Organisational Risk Register

2024

SAFER PEOPLE SAFER PLACES

Chapter 1 – Corporate Risk Register

SAFER COMMUNITIES

AIM: **FEWER INCIDENTS WITH LOWER IMPACTS**

OUTCOMES:

1) Targeted prevention and protection activities
2) Manage business and community risk effectively
3) Effective partnership working

RAT ID	HAZARDOUS EVENT			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)
	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
23/S1	The Service will fail to meet the Aim of "Fewer incidents with reduced consequences" as set out in our Safer Communities Strategy	A lack of collaboration / partnership working could prevent accurate, timely information/activities being shared to enable effective interventions.\n\nFailure to engage effectively increases the risk of information and help not being received by those who would benefit from it most.\n\nFailure to deliver an effective Fire Protection Risk-Based Inspection Programme,	Failure to target prevention, protection and resilience activities.\n\nFailure to manage business and community risk effectively.\n\nFailure to ensure effective partnership working.	1,2,3	Community Risk Management Plan (Safer Communities Strategy)\n\nDirectorate and Department Plans	2	3	M	TC	Collaborate and work with partners to reduce the risk to our communities.\n\nImplement an effective Fire Protection Risk Based Inspection Programme for commercial buildings.\n\nImplement an effective programme of Home Safety Check visits to reduce domestic dwelling fires.\n\nTarget and help those vulnerable to fire and rescue related incidents.\n\nImprove community engagement and equality of access.	AM Community Risk\n\nAM Community Risk\n\nAM Community Risk\n\nAM Community Risk\n\nAM Community Risk	01/20/2026\n\n31/05/2025\n\n31/05/2025\n\n01/09/2026\n\n01/02/2026	2	2	M	OP	Treat

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	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
		quality Home Safety Checks and community engagement work increases the risk to individuals and communities being affected by fire and rescue related incidents.															
17/05	We fail to meet Central Government and public expectations in relation to learning from significant national incidents	Additional workload, resources and training	The inability to deliver our core functions and priorities identified in Our Plan 2024-28	1,2,3	Collaboration Policy and Procedure Communications Training and Exercising	2	2	M	OP	Further training and exercising to improve understanding and embed new processes	Service Delivery	October 2024	2	2	M	OP	Tolerate

RESPONSE

AIM: RESPOND EFFECTIVELY TO INCIDENTS

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) Meet our communities' expectations in resolving incidents

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	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
23/S2	The Service will fail to meet the Aim of "Respond effectively to incidents" as set out in our Operational Response strategy.	Appliance availability and our response times to fire and rescue related incidents is ineffective or doesn't meet our target of attending all Primary Domestic Dwelling fires in an average of 10 Minutes (including the call time) and all "other types" of life risk incidents in an average of 12 minutes (Including the call time). Climate change will see an increase in flooding, water rescue and wildfire incidents. The impact and frequency of road traffic collisions on major and rural roads. An increase in 'special service' incidents (e.g. bariatric transfer, gaining entry on	Failure to manage calls to fires and other incidents. Failure to provide 24/7 response to local, regional and international incidents. Failure to supply the appropriate resources and attend incidents to meet the needs of our communities. Failure to meet our communities' expectations in resolving emergencies.	1,2,3,4	Community Risk Management Plan (Response Strategy) Directorate and Department Plans	2	4	H	TC	Castle Donington - Change from DCP duty system to Day Crewed. Appliance crewed at night by combining the tactical response crews from Loughborough and Western Stations. Loughborough - Introduction of an On-Call section and an additional appliance. Tactical Response Vehicle to relocate to Castle Donington at night. Western - Introduction of an additional Tactical Response Vehicle during the day, in addition to the existing appliance. Tactical Response Vehicle to relocate to Castle Donington at night. On completion of a trial, consider deploying Variable Response Vehicles. Provide additional	Director of Operational Response Director of Operational Response Director of Operational Response Director of Operational Response Director of		2	3	M	TC	Treat

