

Strategic Risk Register Report

Risk Ref	Link to PCP	Department	Date Identify	Description	Cause	Consequence	Risk Sponsor	Inherent Risk			Existing Controls	Control Owner	Likelihood	Impact	Total	Target					
								Likelihood	Impact	Total						Exposure					
SRR150001	Legal Compliance	Strategic Risk Register	02/02/2015	There is a risk that through poor financial planning or ineffective resource planning, the Service does not effectively deliver or improve its core functions leading to it not providing value for money, not complying with financial Regulations, and/or failure to deliver a balanced budget.	Impact of COVID 19 on government funding leading to a reduction in government/local funding Impact on Service's budget cycle process from staff shortages, absentees, persons re-diverted to other roles and/or excessive workloads due to COVID 19 Overspend due to the Service's reaction to COVID 19 Unexpected reduction in Government funding Loss of cash through financial mismanagement or fraud Poor forecasting of decrease in business rates Central Government cap on Council Tax denying income expectations in MTFP National pay settlements impacting on financial planning Any unforeseen non pay related settlements i.e. property, ICT Heavy fine through EL, PL, or Data breach Government funding	Excessive use of reserves Failure to deliver change programmes which influence the medium-term financial plan There could be levels of procurement that do not attract the best value for money due to the impact on suppliers from COVID-19 Temporary reductions in non-core spend and investment H & S or data breach prosecution Short term borrowing to fund expenditure Service Delivery reductions Loss of revenue through business rates, Council Tax and/or S31 grants. Potential need to draw on Reserves Home Office Special Measures Impact on Medium Term Financial Planning Impact on service plans to balance budget each financial year	Neil Cross	Almost Certain	Major	20	1. Regular scrutiny of financial management 2. Proper control of capital and revenue spend. 3. Strategic planning for future Fire & Rescue Plan, IRMP and post 2020 strategic planning 4. Budgetary control and financial planning internal audit 5. Insurance arrangements & associated internal processes 6. Engagement with National bodies 7. Increased scrutiny for the Medium Term Financial Plan 8. Monitor COVID-19 spend 9. Revised Procurement Practices during 2020 10. Procurement Audit Recommendations	1. Glenn McGuiness 2. Glenn McGuiness 3. Dave Bill 4. Glenn McGuiness 5. Neil Cross 6. Karl Edwards 7. Neil Cross 8. Neil Cross 9. Sheldon Dyer 10. Sheldon Dyer	Possible	Significant	9	6					
SRR150003	Collaborate with our partners	Strategic Risk Register	02/02/2015	There is a risk that through ineffective engagement and involvement with our partners the Service does not fulfil its duty (e.g. under the Policing and Crime Act 2017), realise efficiencies identified within the PFCC's Local Business case, and provide a more efficient and effective service for the public.	Engagement/attendance at partners meeting poor Poor corporate leadership across the Service Service impacted to National Agreements A poor public report from an external source on policies and procedures indicating points of critical failure, such as safeguarding, or HMICFRS Engagement initially poor then initial issues are not identified that would impact on delivery Projects are not provided with adequate resource allocation to deliver within the timescales of the business case Potential savings which have been identified are not achieved Police and/or Fire resources reallocated to respond to COVID 19 Activities highlighted within the business case are not deliverable whilst restrictions implemented by COVID 19	Reputational damage. Intervention by Home Office. Increased scrutiny by Police Fire & Crime Commissioner. Reduced and reducing efficiency. Deterioration in staff morale. Ability to deliver services with decline in performance and/or effects high turnover of staff. Poor or deteriorating relations with other emergency services and other partner agencies. Missed opportunities with partner agencies Collaborative obligations under the Police & Crime Act not met Possible savings or efficiencies not realised	Rick Hylton	Likely	Major	16	1. Effective governance framework in place with effective meeting structure and appropriate escalation of issues as required. 2. Monthly and quarterly performance reporting to SLT and OPFCC to identify trends and poor performance 3. Support attendance at Policing and Community Hubs 4. Support to Local Strategic Partnerships 5. Governance arrangements are effectively supported 6. ECFRS have a presence at local CSP meetings 7. Review capacity to continue with change 8. Collaboration Team	1. Jo Turton 2. Lucy Clayton 3. Neil Fenwick 4. Neil Fenwick 5. Dave Bill 6. Moira Bruin 7. Dave Bill 8. Ian Adams	Rare	Significant	3	3					

