

**ESSEX POLICE, FIRE AND CRIME COMMISSIONER FIRE & RESCUE AUTHORITY**

Essex County Fire & Rescue Service

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| Meeting | **Performance & Resources Board** | Agenda Item | 5.0 |
| Meeting Date | Friday 30th November 2018 | Report Number |  |
| Report Author: | Director of Prevention, Protection & Response |
| Presented By | Director of Prevention, Protection & Response |
| Subject | **Risk and Business Continuity**  |
| Type of Report: | Information |

**RECOMMENDATIONS**

1. That members of the board note the content of the report.
2. That members of the board note the following appendices,
* Strategic Risks aligned to themes, Appendix one.
* Strategic Risks scoring high, Appendix two.
* Strategic Business Continuity Plan, Appendix three.

# BACKGROUND

1. Risk Management is slowly improving, but there is still some distance to go before it becomes properly embedded in the Service, a summary is included in Appendix one. A full risk management audit is due, probably around February 19. The emphasis so far has been on strategic risks. The scope will extend to departmental and project risk management.

# Options and Analysis

**Risk Management - Where are we?**

1. The Strategic Risk Register (SRR) has grown, and matured to some extent, but requires further work to improve its quality and quantity. To this end, the SLT will note the series of strategic risk surgeries arranged with the Director of Prevention, Protection and Response, commencing this month, and continuing throughout 2019.
2. The Service has three red risks, included in appendix two, for review and consideration by the PFCC.
3. The draft priorities for the Fire & Rescue Plan provide a useful back drop against which strategic risks should be considered. Once the priorities are finalised each strategic risk will be aligned to one of the priorities. The priorities will replace those itemised under Corporate Plan in JCAD.

**Risk Management – What we need to do?**

1. By the end of 2019, it is planned that:
* The new SLT undertakes further training, as prescribed in the risk strategy, looking at, for example, organisational performance, corporate governance, culture and maturity.
* The above forms part of an action plan for risk management, the aim of which will be to embed risk management as an everyday function for managers at all levels.
* Actions are a significant absence within registers. This should be addressed over the next 14 months.

**Business Continuity**

1. Following the loss of the Risk and Business Continuity Officer, the opportunity was taken to re-assess how BC should work within the Service. The creation of four Directorates, with the introduction of new management chains provides the means to embed BC as business as usual and not a destiny add-on. Strategic plans are largely complete. Key department plans, Control, Fleet and ICT, are in various states of maturity. (ICT is vital to the organisation. The Major Incident Plan will be presented to the SLT as soon as possible.) All other departmental plans are reviewed. An aggressive exercise programme is required to ensure all plans are fit for purpose. An overview of Business Continuity can be found in Appendix three.
2. Mindful of the need to find savings, the BC lead post will be filled for a 12, or maybe 15, month period. The remit would be to deliver a concluded BC programme, with a light touch plan review to hand over to the new Directors. The position is currently being recruited against.

# Benefits and Risk Implications

1. A Business Continuity Internal Audit is anticipated in the second or third calendar quarter of 2019. There is much to do in the Service towards Peer review and HMIC Inspection. Nonetheless, BC planning is part and parcel of what we are, what we do, and on what we can anticipate questions. Great progress has been made regarding further embedding risk management. The same progress is now needed in our Business Continuity Management.

# Financial Implications

1. None at this stage.

# Equality and Diversity Implications

1. None at this stage.

# Workforce Engagement

1. As ever, the SLT is encouraged to engage with risk and business continuity management.

# Legal Implications

1. None at this stage.