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|  | Risks |
|  | New |
|  | Opportunity |

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| **Prevention** |  | **Protection** |  | **Response** |  | **People & Leadership** |  | **Public Value & Collaboration** |
| Staff and/or volunteers fail to recognise & take appropriate action where a 'Safeguarding' issue occurs. | Through its Prevention activity, the Service fails to identify and ensure effective control of risks (enforcing where appropriate) within the Essex community. | Death or serious injury to staff, or death or serious injury to member of the public, at an incident. | The Service fails to implement a new people management system (HOBs) effectively leading to inefficient management of resources and incorrect payment of personnel. | The Service receives a poor HMICFRS Report |
| False or inaccurate data limits the Service's future planning and decision making leading to the service is unable to plan or deliver and effective or efficient service | The Service does not, or is not able to, respond effectively to the outcome of the Grenfell Inquiry | Service unable to effectively communicate with our mobile assets and partner agencies (including ESMCP & COMOS Projects). | Through new legislation or changes in interruption of current Law/Regulations, one of the Services crewing systems is not sustainable. | The Service does not deliver changes set out in the 2020 programme which identified financial savings and thus cannot deliver against its medium term financial plan. |
|  |  | The Service fails to prepare or plan effectively, in line with Civil Contingencies Act (2004), leading to an inadequate response to an emergency | Failure to manage and implement learning arising from incidents within Essex and also National events | Failure to deliver the (incoming) Essex Fire & Rescue Plan and/or PFCC Local Business Case. |
|  |  | Opportunity to develop and implement new or revised firefighting procedures and techniques. | Failure to deliver against our People Strategy. 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. | False or inaccurate data limits the Service's future planning and decision making leading to the service is unable to plan or deliver and effective or efficient service |
|  |  | 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. | The Service fails to encourage and establish a culture which creates a work environment in line with the Service values | 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 core functions we provide to our communities. |
|  |  |  | The Service does not provide the training facilities and resources in order to ensure the safety of operational staff in line with the Health and Safety at Work Act | The manner in which the Services stores and/or manages it data fails to meet the requirements of the Data Protection Act 1998 and the General Data Protection Regulations (EU 2016/679) |
|  |  |  |  | If the ECFRS is 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. |
|  |  |  |  | Change in political climate/direction Nationally and/or in Essex. |
|  |  |  |  | The Service fails to collaborate effectively with partner agencies and thus does not comply with the Policing and Crime Act 2017 |
|  |  |  |  | Failure in the Service's Information, Communication and Technology (ICT) infrastructure, leading to intermittent or loss of service or current ways of working are not fit for purpose. |