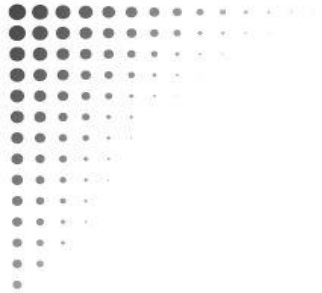


DRAFT ORGANISATIONAL RISK REGISTER 2017



ORGANISATIONAL RISK REGISTER NOVEMBER 2017

LEICESTERSHIRE
FIRE and RESCUE SERVICE



www.leicestershire-fire.gov.uk

DRAFT ORGANISATIONAL RISK REGISTER 2017

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 CONRTOL 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

DRAFT ORGANISATIONAL RISK REGISTER 2017

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
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

DRAFT ORGANISATIONAL RISK REGISTER 2017

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
15/03	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

DRAFT ORGANISATIONAL RISK REGISTER 2017

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
15/11	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

DRAFT ORGANISATIONAL RISK REGISTER 2017

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 CONRTRL MEASURES	RESIDUAL RISK (after all control measures implemented)			
					L	I	R	ML				L	I	R	ML
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

DRAFT ORGANISATIONAL RISK REGISTER 2017

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
15/05	Industrial action by operational staff resulting in reduced availability of fire engines	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	3	4	VH	STRAT

DRAFT ORGANISATIONAL RISK REGISTER 2017

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
15/04	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

DRAFT ORGANISATIONAL RISK REGISTER 2017

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
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

DRAFT ORGANISATIONAL RISK REGISTER 2017

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
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

DRAFT ORGANISATIONAL RISK REGISTER 2017

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
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

DRAFT ORGANISATIONAL RISK REGISTER 2017

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
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				

DRAFT ORGANISATIONAL RISK REGISTER 2017

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
17/02	Reduction in operational capability arising from depletion of qualified breathing apparatus crew members due to failure to successfully complete re-accreditation	REPUTATION	Negative media Coverage	Performance and Capability Policy / procedure	2	3	M	TACT	Local implementation of OGBA	OPS RESP	Ongoing	1	3	M	OPS
		REGULATORY	Failure to meet statutory duty						Introduction of new Learning Management system	LDC	09/18				
									Initial or Basic training	LDC	Ongoing				
									National Guidance for BA training	LDC	Ongoing				
									Station training – on and off station	OPS RESP	Ongoing				
									Delivery of refresher training prior to BA re-accreditation	OPS RESP	Ongoing				

DRAFT ORGANISATIONAL RISK REGISTER 2017

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
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	Regular reminders of security issues						ESTATES	Ongoing					
		REGULATORY	Breach of Security Policy	Liaison with the police					SAFER COMS	Ongoing					
				Key management and rationalisation					ESTATES	Ongoing					

DRAFT ORGANISATIONAL RISK REGISTER 2017

CHAPTER 1 – DRAFT ASSESSMENTS AWAITING APPROVAL FROM SMT

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
17/06 (DRAFT)	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												

DRAFT ORGANISATIONAL RISK REGISTER 2017

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

DRAFT ORGANISATIONAL RISK REGISTER 2017

CRR REF	HAZARD STATEMENT	FINAL RISK ASSESSMENT SCORE	REASON FOR REMOVAL	WHEN REMOVED	CRR REF	HAZARD STATEMENT	FINAL RISK ASSESSMENT SCORE
16/01	Failure to plan for and respond to an increase in the National Threat Level to "CRITICAL" resulting in an inability of the Service to provide core functions in the event of a terrorist attack.	1	4	M	TACT	All control measures in place. Residual risk capable of being managed through existing processes	01/17
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

DRAFT ORGANISATIONAL RISK REGISTER 2017

CHAPTER 2 PROJECT RISKS

PROJECT REF	HAZARD STATEMENT	RISK ASSESSMENT SCORES				PROJECT CONTROL MEASURES
		L	I	R	O	
17/P5	<p><u>Performance Development Review Project</u> 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"> Share key project milestones, deliverables and resource requirements with SMT members, agreeing priorities and avoiding clashes.
17/P1	<p><u>Control and Mobilisation Project</u> 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"> Request for Change to be made to get the refresh time improved as has been highlighted as a key risk for end users