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	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
		behalf of partners etc.) reducing our availability for traditional fire and rescue incidents. An increase in the utilisation and disposal of lithium-ion battery related incidents may cause longer more protracted incident attendance. The staff and public impact from the effects of contaminants and effluents in smoke from some fire incidents will need to be considered.						R	ML	water rescue capability to two further Wholetime stations, increasing the total to five across the Service (Birstall, Loughborough, Oakham, Southern and Wigston) Internal and external education and process change to reduce the impact of contaminants on our staff and our communities. Embedded business continuity management programme. Introduction of a new mobilising system.	Operational Response Training & Development Director of Director of Service Assurance Director of Operational Response						
15/04	There will be a partial or complete failure of the mobilising system	ICT equipment failure, loss of staff and/or failure of the joint enterprise between Leicestershire, Derbyshire and Nottinghamshire Fire and Rescue Services	Delays to mobilisation, reduced Service performance, impacts on Firefighter and public safety and or impacts on other Service departmental functions	1,2,3,4	Collaboration Assurance Learning and Development Resources	4	5	VH	C	First Line fault identification, troubleshooting and resolution guide provided for Control Automated monitoring and reporting of all mobilisation critical elements of the mobilising system Scheduled System maintenance plan for updates, hot fixes, patches and	Tri-Service SDM SYSTEL FRANCE / Tri-Service ICT DEPTS SYSTEL UK / SYSTEL FRANCE / Tri-Service SDM / Tri-Service ICT	March 2020 November 2022 March 2020	4	5	VH	C	Treat

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	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
										preventative works	DEPTS						
										Business Continuity Plans	Fire Control	November 2022					
										LFRS ICT Risk Register Item R004: detailing control measures to ensure LFRS systems can support Systel mobilisation	ICT Manager	April 2024					
										Upgrade of mobilising system software to latest version (V117)	Tri-Service ICT Manager	November 2022					
										Business continuity plans for emergency maintenance of system be put in place. Stage 1 – initial report to Tri-Service Exec.	Tri-Service ICT Manager	October 24					
										A new mobilising system has been purchased and is to be integrated into the service.	Replacement mobilising system project	October 24					

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	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
15/05	There will be a significant reduction in operational capacity	Industrial action by one or more of the main representative bodies involving some or all operational staff including Fire Control staff	An inability to maintain basic operational response capability as set out in the Service Operational Degradation Procedure	1,2,3,4	Collaboration Policy and Procedures Communications Assurance	5	3	H	ST	Review of business continuity plans following changes to legislation	Corporate Risk and Resilience	September 2024	5	3	H	ST	Treat
15/07	A higher than usual number of employees are unable to work, or attend their workplace	Pandemic Disease	The inability to deliver our core functions and priorities identified in Our Plan 2020-24	1,2,3,4	Collaboration Policy and Procedure Communication	3	3	H	TC	NONE	N/A	N/A	3	3	H	TC	Tolerate
17/01	The Service will have too few On-Call Duty System appliances available	Lack of appropriate skill sets, reliance on dual contractors with limited hours of availability, inability to fill vacancies at On-Call Stations or lack of succession planning	Insufficient resources available in the right place at the right time to meet attendance times as detailed in the CRMP	2,3,4	Policy and Procedure Learning and Development Resources	3	3	H	TC	Implementation of recommendations from On-call Availability Project	Director of Service Delivery	June 2023	3	3	H	TC	Treat

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	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
20/04	We will be unable to fulfil our core statutory duties or meet governance and/or financial legislation and/or regulation.	The failure of a key supplier to the Service due to influences outside of the Service's control.	Potential inability to receive 999 calls, failure of mobilising systems. Possible failure, loss or inability to supply Personal Protective Equipment, Breathing Apparatus, Operational vehicles and critical ICT systems.	1,2,3,4	Policy and Procedure	4	5	VH	C	Confirmation process to ensure key suppliers have adequate business continuity plans of their own in place

