RISK ASSESSMENT TS-1-1

(For Use with Service activities & equipment)

Activity / Location / Equipment Assessed:	Incident Command			**Date Assessed:**	26/08/2020
Section:	Assurance	**Assessor:**	[redacted]	**Review Date:**	26/08/2023

A Task / Hazard(s) identified	**B** Persons at Risk See below for relevant person risk code. More than one code can be used	**C** Risk Factor **no** controls Severity 1 - 5	Likelihood 1 - 5	Risk Value 1 - 25	**D** Control Measures	**E** Risk Factor **with** controls Severity 1 - 5	Likelihood 1 - 5	Risk Value 1 - 25
Responsibility of fire and rescue services								
Failure to comply with duty to produce an Integrated Risk Management Plan Risk that the service fails to respond to a foreseeable circumstance	**P OA**	**5**	**3**	**15**	• The service IRMP includes an assessment of all foreseeable fire and rescue related risks • The service produces strategic risk assessments to show how prevention, protection and response activities reduce the likelihood and mitigate the impact of identified risks in the community • The service has published response standards to outline expected service delivery to the public	**5**	**1**	**5**
Failure to comply with the legal duties of an employer Risk that employees are placed at unnecessary danger due to lack of pre-planning	**E**	**5**	**4**	**20**	• Fire and rescue services are responsible, under legislation and regulations, for developing policies and procedures and to provide information, instruction, training and supervision to their personnel about foreseeable hazards and the control measures used to reduce the risks arising from those hazards.	**4**	**2**	**8**

Incident Command								
Ineffective Command of an Incident Lack of leadership and decision making leading to unsafe action resulting in injury or fatality to public and responders	**E P OA**	**5**	**4**	**20**	**Leadership, Interpersonal communication, personal resilience, and teamwork** • All personnel who are in an acting, temporary or substantive role that requires incident command decision making and command situational awareness, will undertake training and assessment relative to their role and will be required to demonstrate a satisfactory standard (measured against the operational element of their role map), prior to being deemed 'safe to command' and assuming command of an incident. – OP/2/56 • Maintenance of competence within the subject of incident command will be achieved through: o E-learning packages o Centrally delivered development and assessment o FDO monitoring o Dip sampling as part of the Quality Assurance framework o Debriefs o Tactical exercises o Workplace assessment o Operational readiness audits • Incident commanders are provided with a clear framework to structure, organise and manage an incident via the incident command system (ICS). Further information on the four functional areas of this document (Legal Responsibilities, Command Skills & Competence, Organisation at an Incident and Safety Management) can be found within document OP/1/19.	**5**	**2**	**10**

					• Criteria for personnel who may be selected for an acting, temporary or substantive role that requires incident command decision making will include the necessity for them to display high levels of confidence, self-awareness, interpersonal communication skills, and an awareness of the impact of culture within command activities. Full details of ranks specific roles and responsibilities can be found in HE1/1 **Situational awareness** • Incident commanders will utilise appliance mounted Mobile Data Terminals (MDTs) to access Standard Operating Guidance documents and incident aide memoirs. • MDTs will be available to assist in Incident Commander's situational awareness via the provision of details of pre-recorded information on hazards and operational risks associated with specific sites. They will also provide other forms of risk information such as vehicle safety systems and data sources for hazardous material information. • Operational staff will receive training in the use of the Incident Command Support pack and personal decision log/contemporaneous notebooks for the collection and recording of operationally prudent information. • Each appliance carries an internet ready cell phone which can be used to source extra information to aid in situational awareness and allow communications to be moved to a more suitable location. • Incident commanders will receive training on the availability of language line which is available via control and can be used to provide interpreting services should a language barrier be encountered at an operational incident. • Service contingency arrangements for the failure of technology or the unavailability of resources that support			

