



# 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	LINK TO NATIONAL / LOCAL COMMUNITY RISK REGISTER	HAZARD STATEMENT	PRIMARY RISK HEADING	SECONDARY RISK DESCRIPTOR	RISK ASSESSMENT SCORES (after current control measures)				CONTROL MEASURES
					L	I	R	ML	
16/02	N/A	Theft and misuse of personal data collected via the Service website and email traffic from the website to LFRS email accounts.	REGULATORY  BUSINESS PROCESS  REPUTATION	Breach of Data Protection Act  Poor audit performance  Negative media coverage Negative community feedback	4	5	VH	CORP	<ul style="list-style-type: none"> <li>All Web forms removed from Website</li> <li>Replace all http:// web forms with secure https:// encrypted web forms</li> </ul>

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15/07	H23, H24	Mass absence of staff due to pandemic disease	PEOPLE	Mass absence	3	5	VH	STRAT	<ul style="list-style-type: none"> <li>• Operational Degradation Procedure</li> <li>• Service Continuity Procedure</li> <li>• Pandemic Influenza Cat 5 Plan</li> <li>• Industrial dispute crewing model</li> <li>• Fire &amp; Rescue Service Act (13/16) (Mutual Support)</li> <li>• Various LRF Plans</li> <li>• LRF Community Risk Register</li> </ul>
16/03	N/A	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 media coverage Negative feedback from the community Loss of money Loss/damage to Estate Loss/damage to vehicles Loss/damage to equipment Breach of statutory duty Breach of regulation	3	5	VH	STRAT	<ul style="list-style-type: none"> <li>• Review of risk identification and risk assessment methodology</li> <li>• Review of risk assessment form</li> <li>• Review of risk assessment training</li> <li>• Risk identification to be revisited</li> <li>• Review and rewriting of risk assessments</li> </ul>

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15/03	N/A	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	2	5	VH	STRAT	<ul style="list-style-type: none"> <li>• Operational policies and procedures</li> <li>• Standard Operating Procedures</li> <li>• Essential and routine training protocols, including accreditation and re-accreditation</li> <li>• Equipment maintenance and standard testing protocols</li> <li>• H&amp;S reporting protocols and management arrangements</li> </ul>
15/11	N/A	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	2	5	VH	STRAT	<ul style="list-style-type: none"> <li>• Debrief procedure</li> <li>• Operational Performance Monitoring</li> <li>• Operational Improvement Group</li> <li>• National debrief and learning database managed through the HSW&amp;CRM Committee</li> <li>• Strategic monitoring by EAB</li> <li>• Coroners' reports</li> </ul>

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15/12	N/A	Development of a 'risk averse' culture which prevents us from delivering our statutory duties	REGULATORY	Breach of statutory duty Breach of regulation	2	5	VH	STRAT	<ul style="list-style-type: none"> <li>Revised management and governance structure providing an agile response to issues arising, i.e. GMF, AMF &amp; EAB</li> <li></li> </ul>
15/13	H31, H39, H40, H41, H45, H56, H59	Damage or loss of critical infrastructure affecting delivery of objectives / statutory duties	REPUTATION  REGULATORY  BUSINESS PROCESS	Negative media coverage Negative community feedback Breach of statutory duty Breach of regulation Failure to adhere to policy / procedure Poor Audit Performance	2	5	VH	STRAT	<ul style="list-style-type: none"> <li>Effective risk based planning</li> <li>Business Continuity Arrangements</li> <li>Adequate insurance provision</li> <li>Integrated Risk Management Plan</li> <li>Fire &amp; Rescue Service Act (13/16) (Mutual Support)</li> <li>National Resilience assets</li> <li>Various LRF Plans</li> </ul>

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16/01	N/A	Failure to plan for and respond to a raise in National Threat Level to "CRITICAL" resulting in an inability for the Service to provide core functions in the event of a terrorist attack.	REPUTATION	Negative media coverage	2	5	VH	STRAT	<ul style="list-style-type: none"> <li>• Effective co-operation with the Police</li> <li>• National guidance</li> <li>• Security Policy and Procedures</li> <li>• Cat 5 Procedure</li> </ul>
			FINANCE	Negative community feedback					
			REGULATORY	Breach of statutory duty Breach of regulation					
			PEOPLE	Loss/damage to Estate Breach of statutory duty Breach of regulation Breach of contract Breach of security policy Loss of critical buildings					
				Death or serious injury to staff					

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15/04	N/A	Delay or inability to mobilise to operational incidents as a result of failure of any part of the mobilising system	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	4	4	VH	STRAT	<ul style="list-style-type: none"> <li>• Robust reporting and monitoring of all mobilising system issues affecting performance.</li> <li>• Effective support provided by mobilising system engineers</li> <li>• Training and maintenance of competence of Fire Control Operators</li> <li>• Fall back arrangements with other Tri-Service Control rooms</li> <li>• Tried and tested manual mobilising arrangements</li> <li>• Effective support provided by Tri-Service System Administrators</li> </ul>

