operational Response Strategy  Community Risk Model  Working with multi-agency partners  Public information / reassurance program  Fire Safety process  Review of PDAs for high risk premises	3	3	H	TACT	NONE	N/A	N/A	2	2	M	OPS

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16/06	Targeted theft from Service Premises	FINANCE	Loss of money	Development of a Security Policy	3	1	L	OPS	Application of the Security Policy	SAFER COMS	04/17	2	1	L	OPS
			Loss/damage to estate	Regular inventory					Assessment of site security	GMT	04/17				
			Loss/damage to vehicle						Introduction of CCTV & improved lighting	ESTATES	04/17				
		Loss/damage to equipment	REGULATORY	Breach of Security Policy					Regular reminders of security issues	ESTATES	Ongoing				
				Liaison with the police					SAFER COMS	Ongoing					
				Key management and rationalisation					ESTATES	Ongoing					

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## CHAPTER 1 – DRAFT ASSESSMENTS AWAITING APPROVAL FROM SMT

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					L	I	R	ML				L	I	R	ML		
N/A																	

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## CHAPTER 1 – DRAFT ASSESSMENTS REMOVED OR ARCHIVED DURING THE CURRENT YEAR

CRR REF	HAZARD STATEMENT	FINAL RISK ASSESSMENT SCORE				REASON FOR REMOVAL	WHEN REMOVED
		L	I	R	ML		
15/09	Failure of Corporate Objectives	2	2	MED	TACT	Implementation of management action to reduce risk	01/17
15/12	Development of a 'risk averse' culture which prevents us from delivering our statutory duties	2	5	VH	STRAT	There is no evidence that a "risk averse" culture exists. National Operational Guidance gives Operational Commanders the discretion to undertake operational decision making on a risk basis	01/17
15/13	Damage or loss of critical infrastructure affecting delivery of objectives/statutory duties	2	4	H	TACT	Advised by Risk Manager that in the present form the Hazard Statement is not specific enough to give a valid output. Where a risk to infrastructure exists it is below the threshold for inclusion in the Organisational Risk process	07/17
15/20	Failure to implement effective succession planning arrangements that could have the potential to impact negatively on the capacity and capability to deliver Service priorities	4	4	VH	STRAT	Risk no longer relevant after organisational re-structure removed hazard	01/17
15/23	Failure to maintain Service premises to legislative requirements	3	3	H	TACT	Risk redundant after Estates Review	01/17



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		L	I	R	ML		
16/02	Theft and misuse of personal data collected via the Service website and email traffic from the website to LFRS email accounts	1	5	H	TACT	ICT Programme vulnerability patched and no longer relevant	01/17
16/04	Industrial action by support staff resulting in a reduced capacity to fulfil frontline service delivery	2	3	M	TACT	No evidence that event on scale assessed was plausible	01/17
16/05	Emergency Services Mobile Communications Programme	-	-	-	-	Not assessed as felt adequately covered by the ongoing Programme Management Process	07/17
17/02	Reduction in operational capability arising from depletion of qualified breathing apparatus crew members	2	3	M	TACT	Re-assessment following implementation of management measures. Residual risk capable of being managed through existing processes	01/18

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## CHAPTER 2 PROJECT RISKS

PROJECT REF	HAZARD STATEMENT	RISK ASSESSMENT SCORES				PROJECT CONTROL MEASURES
		L	I	R	O	
17/P5	<p><b><u>Performance Development Review Project</u></b>            There is a risk in relation to the availability/capacity of existing internal resources and potential differences in department/project priorities.</p>	4	4	VH	STRAT	<ul style="list-style-type: none"> <li>Share key project milestones, deliverables and resource requirements with SMT members, agreeing priorities and avoiding clashes.</li> </ul>
17/P1	<p><b><u>Control and Mobilisation Project</u></b>            There is a risk that for 10 mins availability is shown incorrectly in the mobilising system (if changes to availability or sickness are made) presenting incorrect resource proposals to Control delaying mobilising and attendance at incidents resulting in loss to life, property or damage to the environment.</p>	3	4	VH	STRAT	<ul style="list-style-type: none"> <li>Request for Change to be made to get the refresh time improved as has been highlighted as a key risk for end users</li> </ul>

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PROJECT REF	HAZARD STATEMENT	RISK ASSESSMENT SCORES				PROJECT CONTROL MEASURES
		L	I	R	O	
16/P2	<p><b><u>Emergency Services Network (ESN) Project</u></b></p> <p>There is a risk that the local LFRS project will not be able to complete the ICT health check and subsequent implementation plan in line with ESN programme expected timescales if clarity regarding the solution is not obtained soon.</p>	3	4	VH	STRAT	<ul style="list-style-type: none"> <li>Finalisation of the RAP was completed by the end of October 2016. The potential delay could be beneficial but a significant amount of work needs to be undertaken.</li> </ul>
17/P7	<p><b><u>Equality Framework 'Journey to Excellence' Project</u></b></p> <p>There is a risk that the 'excellence' rating may not be achievable without an acknowledged owner of the Service's Procurement Policy and Communication Strategy.</p>	3	4	VH	STRAT	<ul style="list-style-type: none"> <li>Agreeing and implementing a known owner of the Procurement Policy will ensure key deliverables within the action plan are achieved.</li> </ul>

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## CHAPTER 3 HEALTH, SAFETY & WELFARE RISKS

### CONTAMINATED PPE

The Health, Safety & 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. However, before proceeding further the HSW&CRM Committee is awaiting additional guidance from the National Fire Chief's Council.

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## Risk Assessment Matrix

IMPACT	5		15/03 15/11	15/07 16/03		
	4		15/04	15/05 16/P2 17/P1 17/P7	17/03 17/P5	
	3			16/01 17/01 17/05	17/04 17/06	
	2					
	1			16/06		
		1	2	3	4	5
		LIKELIHOOD				

<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

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## Risk Management Matrix

IMPACT	5		15/03 15/11	15/07 16/03		
	4		15/04	15/05 16/P2 17/P1 17/P7	17/03 17/P5	
	3			16/01 17/01 17/05	17/04 17/06	
	2					
	1			16/06		
		1	2	3	4	5
		LIKELIHOOD				

<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&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