Robust contract management process in place that includes assessment of long-term viability of potential suppliers of significant size

Ongoing review of alternative suppliers | Procurement Managers

Business Support

Project Managers | December 2023

December 2023

December 2023 | 4 | 5 | VH | C | Treat |
| 24/02 (NEW) | The Fire Training Unit will now be untenable in costings and repair. | Failure of the FTU - Inability to be able to assess the competence of personnel who undertake any of the operational breathing apparatus wearer roles identified at least once in a two year period. | Reduction in operational capability arising from depletion of qualified breathing apparatus crew members due to failure to successfully complete re-accreditation. | 2,3,4 | | 4 | 3 | H | TC | Write a redundancy procedure for operation without FTU.

Contact neighboring services – check availability

Assess on going cost – compile reports of spending and estimated costing

Use other existing facilities within our estate in line with | Training & Development

Training & Development

Training & Development | August 2024

August 2024

August 2024 | 4 | 2 | M | TC | Treat |

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	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
										appropriate standards.							

FINANCE AND RESOURCES

AIM: DELIVER VALUE FOR MONEY QUALITY SERVICES

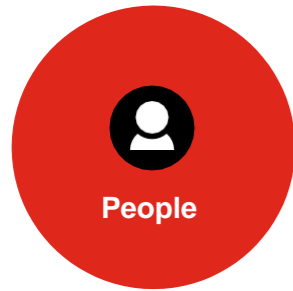**OUTCOMES:**

1) A well-managed and transparent budget
2) Robust and efficient procurement activities
3) Reliable and effective ICT systems
4) Fit for purpose estate, vehicles and operational equipment

Finance and Resources

RAT ID	HAZARDOUS EVENT			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)
	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
23/S3	The Service will fail to meet the Aim of "Deliver value for money quality services" as set out in our Finance and Resources strategy.	Service premises, vehicles and equipment that do not meet equality, environmental or corporate standards in training and protecting our staff and keeping our communities safe.\n\nICT technologies / services will be disrupted and / or data leaked from unauthorised sources (cyber-attacks).\n\nICT systems and service processes are not regularly reviewed and updated.\n\nThe Service fails to respond adequately to the financial challenges it faces and sustain a	A failure to provide a well-managed and transparent budget.\n\nWeak and ineffective procurement activities.\n\nUnreliable, insecure and ineffective ICT systems.\n\nAn unfit for purpose estate, vehicles and operational equipment.	1,2,3,4	Community Risk Management Plan (Finance and Resources Strategy)\n\nDirectorate and Department Plans	2	3	M	TC	Successfully implement the five-year Fleet Replacement Plan. Ensure our equipment is new or serviced regularly.\n\nSuccessfully implement the five-year Estate plan of station improvements and refurbishments.\n\nImplement the ICT plan, reviewing and updating systems and processes (including cyber prevention activities).\n\nDeliver improvements towards achieving the Government's carbon reduction targets and our own commitment to sustainability.	AM Business Support\n\nAM Business Support\n\nAM Business Support\n\nAM Business Support\n\nFinance	31/03/2026\n\n31/03/2026\n\n31/03/2026\n\n31/03/2026	2	2	M	OP	Treat

