LEICESTERSHIRE
FIRE and RESCUE SERVICE

Organisational Risk Register
2020

SAFER PEOPLE SAFER PLACES

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	
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	Work with regional partners to close gaps identified by analysis	Community Risk	Dec 2020	2	2	M	OP	Treat

RESPONSE

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

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	
15/07	Mass absence of staff due to pandemic disease, impacting on our ability to meet the priorities identified in Our Plan 2020.	1,2,3	Collaboration Policy and Procedure Communication	3	4	VH	ST	Service Continuity Planning Program: identification of Service Critical Activities. Early intelligence from Public Health England via Local Resilience Forum	AM Assurance Corporate Risk	Sept 2020 Ongoing	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

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				L	I	R	ML				L	I	R	ML	
15/05	Industrial action by operational staff	2,3,4	Collaboration Policy and Procedures Communications	5	4	VH	C	Implementation of possible alternative resilience arrangements	Response	Jan 2020	5	3	H	ST	Treat
15/04	Failure of any part of the mobilising system	1,2,3,4	Collaboration Assurance Learning and Development Resources	3	5	VH ↑	ST ↑	Fault identification and management guide issued to Control Automated monitoring and reporting of critical areas Scheduled maintenance plan	Tri-Service Tri-Service Tri-Service	March 2020 March 2020 March 2020	2	3	M ↓	TC	Treat
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

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	
17/04	Lack of specialist resources	2,5	Collaboration Policy and Procedure Resources	4	3	H	TC	Special Appliances Review	Operational Response	March 2020	2	3	M	TC	Treat
18/07	Inability to detect faults at one of the three data centres hosting the mobilising system	1,2,3,4	N/A	3	4	VH	ST	Re-design of START Mobilising system Re-engineering of START Mobilising system Decommissioning redundant data centre	AM Tri-Service Control AM Tri-Service Control AM Tri-Service Control	Prior to decommission of NFRS site Prior to decommission of NFRS site Prior to decommission of NFRS site	2	4	H	TC	Treat
20/01	Reduction in available qualified breathing apparatus wearers due to failure of re-accreditation programme	2,3	Resources Learning and development	2	1	L	OP	NONE	N/A	N/A	2	1	L	OP	

# 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

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	
16/06	Loss or damage to buildings, equipment or fleet due to theft or vandalism	5	Policy and Procedure\n\nAssurance\n\nCommunications\n\nResources	2	1	L	OP	NONE	N/A	N/A	2	1	L	OP	Tolerate
18/01	Failure to comply with the General Data Protection Regulation and subsequent Data Protection Act	4	Assurance\n\nLearning and Development\n\nResources	5	3	H	ST	Implementation of vulnerable persons case management software	GM Safer Communities	April 2020	1	3	M↓	TC↓	Treat

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				L	I	R	ML				L	I	R	ML	
18/02	Failure to prevent loss of data due to malicious action or negligence	3,4	Policy and Procedure Communications Resources	3	5	VH	ST	Cyber security staff awareness programme Network Segregation Cyber Essentials Plus	ICT Manager ICT Manager ICT Manager	March 2020 March 2020 March 2020	3	4	VH	ST	Treat
18/03	Not enough money available post 2020 to deliver current IRMP	1	Assurance Resources	4	4	VH	ST	Estates improvement plan Improved internal budget management Medium term financial plan 2019-23 Medium term financial plan 2020-24 Revised IRMP 2020 – 2024 Day Crewing Plus Duty System (Alternatives)	AM Business Support AM Business Support AM Business Support AM Business Support Chief Fire Officer Chief Fire Officer	Dec 2019 Sept 2019 Feb 2020 Feb 2020 Apr 2020 Dec 2019	3	4	VH	ST	Treat

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				L	I	R	ML				L	I	R	ML	
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 Learning and Development	2	4	H	TC	Continual Staff Development (Training/ e-learning/skills matrix) Embed supplier review in devolved budget management	AM Business Support AM Business Support	Dec 2019 Mar 2020	2	3	M	TC	Treat
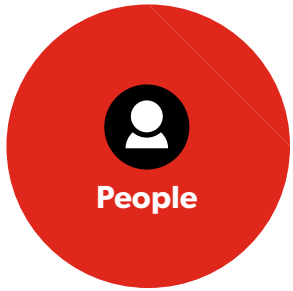
PEOPLE

OUTCOMES:

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

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	
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	NONE	N/A	N/A	2	2	M	OP	Treat
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	March 2021	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

Governance

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	
N/A	N/A	N/A	N/A	-	-	-	-	N/A	N/A	N/A	-	-	-	-	N/A

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		
16/01	Failure to plan for and respond to an increase in the National Threat Level to "CRITICAL"	Safer Communities 3 and 4	2	2	M	OP	All Control Measures in place. Moved to TOLERATE.	January 2020

Project Risks

PROJECT REF	HAZARD STATEMENT	RISK ASSESSMENT SCORES				PROJECT CONTROL MEASURES
		L	I	R	O	
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.	3	4	VH	ST	• Information to be provided by the Centre • Risk has been elevated to the Chief Fire Officer

Health, Safety and Welfare Risks

We are committed to protecting all staff and supporting their welfare and wellbeing. We will make sure that staff and the people that we come into contact with are protected so far as practicable from risks. However, we recognise that our staff may face challenging situations and we and will support our operational staff to take risks appropriately to protect public safety.

Health and Safety Provision and Training

Our peer review has been completed and we have approved a plan to address its findings. One of these relates to elevating some of our hazard control measures from several task based risk assessments into a document explaining how we manage a particular 'theme' from a strategic perspective.

An example could be how we deal with contaminants. This would draw across lots of working areas to build a complete picture of how we manage this hazard.

We will aim to provide appropriate training at all levels of the organisation. This will include promoting a positive health and safety culture within the organisation.

Staff Wellbeing

The service has and continues to improve its approach to wellbeing and has a network of support we offer. We are committed to supporting the wellbeing of staff. This year we will introduce Trauma Risk Management (TRiM).

Firefighter Welfare

The work undertaken last year on firefighter welfare will continue this year. It will include a new procedure and incident ground welfare vehicle. We will consider all of our operational staff needs relating to welfare within this working group.

Risk Assessment matrix

IMPACT	1	2	3	4	5
5		19/01	15/04 18/02		
4	17/03	18/04	15/07 18/07 18/P03	18/03	15/05
3			17/01 17/05	17/04 17/06	18/01
2					
1		16/06 20/01			

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		1	2	3	4	5
	5		19/01	15/04 18/02		
	4	17/03	18/04	15/07 18/07 18/P03	18/03	15/05
	3			17/01 17/05	17/04 17/06	18/01
	2					
	1		16/06 20/01			

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

Glossary of Terms and Abbreviations

Likelihood (L) - A measurement of how frequent and/or probable it is that a consequence will actually be realised

Impact (I) - An estimate of the harm that could be 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 directors

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

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

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