

# Essex Fire Butterfly Report\_v4

## Triggers/Sources

Access to the workplace. No notice denial of access to primary site for an indefinite period (e.g. due to severe weather, loss of water, disruption to transport systems etc.)  
 National/Regional/Local Blackout. (H41/H45). Complete loss of mains electricity for upto 14 days.  
 Pandemic Influenza. High level of employee absence over several months, peaking at upto 50% of the workforce for two/three weeks.  
 Cyber. Complete loss of, or significant disruption to, a system essential to critical infrastructure or the delivery of critical functions lasting upto five days.  
 Critical staff shortage through large scale notice.  
 Industrial Action  
 Major incident. (Any emergency that requires the implementation of special arrangements by one or more of the emergency services and will generally include the involvement, either directly or indirectly, of large numbers of people.)  
 Significant loss of appliances or equipment.  
 Loss of support staff through uncertainty over roles  
 Non-Compliance with H & S Regulations in one or more of our properties

## Risk - SRR150002

### Organisational Infrastructure

If we have a significant failure, loss or reduction of our physical infrastructure or resources (including our people) there is a risk that we will not deliver the same level of prevention, protection and response services to our communities.

(Based on the apparently serious condition of the Stores facility at Lexden, the risk score has increased.)

Assigned to : Dave Bill  
 Review Date : 06/02/2018

## Impacts/Consequences

Reduction in Prevention, Protection and Response activities, routine activities curtailed, training delayed etc.  
 Unable to mobilise Response through the loss of Control  
 Process delays and contact difficulties for public and colleagues  
 Appliances unavailable, or a lower level of availability.  
 Severe interruption to Appliance Maintenance Programme if the Service Workshops is the subject of an incident.  
 Senior managers and decision makers unavailable  
 Cost of business continuity or asset replacement  
 Consider alternative building arrangements

## Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
SRR150002/001	Physical Security	Effective	100%	02/02/2015	Jon Doherty	06/02/2018
SRR150002/002	Network Resilience	Effective	100%	02/02/2015	Jan Swanwick	06/02/2018
SRR150002/003	HR Arrangements	Effective	100%	02/02/2015	Colette Black	23/11/2017
SRR150002/004	Resilience	In Progress	30%	24/09/2018	Charles Thomas	09/01/2018
SRR150002/005	ICT Security	In Progress	80%	31/05/2018	Jan Swanwick	30/04/2018
SRR150002/006	Service Workshops Replacement Plan	Proposed	0%	31/03/2018	Jon Doherty	06/02/2018

## Review Summary

### Risk Review Update

Review Summary: There are currently pay negotiations taking place on a National level, with a risk of industrial actions been taken by the FBU if an agreement isn't reached. the Service is currently revising it contingency planning arrangements.

If we have a significant failure, loss or reduction of our physical infrastructure or resources (including our people) there is a risk that we will not deliver the same level of prevention, protection and response services to our communities. Updated on 08/08/2017 17:09:54

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## Triggers/Sources

Planned change in mobile communications provider.  
Failure to successfully implement National Airwave Replacement Programme

## Risk - SRR150008

### Emergency Response, Capacity, Capability & Performance

There is a risk that the Service may be unable to effectively communicate with our mobile assets and partner agencies caused by the planned change in mobile communications provider.

Assigned to : Dave Bill  
Review Date : 27/12/2017

## Impacts/Consequences

This may result in the Service failing to meet its statutory requirements as set out within the FRSA 2004, CCA 2004, H&SAW 1974.  
Loss of Critical Communications Infrastructure  
Reduction in public & staff safety  
Loss of public trust  
Reputational damage  
Additional Financial Burden  
Central and Local Government Scrutiny  
Service is unable to provide safe systems of work

## Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
SRR150008/001	Implementation of the Emergency Services Mobile Communications Programme	In Progress	1%	27/05/2019	Danny Bruin	05/12/2017

## Review Summary

### Risk Review Update

Review Summary: This is a National Programme, contracts are being awarded and negotiated Nationally (incl. extensions), locally programme governance remains in a good place.

There is a risk that the Service may be unable to effectively communicate with our mobile assets and partner agencies caused by the planned change in mobile communications provider. Updated on 30/10/2017 15:53:17

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## Triggers/Sources

Unable to recruit and retain key specialist staff into the Authority as an employer of choice  
 Uncertainty around future employment conditions and shape/size of the Authority  
 Poor or absent succession/career planning and individual development built in to business planning  
 Poor or absent succession planning policies and procedures  
 Representative bodies in dispute with the Authority  
 Pay rates not reflective of market  
 Poor or absent market horizon scanning coupled with vacancy forecasting and/or skills gaps.