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	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
			balanced budget.							Develop and agree a medium-term financial plan, set a balanced budget for each financial year, manage and report spend against it.	Manager	31/03/2026					
16/06	Service premises, vehicles and/or equipment is lost, damaged, does not meet equality, environmental or corporate standards in training and protecting our staff and keeping our communities safe.	Changes in legislation, damage in the course of training or operational incidents, theft and criminal activity and or loss.	Loss or delay to operational response and financial cost	4	Policy and Procedure Assurance Communications Resources	2	2	M	OP	Estates 5 year plan Suitably trained Estates staff	Estates Estates	April 2024 April 2024	2	1	L	OP	Treat
18/02	ICT technologies / services will be disrupted and/or data leaked from unauthorised sources	A failure of ICT security controls to prevent a cyber-attack, including malware, spamming, scams, spyware, ransomware or phishing, or loss/ theft of ICT assets	Failure to mobilise, impacting statutory duties. Significant Financial Loss. Organisational wide loss of access to Information, Systems, and Devices. Inability to deliver other statutory duties, such as	3	Policy and Procedure Communications Resources	3	5	VH	ST	LFRS ICT Risk Register Item R008	ICT Manager	Dec 2024	2	3	M	TC	Treat

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	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
			prevention and protection work. Loss of data, unauthorized release of sensitive information. Server reputational damage. Loss of data or network access that could cause further damage to partner organisations.														
18/03	The Service fails to respond adequately to the financial challenges it faces	A reduction in spending power as a consequence of increased inflationary pressures and/or pay and pension issues	An inability to provide a balanced budget and/or being unable to fund additional statutory requirements placed on the Service	1	Assurance Resources	2	2	M	OP	Recruitment of a new Chief Finance Officer	SLT	Sept 2024	2	2	M	OP	Treat
21/05	Data is deleted, access to data is removed or data is inaccessible (Non cyber-attack related)	Human error and/or non-compliant data storage practices	Permanent loss of data, temporary unavailability of data, disruption of key processes and outcomes, inability to comply with legislation such as FOI, GDPR etc. and/or reputational damage	3	Policy and Procedure Assurance	2	3	M	TC	LFRS ICT Risk Register Item R001	ICT Manager	April 2024	2	3	M	TC	Treat

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	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
21/06	Outsourced, e.g. cloud-based, ICT services are not available or that data entrusted to a service provider is inaccessible, lost or compromised	Inadequate security or resilience of third party and/or inadequate outsourcing governance	Reputational damage, financial loss, unauthorized use of data such as passwords or personal data to cause further damage, loss of data, unavailability of data, disruption of key processes and outcomes and/or inability to migrate to another cloud service provider	3	Policy and Procedure	2	4	H	TC	LFRS ICT Risk Register Item R010	ICT Manager	December 2024	2	3	M	TC	Treat
21/07	ICT technologies and services do not meet corporate and business requirements and/or users do not yield the maximum benefit of ICT technologies	Inadequate engagement with users, inadequate funding, inadequate expertise of ICT staff, implementation of changes delayed and/or system redundancy	Disruption of outcomes, increased demand on the ICT helpdesk, increased user errors, suboptimal use of ICT technologies and/or reputational damage	3	Policy and Procedure Communications Resources	2	3	M	T	LFRS ICT Risk Register Item R009	ICT Manager	December 2024	2	3	M	TC	Treat

PEOPLE

AIM: **AN ENGAGED AND PRODUCTIVE WORKFORCE**

OUTCOMES:

1) Striving to improve the service we deliver
2) Listening and engaging with our employees and communities
3) Ensuring our people know that their health and wellbeing is important to us
4) Being uncompromising in our commitment to diversity and an inclusive, cohesive workforce

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	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
23/S4	The Service will fail to meet the Aim of "An engaged and productive workforce" as set out in our People strategy	Failure to recruit the required operational and support staff to meet the needs of the Service. Increased staff turnover could result in our staff being inexperienced and not effectively trained. The workforce remains unrepresentative of the communities of Leicester, Leicestershire, and Rutland, impacting future recruitment, retention and community engagement activities, resulting in not meeting the responsibilities of the Public Sector Equality duty. We fail to ensure our culture is one in which all people can thrive.	Failure to improve the service we deliver. Failure to listen to and engage with our employees and our communities. Our people not knowing that their health and wellbeing is important to us. Compromising on our commitment to diversity and an inclusive, cohesive workforce.	1,2,3,4	Community Risk Management Plan (Finance and Resources Strategy) Directorate and Department Plans	2	3	M	TC	Deliver Annual Equalities Plan and improve the diversity of our workforce. • Statutory Annual Equalities Report Enhance our approach to employee engagement. • Employee engagement events • Employee Strategy Enable a positive working environment for all our employees and hold people to account against the core values. • Core Code of Ethics Develop our people at all levels. • Leadership and	AM People and Organisational Development Director of Service Support Director of Service Support AM People and Organisational	31/07/2024 31/12/2026 31/12/2024 31/12/2024	2	1	L	OP	Treat