					situational awareness is to make up for additional resources with MDT capability **Decision Making** • Competencies, training, validation, and revalidation can be found in Incident Command System (ICS) policy document OP/1/19. • Incident command competency can be found in procedural document OP/2/56. • Incident commanders are instructed on justifiable applications of operational discretion and must log its use with control via radio and in their personal decision logbooks. This subject is written into procedure and can be found in document OP/2/28. It is supported by procedural document OP/2/51 – Incident decision logbooks. • All uses of operational discussion with be discussed at the Area Manager led Operational Assurance Group meeting with is held monthly. • The service will review decisions made at incidents by carrying out debriefing at differing degrees of complexity based on incident scale and impact. Learning that can be drawn from the debriefing process will be reported back to operational staff via online organisational learning posts or fed back into the training department for adjustment to learning packages. See service debrief procedure OP/2/7 • CDDFRS is complaint with Section 13 + 16 of Fire and Rescue Services Act 2004 and The National Coordination and Advisory Framework (NCAF) England March 2017 See service policy OP/1/19			
Insufficient Resources	**E P OA**	**5**	**4**	**20**	**Additional Resources**	**5**	**1**	**5**

Lack of equipment or personnel resulting in a failure to properly manage the incident					• Control to use audible and visual alert information on Guardian command to maintain awareness of availability of service resources. • Operational crews to maintain awareness of special appliance capabilities via online learning videos and station visits. • The service will maintain an information file accessible via MDT informing crews of the internal specialist resources available and their callsigns/location • Incident commanders to receive instruction on requesting sufficient and appropriate additional resources, deployment of oncoming resources and the use of a rendezvous point (RVP), strategic holding area (SHA) or multi-agency strategic holding area (MASHA) as part of their command training and assessment, see operational procedure OP/2/56 **Specialist Resources** • The service will maintain specialist resource capabilities according to the identified risks within the area of the service. • Pre-determined incident plans will be developed for significant risks through visits and tactical exercises and Incident type task analysis to assist in developing pre-determined attendance for incident types. • Service SOG and task analysis to make reference to considerations for the request for specialist advice, or specialist resources when the size or complexity of the incident warrants such assistance • Middle managers and senior leadership teams to have an understanding of the NCAF National Response Incident requirements. If assets are required these will be co-ordinated at a strategic level.			

					• Crews will maintain awareness of specialist resources available upon request from other services via organisational learning posts. • Crews will maintain awareness of the capabilities of specialist resources available upon request from other services by joint training exercises organised at station and whole service level. **Specialist Advice** • Crews will maintain knowledge on available specialist advice that may be able to assist during operations and how to contact the appropriate person to provide the advice through subject-related modular learning packages • The service has access to a range of subject matter experts including hazardous materials environmental protection officers, fire safety advisors, national inter-agency liaison officers, detection identification officers, water incident managers, fire investigation officers, high volume pump tactical advisors and wildfire tactical advisors. Prompts are written into standard operational guidance notes for incident commanders to consider when the size or complexity of the incident warrants such assistance. • Control will maintain a list of contacts for various external subject matter experts where advice is required beyond the scope of those in service. These details will be held in the control room master/ICCS directories. **Identifying and providing Enhanced Logistics Support (ELS)** • Tactical commanders receive training and assessment in the knowledge and understanding of National Resilience ELS during ICL2 and ICL3 courses. This training will include understanding of the role of the enhanced logistics support officer (ELSO), information on ELS equipment available,			

					resources, functions, and requirements for operational set up and usage. • Dedicated grab packs for ELSO located at service training centre and control for use by the officer performing this functional role • Fire control will maintain contact details for the National Resilience Assurance Team in the control room ICCS directory.			
Poorly Managed Incidents Lack of command and control relative to the scale of the incident leading in unsafe actions and conditions	**E P OA**	**5**	**4**	**20**	**Effective Communication** • All Incident command decision makers will be required to attend specific training/evaluation annually, part of this assessment will include: incident ground communication, timely liaison with control, providing situation updates to all responders and establishment of an incident communication plan which takes into consideration working environment, infrastructure and multi-agency talk groups. See Service policy documents OP/02/56 + OP/3/176 **Organisation at an Incident** • All Incident command decision makers will be required to attend ICL1 training/evaluation annually. The development, assessment and revalidation in this area will include knowledge on: ○ Establishment of an incident command structure appropriate to the likely size and complexity of the incident ○ Considerations in relation to establishing a forward control point ○ Considerations on the use of command support systems and equipment where required	**5**	**2**	**10**