SRR150005	Develop and broaden the roles and range of activities undertaken by the Service	Strategic Risk Register	02/02/2015	There is a risk that the Service does not develop and manage its people effectively therefore not delivering a range of activities which save lives, prevent harm and protect our communities due to failure to deliver against the Service's People Strategy and have the right people, in the right place, with the right skills, at the right time.	Unable to recruit and retain key staff into the Authority as an employer of choice 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 Poor or absent market horizon scanning coupled with vacancy forecasting and/or skills gaps. Safeguarding failure affecting employees Lack of Safer Recruitment processes We are unable to develop a culture where employees feel valued and engaged with the Service We do not reflect the diversity of the communities we serve and/or do not treat all employees with equality, dignity and respect in a supportive and inclusive working	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 People leave and so we lose corporate knowledge, skills and experience which has a detrimental effect on service delivery We do not have diversity of thought and so do not make fully thought out decisions. People leave and so we lose corporate knowledge, skills and experience which has a detrimental effect on service delivery. Employees raise legal claims regarding breaches of equality/employment law. We do not have people trained to lead, manage	Karl Edwards	Possible	Major	12	1. Effective arrangements in place for Staff Engagement in line with the People Strategy 2. People strategy delivered within budget and reviewed on a monthly basis through the SLT 3. Efficient workforce planning & recruitment procedures 4. Effective Inclusion & Diversity Plan 5. Alternative methods to deliver Training and development via ICT to be investigated 6. Impact assessment to be carried out on delivery of the cultural change strand of the People Strategy 7. Provide adequate recording system to ensure compliance with the working time directive	1. Jenny Smith 2. Colette Black 3. Natalie Quickenden 4. Nikki Hudson 5. Paul Chipperfield 6. Jenny Smith 7. Karl Edwards	Possible	Significant	9	4				
SRR150008	Prevention, Protection & Response	Strategic Risk Register	01/11/2016	There is a risk that the Service is unable to effectively mobilise or communicate with our response resources and partner agencies. Cross Reference with: Control Risk SDCON0005 and SDCON0006	Failure to successfully implement National Airwave replacement Programme Sufficient Airwave hardware unavailable Government failure of ESMCP Service MDT's not fit for purpose Mobilising and/or ICCS (CAD) failure Collaboration with other partners/agencies hindering effective implementation of hardware solutions H41/H45 Supporting/replacement Programmes and projects are unable to continue or significantly delayed System not maintained effectively Corporate gazetteer not	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 Failure to mobilise effectively Delay in responding to an operational incident	Karl Edwards	Likely	Major	16	1. Implementation of the Communication Systems, Mobilising and Operational Solutions Programme 2. ECFRS Control Business Continuity Plan 3. Upgrade of 4i & creation of the ICT infrastructure to allow updates. 4. Procurement of new mob ands iccs system	1. Matthew Stalker 2. Peter Suarez 3. Paul Gardiner 4. Karl Edwards	Possible	Major	12	4				