RAT ID	HAZARDOUS EVENT			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)
	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
										Development Framework • Organisational Development Workshops Ensure appropriate health and wellbeing interventions are implemented and maintained to support our staff. • Occupational Health & Wellbeing systems and processes Delivery of effective workforce planning and succession planning to ensure progression and opportunity throughout the Service. • Workforce Planning Strategy • Five Year Plan	Development AM People and Organisational Development AM People and Organisational Development	01/01/2025 31/03/2024					

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	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
19/01	A Service employee or member of the public comes to harm	A failure to operate safe systems of work on the incident ground or other location such as workshops or whilst travelling to/from locations of work	Death or serious injury to one or more individuals	1,2,3,4	Policy and procedure Assurance Learning and Development Resources Communications	1	3	M	OP	Review of Health & Safety risk assessments	Health & Safety Department	December 2024	1	3	M	OP	Treat
24/01	The service does not have sufficient skill sets available to deliver the functions required to crew and operate our response function across the entire organisation	Inability to recruit and/or train individuals to undertake specific roles and activities and/or individuals exiting the service and therefore losing specific skills, knowledge and information, and failure to map out and record processes and information	Lack of LGV/EFAD drivers. Lack of Officer-in-Charge for fire appliances. Lack of specialist skills, such as aerial appliance operators etc. Single points of failure, such as individuals holding organization information and data. Loss of skill, knowledge and information that impacts functions and delivery in the service.	1,2,3,4	All Control Measures in development	4	3	H	TC	Provide increased Driver Training LGV Provide increased EFAD Training Provide increased ICL Level 1 Training Provide Aerial Appliance Training Provide data on erosion of skill sets Ensure key information is not held by single individuals Ensure all data information is available	Area Manager Response Area Manager Response Area Manager Response Area Manager Response Chair of Workforce Planning Area Manager POD Head of ICT	December 2024 December 2024 March 2025 December 2024 September 2024 September 2024 August 2024	3	1	L	OP	Treat

GOVERNANCE

Governance

AIM: PROVIDE ASSURANCE

OUTCOMES:

1) Well informed communities
2) Well informed staff
3) We'll know what our communities think
4) We'll know what our staff think

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	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
23/S5	The Service will fail to meet the Aim of "Provide assurance" as set out in our Governance strategy.	Failure to effectively implement the findings and areas for improvement identified in the HMICFRS Inspection Report and the recommendations of the HMICFRS values and culture 'Spotlight' report. Failure to implement and comply fully with the range of Fire Standards Board Fire Standards. Failure to act in relation to the key findings from the most recent internal staff opinion/cultural survey. Failure to consult effectively with our communities regarding the strategic direction of the Service. Failure to achieve compliance with UK General Data	Failure to keep our communities well-informed. Failure to keep our staff well-informed. Failure to establish what our communities think. Failure to establish what our staff think	1,2,3,4	Community Risk Management Plan (Governance Strategy) Directorate and Department Plans	2	3	M	TC	Implement the most recent HMICFRS Inspection Improvement Plan and the HMICFRS Values and Culture Report recommendations. Implement improvements and suggestions identified by our staff. (Staff surveys, Staff Engagement Days) Deliver compliance with the Fire Standards Board Fire Standards. Comply with our responsibilities from a data protection and GDPR perspective. Build improved trust and engagement with our communities, ensuring that communication methods are effective. Evaluate activities	AM Service Assurance AM People & Organisational Development AM Service Assurance AM Service Assurance AM people & Organisational Development	31/10/2024 31/10/2024 31/03/2025 31/03/2025 31/12/2024 31/10/2024	2	2	M	OP	Treat