					○ Esurance that all personnel are aware of the incident command structure and communication strategy ○ Keeping of records of all personnel operating in a sector and necessity to carry out regular roll calls **Command Roles and Responsibilities** • Develop local arrangements with neighbouring fire and rescue services and other agencies that define command roles, responsibilities and expectations • Have regular contact with neighbouring services to ensure that appropriate cross-border command structure plans are in place • Ensure that JESIP principles remain embedded in service procedures and incident commander training • All Incident command decision makers will be required to attend ICL training/evaluation annually. The development, assessment and revalidation in this area will include knowledge on: ○ Assigning of command roles and communication of these roles to other responding agencies ○ Development of robust systems to ensure that the handover of command is structured and does not compromise the safe management of the incident ○ Esurance that a formal handover process is used whenever command of an incident is transferred using CDDFRS command hand over paperwork ○ Recording the details of the transfer of command; this should be done at the incident ground and in the fire control room ○ Consideration of the JESIP principles at all incidents involving multi-agency operations			

					○ Ensure everyone in the command structure and the fire control room are informed of the change of incident commander **Sectorisation** • Provide systems that enable the recording information at command points and in sectors including command support packs on each appliance • Establish joint working protocols with neighbouring fire and rescue services and other agencies for sectorisation • All Incident command decision makers will be required to attend ICL training/evaluation annually. The development, assessment and revalidation in this area will include knowledge on: ○ Making arrangements to mobilise suitable resources and equipment to support sectorisation ○ Establishment of sectorisation appropriate to the type, size and complexity of the incident ○ Consideration in the use of command support systems and equipment where required ○ Ensuring that operational personnel and the fire control room are aware of the sectorisation and incident command structure arrangements ○ The keeping of records of all key information, including the number of personnel operating in a sector ○ Carrying out of regular roll calls **Cordon Controls** • Provide appropriate equipment and other resources to safely implement cordon control			

					• Establish the roles and responsibilities for implementing and maintaining cordon control with partner agencies for multi-agency incidents
					• Jointly establish the briefing arrangements for when other agencies are working within inner cordons under the safety management of the fire and rescue service
					• Consider pre-planning and exercising with partner agencies for cordon control arrangements
					• All Incident command decision makers will be required to attend ICL training/evaluation annually. The development, assessment and revalidation in this area will include knowledge on:
					  ○ Ensuring that appropriate inner and outer cordons are established and communicated following an assessment of risk to all people present
					  ○ Control of access to the inner cordon using methods proportionate to the type, size and complexity of the incident
					  ○ Establishment of a scene access control point to log all people operating within the inner cordon when appropriate
					  ○ Implementation of exclusion zones if intolerable risks to safety are identified
					  ○ Requesting of police assistance to establish a traffic cordon or air exclusion zone if necessary			

Ineffective Safety Management Failure to manage safety on the incident ground leading to unsafe conditions and injuries to responders	**E P OA**	**5**	**4**	**20**	**Positive safety Culture** • Provide the necessary systems and equipment to enable incident commanders to safeguard the safety and welfare of their personnel on the incident ground	**5**	**2**	**10**

					• All Incident command decision makers will be required to attend ICL training/evaluation annually. The development, assessment and revalidation in this area will include knowledge on: ○ Ensuring all personnel responsible for the management of health, safety and welfare are aware of their responsibilities and the means for discharging them - OIC development days will include all functional roles within Incident Command ○ Promotion of a positive safety culture on the incident ground ○ Application of the firefighter safety maxim and safe person principles at incidents **Risk Assessment at an Incident** • All Incident command decision makers will be required to attend ICL training/evaluation annually. The development, assessment and revalidation in this area will include knowledge on: ○ Use of systems and methods in place to support the carrying out, sharing and recording of risk assessments. i.e incident analytical risk assessments ○ Carrying out of dynamic risk assessment, identification hazards, evaluate risk and implement safe systems of work ○ Identify and communicate the hazard area and establish a safe working area as soon as is practicable ○ Continually review the risk assessment using situational awareness gathered as the incident progresses ○ Carry out and formally record analytical risk assessments at suitable intervals			