SRR150009	Legal Compliance	Strategic Risk Register	15/05/2017	There is a risk of Data breach due to failure/lack of Data Protection Act (2018) compliance leading to personal loss, reputational damage or a loss of public confidence and legal action.	No or inadequate Information Governance arrangements (E.g., no Data Protection Policy and Information Security Policy)□ Poor management of Asset Register and Data Flow Mapping.□ Ineffective training programme for staff awareness□ Third party contracts do not contain the relevant clauses□ Poor governance/consultation on the contract process□ No or inadequate Data Privacy Impact Assessments (E.g., inadequate Privacy Impact Assessments at contract stages)□ Privacy Notices not updated to reflect new processing□ Inadequate Consent processes□ Poor Data Security□ Human Error □ Non compliance with the Data Breach process□ No Data Sharing and Processing Agreements□	Breach of legislation□ Reputational damage, which may hinder community engagement and bring unwanted attention on the service□ Compensation claims from individuals□ Service delivery may be impacted due to loss of data (and thus knowledge)□ Impact on individuals such as potential for identity theft, fraud and disadvantage□ Heavy fines from Information Commissioner□ Inappropriate or illegal sharing of data	Rick Hylton	Almost Certain	Critical	25	1. Purpose limitations - Personal data shall be collected for specified, explicit and legitimate purposes and not further processed 2. Lawfulness, fairness & transparency - Personal data shall be processed lawfully, fairly and in a transparent manner 3. Accountability and Governance - recognition that we are responsible for complying with GDPR & able to demonstrate our compliance 4. Training and awareness programme established for the Data Protection Act 5. Data Protection Policy 6. Data Minimisation - Personal data shall be adequate, relevant and limited to what is necessary in relation to our purpose(s) 7. Integrity and Confidentiality - Data is processed in a manner that ensures appropriate security of the personal data 8. Storage limitations - Personal data is kept	1. Tracy King 2. Tracy King 3. Tracy King 4. Hope Osayande 5. Hope Osayande 6. Hope Osayande 7. Tracy King 8. Hope Osayande 9. Tracy King	Possible	Significant	9	6				
SRR150010	Prevention, Protection & Response	Strategic Risk Register	09/07/2018	There is a risk that the Service fails to, or is unable to, implement appropriately the learning from local/National incidents, audit reports, case studies, changes/interpretation to law/regulations in an effective and timely way.	Inadequate internal and external debriefs following an incident involving ECFRS□ No learning/change in doctrine from Coroners' Reports and public inquiries from other incidents which may have a significant impact on our operations (e.g. Grenfell and Manchester)□ No engagement with the NOL/JOL processes□ No mechanism for internal recording□ Lack of action to review policies and procedures.□ Not compliant with (new) legislation and best/good practice□ Poor communication of new processes/learning□ Failure to implement the Service's Monitoring Officer process□ Lack of engagement with NFCC committees- COVID19 diverts attention away from normal ways of working□ Reduced staff resources to review and	Inadequate operational response□ Death or serious injury to staff or public□ Breach of statutory duty/Regulation□ Loss of reputation and/or confidence in the Authority by partners, stakeholders and the public	Dave Bill	Likely	Major	16	1. Engagement with the Joint Organisational Learn (JOL) initiative 2. Engagement with National Operational Learning (NOL) initiative 3. Service Debrief Process and IRS Feedback 4. Operational Support Officers attending incidents 5. Implementation of Monitoring Officer attendance at incidents 6. Monitoring Regulation 28 Notices 7. Monitor incident and safety event trends locally/nationally and adopt shared learning 8. Adopt new ways of working 9. Assess and prioritise relevant work	1. Danny Bruin 2. Danny Bruin 3. Danny Bruin 4. Danny Bruin 5. Danny Bruin 6. Danny Bruin 7. Danny Bruin 8. Dave Bill 9. Dave Bill	Rare	Significant	3	3				

SRR150011	Prevention, Protection & Response	Strategic Risk Register	09/07/2018	There is a change in local and/or National leadership, priorities or policy that impacts on the Service's change programme effecting delivery of the Fire and Rescue Plan, the Medium Term Financial Plan and the Integrated Risk Management Plan.	Change in PFCC□ Central Government preparations for next General Election□ Change in Conservative leadership□ General Election brought forward□ Change in Government□ Government without a majority□ National resources diverted to COVID-19 for a substantial period of time □ National policies e.g. Social Isolation and Distancing policies impacting on Service Delivery □ Austerity returns due to government debt resulting from COVID-19 spending □	Possibly damaging change in any financial settlement(s)□ Change of FRS direction from laid planning□ Increased risk of industrial unrest□ Delay in spending review and allocation of central grants□ Medium Term financial planning scenario incorrect□ Potential difficulties in planning for a balanced budget□ Key projects delayed □ Savings identified in the medium-term financial plan not made □ Fire and Rescue plan objectives not all achieved	Jo Turton	Almost Certain	Major	20	1. Continued monitoring of Local Authority Financial climate 2. Maintenance of Political awareness 3. Reporting to the PFCC on the change programme	1. Glenn McGuiness 2. Jo Turton 3. Dave Bill	Possible	Minor	6	4				