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	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
										to inform future initiatives and improvements. Manage our organisational risks and ensure our business continuity plans are effective and tested regularly.	AM Service Assurance AM Service Assurance	31/12/2024					
18/01	We fail to achieve compliance with UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018	The actions of our staff and agents working for us processing our personal data; or failure of our technical security to protect against external threats	A breach of Statutory obligation as a Public Authority	1,2	Assurance Learning and Development Resources	2	2	M	OP	Following the dissolution of Forge Health treat the residual Data Protection risks still associated with Occupational Health (as identified in the independent review).	ICT Manager/Commercial Procurement Manager	30 June 2023	1	2	L	OP	Tolerate

(Note: header row above continues from previous page — first data row begins with "Protection Regulation (UK GDPR) and the Data Protection Act 2018Z in relation to the use of people data." under THE IS A CHANCE THAT)

Chapter 2 - Project Risks

There are currently no project risks that meet the threshold for inclusion in the Organisational Risk Management process.

PROJECT REF	HAZARD STATEMENT	RISK ASSESSMENT SCORES				PROJECT CONTROL MEASURES
		L	C	R	ML	
N/A	N/A	N/A	N/A	N/A	N/A	N/A

Chapter 3 - Health, Safety and Welfare Risks

H&S REF	HAZARD STATEMENT	RATIONALE	RISK ASSESSMENT SCORES				CONTROL MEASURES	Date of last Assurance at H&S Committee
			L	C	R	ML		
21/HS01	**Management of contaminants (Specific Hazard)** There is a possibility that staff could come to harm as a result of exposure to contaminants during their employment with the Service. LFRS has a moral and legal obligation to reduce the risk posed to staff in the long, medium and short term.	The interim guidance from the UCLAN / FBU research has now been published. The HSE has been asked for this to form the basis of risk control for contaminants The scientific review identifies significant potential risks for Firefighters and other staff who attend fire scenes and identify control measures which will require planning, investment and cultural changes to implement. The impact of the risk is very high as it is linked to fatal illness as well as other issues such as morale. The likelihood is medium/low as the impact is likely to be experienced in the long term.	2	5	VH	ST	• All staff likely to be affected by Contaminants are undergoing continual, face-to-face training detailing how to manage Occupational Exposure to Contaminants. • Paperwork completed including; Risk assessments, procedures for Contaminated PPE, clothing and equipment, clean cab; and Policy published. • Ongoing training solution implemented. • Trials undertaken to understand the implications of Contaminants Management, prove the concept and validate proposals • Permanent ways to record operational exposure, including proactive interaction with OHWB • Review of equipment undertaken, including Gas monitors, cleaning protocols and future feet design • Changes to LFRS Estate to facilitate the safe decon of BA equipment at all stations • Reviews undertaken at CBA to facilitate the safe decon and maintenance of all BA and ancillary equipment.	09/07/2024
21/HS02	**Management of manual handling (Specific Hazard)** There is a possibility that staff may come to harm as a result of the failure to apply appropriate manual handling techniques. LFRS has a moral and legal obligation to reduce the risk posed to staff in the long, medium and short term.	Manual handling is especially problematic within fire services as lifts take place in time critical scenarios when staff are already fatigued. This puts the individual at greater risk as they are less likely to lift in a textbook manner and are more vulnerable to injury when already fatigued. In non-fire scenarios, lifts are often undertaken in poor postural positions due to the layout of domestic premises. The impact of this risk is significant as many lifts could have the potential to injure operational staff as textbook technique cannot be applied due to the limitations detailed above plus there is a specific risk of injuring a vulnerable person such as a bariatric person or elderly, infirm or end of life patient as lifting them could be inherently hazardous. Likelihood is medium high as these lifts are commonplace and the standard control	3	4	VH	ST	• Training improvements. • Lifting sheet roll out. • Manual handling procedure. (TMT August 2024) • Liaison regarding care plans. • Manual handling assessments to be developed further. • Introduction of targeted fitness training trial to build core strength and reduce potential for manual handling injury. • Support staff will receive online manual handling training and risk assessment process, (OLB approved July 2024) • Trained Manual handling assessors in T&D, with wider roll out of training to workplace trainers. • All Ops staff to receive Manual Handling training from workplace trainers. • Back strengthening exercises produced by Occupational Health and Wellbeing Team	July 2024