					○ Communicate findings of analytical risk assessment to all personnel and other agencies ○ Ensure that all personnel are briefed on the current hazards, risks, control measures and tactical mode **Select the Tactical Mode** • All Incident command decision makers will be required to attend ICL training/evaluation annually. The development, assessment and revalidation in this area will include knowledge on ○ The systems and methods in place to support the recording and communication of the tactical mode during an incident ○ Declaration of the tactical mode and communication of it to all personnel and fire control ○ Necessity to review the tactical mode following active monitoring and briefings with sector commanders ○ Instigation tactics for a tactical withdrawal of personnel when the mode changes from offensive to defensive ○ Communication of any change in the tactical mode of a sector of the incident to all personnel **Safety Officers** • The service will provide a means to identify personnel on the incident ground who are carrying out the role of safety officer or safety sector commander • All Incident command decision makers will be required to attend ICL training/evaluation annually. The development, assessment and revalidation in this area will include knowledge on:			

					○ How to identify suitably competent personnel who can be appointed as safety officers or safety sector commanders ○ Tasking of safety officers to carry out activities that will maintain the safety of operational personnel ○ How to Instigate a safety sector at large or complex incidents under the control of a safety sector commander ○ Tasking of safety sector commanders to carry out activities, primarily to co-ordinate the role of other safety officers ○ Consideration for appointing a safety officer to assist with maintaining the health and safety of people within their sector **Emergency evacuation and Tactical Withdrawal of Responders** • All CDDFRS operational personnel to be issued with an ACME thunderer style whistle to communicate an immediate withdrawal signal. • All Incident command decision makers will be required to attend ICL training/evaluation annually. The development, assessment and revalidation in this area will include knowledge on: ○ How to establish and communicate the emergency evacuation and tactical withdrawal plan to everyone on the incident ground ○ How and when to determine an appropriate evacuation of responder's signal and communicate details to all personnel, and other responders if present			

					○ Identification of an appropriate muster point and communication of its location to all personnel, and other responders if present ○ Ensuring that personnel do not re-enter the hazard area following an emergency evacuation of responders or an evacuation signal unless instructed to do so ○ Monitoring the appropriateness of the muster point during the incident and relocate it if necessary; its new location should be communicated to all personnel, and other responders if present ○ Checking that other agencies have carried out a roll call of their own personnel following an emergency evacuation of responders ○ Carrying out a roll call of personnel at the scene following an emergency evacuation of responders **Arrangements to Deal with Firefighter Emergencies** • All Incident command decision makers will be required to attend ICL training/evaluation annually. The development, assessment and revalidation in this area will include knowledge on: ○ Setting arrangements in place for firefighter emergencies, incorporating communications, investigation and welfare ○ Instigating arrangements for critical incident welfare of affected personnel ○ Establishing of emergency arrangements appropriate to the type, size and complexity of the incident ○ Maintenance of effective command and control in an emergency situation ○ Reviewing of incident priorities, tactics and resources in the event of an emergency situation			

					○ Preservation of the scene in the event of a firefighter emergency ○ Identification of personnel who may have been affected by the incident and ensure their welfare needs are considered ○ When and how to consider replacing some or all of the command team for the benefit of personnel and potential investigations **Hold Debriefing or Post-incident Reviews** • CDDFRS has in place a robust and structured system of debriefing operational personnel for a range of incident types at all scales. For further information, see service procedural document - OP/02/07 • Promote and support operational learning at a local, regional, and national levels by use of organisational learning web posts and participation in • Effectively communicate lessons learned from debriefs to all personnel • Debrief crews that have withdrawn from a working area during an incident to gain operational intelligence and safety-related information • Record and share significant findings from incident debriefs • Undertake a post-incident process of self-reflection on their performance in resolving an incident • Participate in, and be receptive to, operational learning			