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15/20	N/A	Failure to effectively succession plan executive managerial change	REGULATORY  FINANCE  BUSINESS PROCESS  REPUTATION  PEOPLE	Breach of statutory duty  Breach of regulation  Poor Audit Performance  Failure to adhere to policy / procedure  Negative media coverage  Negative community feedback  Reduced morale	4	4	VH	CORP	<ul style="list-style-type: none"> <li>• Combined Fire Authority</li> <li>• Executive Advisory Board</li> <li>• People Strategy</li> <li>• Workforce Planning</li> </ul>



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					L	I	R	ML	
15/09	N/A	Failure of corporate objectives	REPUTATION	Negative media coverage	3	4	VH	STRAT	<ul style="list-style-type: none"> <li>• Project Boards</li> <li>• Project Risk Registers</li> <li>• Regular reporting on progress to AMF</li> <li>• Strategic monitoring by EAB and CFA</li> </ul>
			FINANCE	Negative community feedback					
			REGULATORY	Unrealised efficiency savings					
			BUSINESS PROCESS	Breach of statutory duty					
				Breach of regulation					
				Failure to adhere to policy / procedure					
				Poor Audit Performance					

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15/05	H30, HL42	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	2	4	H	TACT	<ul style="list-style-type: none"> <li>• Operational policies and procedures</li> <li>• Standard Operating Procedures</li> <li>• Multi-agency fall-back agreements</li> <li>• HR policies and procedures</li> </ul>

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					(after current control measures)				
					L	I	R	ML	
15/23	N/A	Failure to maintain Service premises to legislative requirements	<p>REPUTATION</p> <p>FINANCE</p> <p>REGULATORY</p> <p>PEOPLE</p> <p>BUSINESS PROCESS</p>	<p>Negative media coverage</p> <p>Failure of partnership working</p> <p>Loss of money</p> <p>Loss/damage to Estate</p> <p>Breach of statutory duty</p> <p>Breach of regulation</p> <p>Breach of contract</p> <p>Breach of security policy</p> <p>Loss of critical buildings</p> <p>Failure to provide equality of treatment and opportunity</p> <p>Failure to adhere to policy/procedure</p>	3	3	H	TACT	<ul style="list-style-type: none"> <li>• Finance Budget</li> <li>• Estates 3 Year Plans</li> <li>• Regular maintenance contracts</li> <li>• Maintenance database</li> <li>• Out of Hours Contractors lists</li> <li>• New works project management</li> <li>• Trained and qualified Estate Team</li> <li>• Estates Survey</li> <li>• Budget arising from Estates Survey</li> </ul>

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## CHAPTER 1 – NEW ASSESSMENTS FOR APPROVAL

CRR REF	LINK TO NATIONAL / LOCAL COMMUNITY RISK REGISTER	HAZARD STATEMENT	PRIMARY RISK HEADING	SECONDARY RISK DESCRIPTOR	RISK ASSESSMENT SCORES (after current control measures)				CONTROL MEASURES
					L	I	R	ML	
16/04	N/A	Industrial action by support staff resulting in reduced capacity to fulfil frontline service delivery	PEOPLE  REGULATORY  REPUTATION	Mass absence  Reduced morale  Breach of statutory duty  Negative community feedback	2	3	M	TACT	<ul style="list-style-type: none"> <li>Operational policies and procedures</li> <li>Multi-agency fall-back agreements</li> <li>HR policies and procedures</li> <li>Engagement with Representative Bodies</li> <li>Effective communication with management/employees</li> </ul>

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## CHAPTER 2 PROJECT RISKS

PROJECT REF	HAZARD STATEMENT	RISK ASSESSMENT SCORES				PROJECT CONTROL MEASURES
		L	I	R	O	
15/P1	<p><b>Control and Mobilisation Project</b></p> <p>There is a risk that operational effectiveness is being compromised due to the full functionality of the new Systel mobilising system not being available. This includes AVLS and MDTs.</p>	5	4	VH	CORP	<ul style="list-style-type: none"> <li>Continue to liaise with Systel to ensure unresolved items carried forward after implementation is resolved as soon as possible.</li> <li>Outstanding issues log being maintained and regular reviews held with Systel representatives and system experts.</li> </ul>
15/P4	<p><b>IRMP Delivery Project</b></p> <p>There are insufficient internal resources to deliver the project.</p>	2	4	H	TACT	<ul style="list-style-type: none"> <li>Ensure communication between members of project team to enable resilience where required. Ensure timescales for completion of tasks are appropriate and clearly communicated. Monitor project plan to identify any significant demand on resources to achieve deadlines. Identify back up resource where possible.</li> <li>HR resource confirmed sufficient to support project</li> </ul>

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## Risk Assessment Matrix

IMPACT	5		15/03 15/11 15/12 15/13 16/01	15/07 16/03	16/02	
	4		15/P4	15/09	15/04 15/05 15/20	15/P1
	3		16/04	15/23		
	2					
	1					
		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