		measures in the hierarchy of control are not available to the service in most instances.						
21/HS03	**Health and Safety training provision (Management Risk)** There is a risk that LFRS may not meet its obligations to provide effective health and safety training for staff resulting in a potential for harm and possible breach of statutory duty.	The service has a legal responsibility to provide effective H&S training for managers to ensure that these managers understand their responsibilities and implement the control measures relevant for the protection of our staff and others. This lack of training may result in the service being found directly in breach of its duties or it may lead to a breach in another statutory H&S duty. The risk's impact is significant due to the potential for statutory breach; however, likelihood should reduce.	2	5	VH	ST	• Completion of new training which meets the need of the organisation. • Provide the training to all staff appropriate to their role. • Health and safety training input delivered to new recruits. • Station Managers are nominated for NEBOSH General certificate, identify and train managers where site supervisors are required.	09/07/2024 (reviewed outside of committee 07/09/24)
21/HS04	**Failure to complete suitable and sufficient Health and Safety Risk Assessments (Management Risk)** There is a risk that LFRS may fall in its duty to ensure an adequate and effective system of H&S risk assessment is in place, which may result in harm to staff and failure to meet statutory obligations.	New LFRS template and procedure devised and published some time ago. Process includes H and S qualified staff working with end user to produce a template which is peer assessed at relevant level of Health and Safety Meeting (ORC, OLB, HSC). Representative Body involvement in place TBRA aligned to NOG in date and being regularly reviewed locally and regionally. Risk assessments for non-operational activity, events, other activities now exists and awareness is improving on when and why a risk assessment is required.	2	5	VH	ST	• Regular review of TBRA procedure and effectiveness. • Bank of TBRA in place. • Use of TBRA review where safety events occur. • Monitor roll out and adoption of the new form. • Internal QA process by Health and Safety Team. • TBRA Scrutiny through use of existing risk management committees. • Risk assessments covered in IOSH and NEBOSH training.	09/07/2024 (reviewed outside of committee 07/09/24)
24/HS01 (NEW)	**Inability to maintain fire fighter competence through a lack of suitable realistic live fire training**	Concern has arisen over the lack of opportunity for crews to develop and maintain key operational fire fighting skills. This is due to a reduction in operational experience and exposure combined with a limited access to realistic live fire training venues.	2	5	VH	ST	• Training schedule to enable crews to experience live fire fighting through practical training sessions at Kendrew Barracks. • Potential to access facilities at neighbouring fire and rescue services, i.e. Chelveston or Warwickshire.	