For administrative use only

Activity

Health & Safety Check	Version No	Last Review	Reviewed By	Authorised by	Next Review	Comments

Person at risk codes:

E – Service Employee

A – Service Apprentice

T – Service Trainee

P – Public

YP – Young Person (16yrs - 18yrs)

C – Child (under 16yrs)

OA – Other Agencies

W – Contractors / Non-Service Workers

Appendix A – Explanatory Notes

Column	Heading	Content
A	Task / Hazard(s) Identified	Enter the anticipated hazards and risks from each of the tasks or activities being performed i.e. Carrying a light portable pump has a manual handling hazard leading to a risk muscular injury. **Hazard** - a hazard is anything that may cause harm, such as chemicals, electricity, working from ladders, an open drawer, etc. **Risk** – the risk is the chance, high or low, that somebody could be harmed by these and other hazards, together with an indication of how serious the harm could be For the purpose of a risk assessment this column should identify any hazards posed by the activity, the location and the environment. Consideration should also be given to personnel who may present a hazard e.g. untrained staff, members of the public, young person's etc.
B	Persons at risk	Employees, contractors or members of the public.
C	Risk Factor **no** controls	Multiply the likelihood of the harm occurring and the severity of those consequences using the table provided.
D	Control Measures	These are additional measures that are introduced when the calculated Risk Factor is too high for a task to take place. Refer to the known controls such as avoidance/isolation, safe systems of work (SOPs), training, Service Orders/Directives, DCOL's, Fire Service Circulars, specific PPE and welfare arrangements etc. Can any additional measures be put in place to reduce the risk factor to a lower level? If so list them and recalculate the risk factor. REMEMBER THESE NEED TO BE "REASONABLY PRACTICABLE", e.g. the balance between the time, trouble, effort and the cost against the level of risk.
E	Risk Factor **with** controls	This is the final risk score which should always be lower than the original Risk Factor. This reduces the risk to an acceptable level.
Refer to HE/2/18 Risk Assessment Guidance for further information		

RISK FACTOR MATRIX								
	LIKELIHOOD							
SEVERITY		**1** Very Unlikely	**2** Unlikely	**3** Possible	**4** Likely	**5** Very Likely		
	1 Insignificant	**1**	**2**	**3**	**4**	**5**		**Low Risk (1-5)** No further action is needed; ensure that controls are maintained.
	2 Minor	**2**	**4**	**6**	**8**	**10**		**Med Risk (6-10)** Adequate – look to improve controls at next review.
	3 Moderate	**3**	**6**	**9**	**12**	**15**		**Med Risk (12-15)** Make safe the risk – look to implement improvements to reduce the risk.
	4 Major	**4**	**8**	**12**	**16**	**20**		**High Risk (16-25)** DO NOT PROCEED. Risks of this type are not acceptable. Immediate action must be taken to either eliminate or adequately control the risk. Contact Health and Safety Advisors for advice
	5 Fatal Disabling	**5**	**10**	**15**	**20**	**25**		

LIKELIHOOD		
1	Very unlikely	1 in a million chance of it happening. Very rare.
2	Unlikely	1 in 100,000 chance of it happening. Not expected in foreseeable future
3	Possible	1 in 10,000 chance of it happening. May occur from time to time
4	Likely	1 in 1000 chance of it happening. Not an everyday event
5	Very likely	1 in 100 chance of it happening

SEVERITY		
1	Insignificant	Minor injuries not requiring first aid e.g. small cut, bruise
2	Minor	Minor injuries needing first aid
3	Moderate	Up to 7 days absence
4	Major	More than 7 days injury e.g. broken bone or hospitalisation
5	Fatal / Disabling	