## Risk - SRR150005

### Organisational Learning & Knowledge Management

If we do not have motivated and engaged people with the right skills and competencies, with appropriate succession planning and career development, there is a risk that we will be unable to innovate and deliver safe and effective services to our communities.

Assigned to : Mark Stagg  
 Review Date : 27/12/2017

## Impacts/Consequences

Loss of corporate knowledge  
 Higher costs of interim and temporary staff  
 Increased onboarding times for new staff  
 Specialist roles vacant for long(er) periods  
 Higher levels of sickness and absence  
 Lack of skilled and experienced key employees to deliver the Service strategy  
 Lack of flexibility in service delivery  
 Detrimental effect on service delivery  
 Loss of key support staff directly related to governance change

## Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
SRR150005/003	Succession planning	Proposed	0%	31/05/2017	Colette Black	23/09/2017
SRR150005/001	Staff Engagement	Under Review	80%	30/04/2017	Colette Black	23/11/2017
SRR150005/002	Budget	Effective	100%	03/02/2015	Glenn McGuinness	19/12/2017

## Review Summary

### Risk Review Update

Review Summary: Due to commence Q2 this FY

If we do not have motivated and engaged people with the right skills and competencies, with appropriate succession planning and career development, there is a risk that we will be unable to innovate and deliver safe and effective services to our communities. Updated on

08/05/2017 14:40:44

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## Triggers/Sources

Negative publicity over Service changes on On-Call recruitment  
 Very badly managed operational incident  
 Poor corporate leadership across the Service  
 Continued exposure of themes identified in Lucas review  
 Thomas review into National Terms and Conditions  
 A poor official report from an external source on policies and procedures indicating single points of failure, such as safeguarding

## Risk - SRR150003

### Safer Communities & Public Awareness

If there is a loss of public or stakeholder confidence in the Service there is a risk that we will not be able to engage effectively with our communities, which will impact on our ability to deliver our services.

Assigned to : Adam Eckley  
 Review Date : 21/11/2017

## Impacts/Consequences

Reputational damage  
 Intervention by Secretary of State  
 Reduced and reducing efficiency and staff morale, and ability to deliver services with decline in performance  
 Poor or deteriorating relations with other emergency services  
 Additional costs to support required changes in culture

## Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
SRR150003/001	Governance arrangements	Implemented	100%	30/06/2017	Roy Carter	26/12/2017
SRR150003/002	Performance Reporting to identify negative trends/poor performance	Implemented	60%		Tracy King	30/03/2017
SRR150003/003	Inter-Service Liaison	Under Review	100%		Dave Bill	16/01/2018
SRR150003/005	Staff Engagement	Implemented	100%		Mark Stagg	27/12/2017
SRR150003/006	Departmental structures	Proposed	0%	31/03/2018	Dave Bill	09/01/2018

## Review Summary

### Risk Review Update

Review Summary: Final reports from EAP and Sir Ken Review being presented to Fire Authority in September 2017

If there is a loss of public or stakeholder confidence in the Service there is a risk that we will not be able to engage effectively with our communities, which will impact on our ability to deliver our services. Updated on 02/02/2017 14:53:34

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## Triggers/Sources

Reduction in Government funding  
 Reliant on £8m of Rate Support Grant after 2020  
 Fraud or Collection issue in a Billing Authority  
 Loss of cash through banking failure  
 Reduction in National Non-Domestic rates

## Risk - SRR150001

### Financial / Income

If we have a large or unexpected loss in our income or cash there is a risk that we will have to reduce the level of prevention, protection and response services we provide to our communities.

Assigned to : Glenn McGuinness  
 Review Date : 26/12/2017

## Impacts/Consequences

Temporary reductions in non-core spend and investment  
 Prosecution  
 Short term borrowing to fund expenditure  
 Service reductions

## Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
SRR150001/001	Governance	Effective	100%	02/02/2015	Roy Carter	19/12/2017
SRR150001/002	Spend Management	Effective	100%	02/02/2015	Glenn McGuinness	19/12/2017
SRR150001/003	Programme 2020	Effective	100%	13/01/2016	Ben Pilkington	12/10/2017

## Review Summary

### Risk Review Update

Review Summary: 2017/18 Budget agreed - no in-year issues after 3 months. First review of efficiency plan being prepared for Sept 2017

If we have a large or unexpected loss in our income or cash there is a risk that we will have to reduce the level of prevention, protection and response services we provide to our communities. Updated on 22/12/2016 10:04:30

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## Triggers/Sources

Lack of Political engagement  
 Poor financial management  
 Lack of budgetary control  
 Inadequate formal Partnership arrangements  
 Poor corporate leadership across the Service and down through the management structure  
 Judicial Review challenge to an Authority decision  
 Changes to delegations and assurance arrangements  
 Inadequate reviewing process of Policies

## Risk - SRR150004

### Legal / Regulatory / Compliance

If our governance processes are ineffective there is a risk that we may not be able to engage effectively with partners or we may misalign resources to need and may compromise safety in the delivery of our services to our communities.