SRR150012	Prevention, Protection & Response	Strategic Risk Register	09/07/2018	Staff and/or volunteers fail to recognise & take appropriate action where a 'Safeguarding' issue occurs.	Ineffective Safeguarding policy and procedures□ Lack of understanding, awareness and training relating to existing policies and procedures relating to Safeguarding□ Breaching of GDPR and/or poor information governance.□ Poor strategic leadership□ Inappropriate/poorly implemented recruitment policy and procedures□ Unavailability of appropriately trained staff to offer safeguarding advice	Unnecessary harm, stress and loss of dignity to individual(s) □ Damage to the Authority's reputation/confidence with partners, stakeholders and the public□ Potential for litigation/financial penalties□ Poor working environment□ Low staff morale□ The vulnerable have an increased risk from harm	Rick Hylton	Possible	Critical	15	1. Strategic lead identified for Safeguarding to engage with SLT and report to PFCC 2. Appropriate and current Safeguarding Policy in place for Adults and Children 3. Appropriate training, development and awareness in place for key members of staff 4. Appropriate level of DBS checks are carried out on staff 5. Safeguarding Manager to raise at the appropriate level any concerns 6. Compliance with Section 11 audit process, and consequent reporting to Safeguarding boards 7. Business Continuity Arrangements for Safeguarding	1. Rick Hylton 2. Donna Bentley 3. Donna Bentley 4. Karl Edwards 5. Donna Bentley 6. Rick Hylton 7. Donna Bentley 8. Donna Bentley	Unlikely	Significant	6	6				

SRR150014	Legal Compliance	Strategic Risk Register	09/07/2018	There is a risk that through action or non-actions by the Service, there is a fatality of a member of staff or the public	<p>A failure to operate safe systems of work <input type="checkbox"/></p> <p>Inadequate operational response <input type="checkbox"/></p> <p>Poor training at all levels <input type="checkbox"/></p> <p>Poor training facilities at Fire Stations including poor and/or out-of-date resources <input type="checkbox"/></p> <p>Poor training standards and competency levels <input type="checkbox"/></p> <p>Inappropriate techniques on the incident ground <input type="checkbox"/></p> <p>No or inadequate training metrics and record keeping <input type="checkbox"/></p> <p>Poor training policies and procedures <input type="checkbox"/></p> <p>Poor, or lack of, critical training facilities (e.g. BA Chambers/hot fire training) <input type="checkbox"/></p> <p>Poor succession planning leading to skills gaps at all levels (staff loss through retirement) <input type="checkbox"/></p> <p>Skill fade due to attending less operational incidents not addressed through effective training <input type="checkbox"/></p> <p>Not adopting the National Operational Guidance <input type="checkbox"/></p> <p>Insufficient time or</p>	<p>HSE and/or Police investigation <input type="checkbox"/></p> <p>Criminal and/or Civil proceedings against The Authority <input type="checkbox"/></p> <p>Criminal and/or Civil proceedings against the CFO/CEO <input type="checkbox"/></p> <p>Custodial Sentence <input type="checkbox"/></p> <p>High financial penalties <input type="checkbox"/></p> <p>Employer liability/Public liability claims <input type="checkbox"/></p> <p>Severe and long-term lowering of staff morale <input type="checkbox"/></p> <p>Loss of reputation with partners, stakeholders and the public. <input type="checkbox"/></p> <p>Escalation of a situation leading to further injury or death of personnel or public</p>	Rick Hylton	Likely	Critical	20	<p>1. Service's Policies are aligned with the National Operational Guidance Programme</p> <p>2. Health and Safety Training and compliance with HSG65</p> <p>3. Incident Command Training - verification and development programme</p> <p>4. Liaison with other Services at incident - aligned to the principles of JESIP</p> <p>5. Continued