Assessments Removed or Archived During the Current Calendar Year

RAT ID	HAZARDOUS EVENT	STRATEGY OUTCOME AT RISK	FINAL RISK SCORE				REASON FOR REMOVAL	DATE REMOVED
			L	C	R	ML		
23/P01	**Western Refurbishment Project** There is an issue regarding the availability of supplier resources from the Estates Team. This may affect the ability to deliver the project within timescales.	PROJECT RISK	3	4	VH	ST	Project Closed	16/02/2024
23/P02	**Market Bosworth Refurbishment Project** There is a risk that there is not sufficient service project manager resource available.	PROJECT RISK	4	3	H	TC	Project resource suitable, project progressing on time	16/02/2024
23/P03	**Views Replacement Project** There is a risk that issues with other systems or resource outside of the project could result in delays (e.g. FireWatch project progress, Systel warehouse, HR availability to support sickness data validation, replacement data warehouse)	PROJECT RISK	2	4	H	TC	Resource suitable	16/02/2024
23/P04	**Oracle Project** T&D not using LMS to record all training/qualification activity as their primary system. There are multiple recording methods that were in use pre-LMS, which have not been phased out and take precedence over the LMS. This is leading to error within the data sets of the LMS and subsequently impacting upon the confidence of LMS reporting with the end user.	PROJECT RISK	4	4	VH	ST	Project closed	16/02/2024
22/HS01	There is a risk that our staff could injure themselves whist carrying out fitness training within Service premises.	HEALTH & SAFETY RISK	3	2	M	TC	Control measures in place. Health & Safety Committee approved removal from Register as now considered business as usual	20/02/2024
22/HS05	Inability to maintain fire fighter competence for basement firefighting	HEALTH & SAFETY RISK	2	5	VH	ST	• Between March 2022 and March 2024 there were 37 training sessions undertaken at an external venue. This exposed 354 operational firefighters to realistic basement firefighting training. • As a result of extensive realistic training, this risk has been managed as far as reasonably practicable.	01/08/2024

Risk Assessment Matrix

CONSEQUENCE			LIKELIHOOD			
5		21/HS01 21/HS03 21/HS04 24/HS01	18/02	15/04 20/04		
4		21/06 23/S2	21/HS02			
3	19/01	21/05 21/07 23/S1 23/S3 23/S4 23/S5	15/07 17/01	24/01 24/02	15/05	
2		16/06 17/05 18/01 18/03				
1						
		1	**2**	**3**	**4**	**5**

LIKELIHOOD

RISK VALUE	
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

CONSEQUENCE \ LIKELIHOOD	1	2	3	4	5
5		21/HS01 21/HS03 21/HS04 24/HS01	18/02	15/04 20/04	
4		21/06 23/S2	21/HS02		
3	19/01	21/05 21/07 23/S1 23/S3 23/S4 23/S5	15/07 17/01	24/01 24/02	15/05
2		16/06 17/05 18/01 18/03			
1					

LIKELIHOOD

MANAGEMENT LEVEL	
CORPORATE	Those risks likely to require management oversight by the CFA and/or SLT
STRATEGIC	Those risks likely to require management oversight by SLT
TACTICAL	Those risks likely to require management oversight by the HSW Committee and sub-groups, Tactical Manager's Team (TMT) and/or individual Directors
OPERATIONAL	Those risks likely to require management oversight by individual Group and Station Managers and/or TMT

Glossary of Terms and Abbreviations

Hazardous Event - A potential event that can cause harm

Likelihood (L) - The chance of something happening. May be described by the probability, frequency or uncertainty of event

Consequence (C) - The outcome of an event. Specifically, the severity or extent of harm caused by an event

Operational (OP) - Those risks likely to require management oversight by individual Group and Station Managers and/or GMT

Tactical (TC) - Those risks likely to require management oversight by the HSW and CRM Committee and sub-groups, Group Manager's Team (GMT) and/or individual Director

Strategic (ST) - Those risks likely to require management oversight by SLT

Corporate (C) - Those risks likely to require management oversight by the CFA and/or SLT

Low (L) - Low level risk capable of being managed within normal service policy and procedure

Medium (M) - Low –mid level risk possibly requiring new policy and/or some financial outlay

High (H) - Mid-high level risk possibly requiring significant amendment to policy/procedure and significant financial outlay

Very High (VH) – High level risk with the potential to cause catastrophic damage to the reputation, finances or governance of the Service