Assigned to : Glenn McGuiness  
 Review Date : 26/12/2017

## Impacts/Consequences

Poor Internal and External Audit reports  
 Loss of Political confidence  
 Loss of public, partner and stakeholder confidence  
 Potential breach of legislation or statutory duty  
 Partnership arrangements failing with financial and other consequences to the Fire Authority

## Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
SRR150004/001	Governance	Effective	100%	29/03/2019	Roy Carter	19/12/2017
SRR150004/002	Operational governance	Under Review	75%		Dave Bill	30/01/2018
SRR150004/003	Communications	Effective	100%	03/02/2015	Emily Osborne	28/02/2018

## Review Summary

### Risk Review Update

Review Summary: Governance change to OPCC expected by October 2017

If our governance processes are ineffective there is a risk that we may not be able to engage effectively with partners or we may misalign resources to need and may compromise safety in the delivery of our services to our communities. Updated on 22/12/2016 10:02:58

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## Triggers/Sources

Focus on wider role in supporting partners in meeting their objectives  
Changes to funding arrangements  
Technological advances  
Wider role-maps for fire-fighters

## Risk - SRR150006

### Organisational Learning & Knowledge Management

If we are able to react in an agile way to changes in our environment there is an opportunity to identify new and effective ways to deliver our services.

Assigned to : Dave Bill  
Review Date : 16/01/2018

## Impacts/Consequences

Improve our organisational culture  
Improved communications with partners, stakeholders and the public  
Improved and intelligent use of data  
Commissioned activity by Partners

## Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
SRR150006/001	Development of a strategic approach to knowledge management	In Progress	25%	31/03/2017	Mark Stagg	27/12/2017

## Review Summary

### Risk Review Update

Review Summary: The Service has the capacity to realign resources for new opportunities via the change board.

If we are able to react in an agile way to changes in our environment there is an opportunity to identify new and effective ways to deliver our services. Updated on 17/07/2017 09:19:07

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## Triggers/Sources

Lack of Information Asset Registers  
 Poorly Trained information asset owners  
 Poor or non-existent policies  
 Lack of procedures awareness, communication and training  
 Insufficient understanding of legislation  
 Poor due diligence on third party contracts and other similar external arrangements  
 Inadequate Privacy Impact Assessments at contract stages  
 Lack of consent for information held.

## Risk - SRR150009

### Legal / Regulatory / Compliance

Immature information governance arrangements fail to meet the requirements of the Data Protection Act 1998 and the General Data Protection Regulations (EU 2016/679)

General Data Protection Regulations to apply from 25 May 2018, decision to leave EU will not affect commencement of these. The new regulations include 'significantly more legal liability if you are responsible for a breach'

Assigned to : Tracy King  
 Review Date : 20/12/2017

## Impacts/Consequences

Breach of information governance policies  
 Cannot evidence current practices to the Regulator  
 Lost data  
 Non-compliant processing  
 Inappropriate or illegal sharing of data  
 Suppliers breach information legislation  
 Heavy fines from Information Commissioner  
 Reputational damage  
 Lack of data impacts on Service Delivery activities

## Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
SRR150009/001	Information Governance Policies & Procedures	Proposed	30%	31/12/2017	Tracy King	19/11/2017
SRR150009/002	Information Asset Register	Proposed	0%	31/12/2017	Jan Swanwick	13/12/2017
SRR150009/003	Information Governance Group	Implemented	100%	01/06/2017	Tracy King	26/01/2018

## Review Summary

### Risk Review Update

Review Summary: Good progress against Action Plan. Departmental risk registers established

Immature information governance arrangements fail to meet the requirements of the Data Protection Act 1998 and the General Data Protection Regulations (EU 2016/679)

General Data Protection Regulations to apply from 25 May 2018, decision to leave EU will not affect commencement of these. The new regulations include 'significantly more legal liability if you are responsible for a breach' Updated on 26/10/2017 15:32:37