DRAFT ORGANISATIONAL RISK REGISTER 2017

PROJECT REF	HAZARD STATEMENT	RISK ASSESSMENT SCORES				PROJECT CONTROL MEASURES
		L	I	R	O	
16/P2	<p><u>Emergency Services Network (ESN) Project</u></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"> Finalisation of the RAT was completed by the end of October 2016. The potential delay could be beneficial but a significant amount of work needs to be undertaken.
17/P7	<p><u>Equality Framework 'Journey to Excellence' Project</u></p> <p>There is a risk that the 'excellence' rating may be 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"> Agreeing and implementing a known owner of the Procurement Policy will ensure key deliverables within the action plan are achieved.

DRAFT ORGANISATIONAL RISK REGISTER 2017

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.

DRAFT ORGANISATIONAL RISK REGISTER 2017

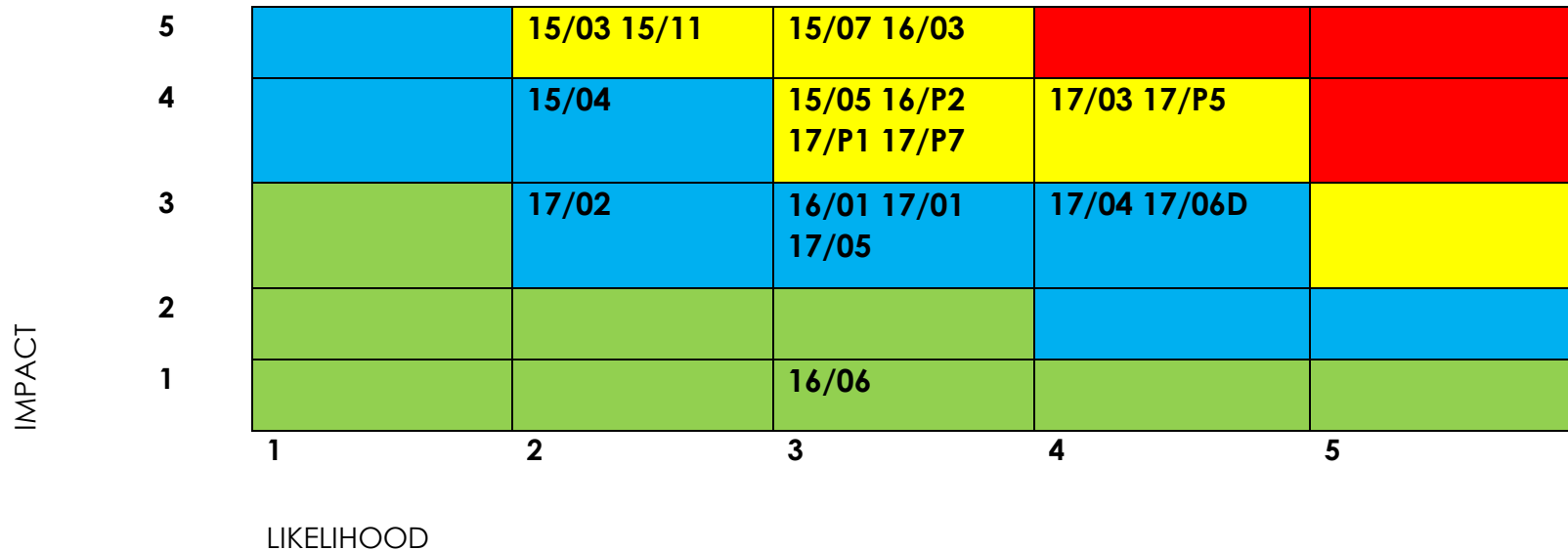
Risk Assessment Matrix

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		17/02	16/01 17/01 17/05	17/04 17/06D	
	2					
	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

DRAFT ORGANISATIONAL RISK REGISTER 2017

Risk Management Matrix



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&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