assessment of risks, both National and Local to the Service by the Strategic Assessment of Risk</p> <p>6. Implementation of a new/improved system to monitor On-Call availability</p> <p>7. Operational training plan</p> <p>8. Death in Service Plan</p> <p>9. Risk critical training</p> <p>10. L&D Advisory group established</p> <p>11. Updated L&D priorities</p> <p>12. Learning</p> <p>13. Use of New technology</p>	<p>1. Moira Bruin</p> <p>2. Danny Bruin</p> <p>3. Paul Chipperfield</p> <p>4. Paul Chipperfield</p> <p>5. Dave Bill</p> <p>6. Natasha Mistry</p> <p>7. Colette Black</p> <p>8. Danny Bruin</p> <p>9. Colette Black</p> <p>10. Colette Black</p> <p>11. Paul Chipperfield</p> <p>12. Danny Bruin</p> <p>13. Dave Bill</p> <p>14. Danny Bruin</p> <p>15. Danny Bruin</p> <p>16. Neil Fenwick</p>	Unlikely	Significant	6	3				
SRR150017	Prevention, Protection & Response	Strategic Risk Register	09/07/2018	The Service fails to prepare or plan effectively, in line with Civil Contingencies Act 2004, leading to an inadequate response to an emergency.	<p>Lack of commitment to the Essex Resilience Forum <input type="checkbox"/></p> <p>Poor engagement with the Service and key partners <input type="checkbox"/></p> <p>Ineffective planning due to lack of capacity/resources <input type="checkbox"/></p> <p>The Service responds not aligned to areas of most need <input type="checkbox"/></p> <p>Poor planning to risks high up on the Community Risk Register - <input type="checkbox"/></p> <p>- Terrorist incident <input type="checkbox"/></p> <p>- Tidal Flooding <input type="checkbox"/></p> <p>lack of planning for an incident which may reduce staff numbers for a significant period of time <input type="checkbox"/></p> <p>Changes to legislation where resourcing is not sufficient to ensure these are actioned and applied appropriately <input type="checkbox"/></p> <p>Business continuity arrangements are not adequate <input type="checkbox"/></p> <p>Reduction in staff numbers lower than planning assumptions <input type="checkbox"/></p> <p>Reduction in staff numbers through supporting and engaging with the multi-</p>	<p>Loss of life, public confidence and reputational damage <input type="checkbox"/></p> <p>Public enquiry where the Service is criticised <input type="checkbox"/></p> <p>Public fatalities which could have been avoided <input type="checkbox"/></p> <p>Legal challenge <input type="checkbox"/></p> <p>The Service responds poorly to National Marauding Terrorist <input type="checkbox"/></p> <p>Service core delivery functions are not delivered. <input type="checkbox"/></p> <p>The Service needs to revise its Critical workstreams in light of new ways of working during or following a major incident. <input type="checkbox"/></p> <p>Cessation of certain activities and long-term restructuring of departments and staff numbers</p>	Rick Hylton	Almost Certain	Critical	25	<p>1. Service engages and is a key partner within the Essex Resilience Forum</p> <p>2. Effective Planning with other blue light Service in dealing with an incident (i.e. MTFA) in line with the principles of JESIP</p> <p>3. The Service regularly reviews Risks from large events through its Strategic Assessment of Risk document</p> <p>4. Service ensures that key station policy is being implemented with regards to ensuring availability is maintained.</p> <p>5. The Service Business Continuity arrangements are effective, regularly reviewed and exercised.</p>	<p>1. Ian Adams</p> <p>2. Danny Bruin</p> <p>3. Dave Bill</p> <p>4. Neil Fenwick</p> <p>5. Claire Sanders</p>	Rare	Significant	3	3				

SRR150018	Prevention, Protection & Response	Strategic Risk Register	09/04/2020	There is a risk that the service does not achieve a full and successful migration to on-call as planned through the on-call programme resulting in lack of cover and a financial loss to the service.	Service does not convert the day-crewed station to On-call by April 2021 Unable to recruit On-call firefighters: Local political challenge against change to on-call Poor Programme and Project Management Escalation route not identified and/or acted upon Poor reporting arrangements Lack of capacity at Strategic level Key roles with the project move/not replaced (i.e. Station Managers of concerting stations)	The Service will need to make other unplanned changes: There is a need to use reserves outside of the current Reserve strategy Stop delivery against some of the objectives identified within the Service business planning Increased Political pressure to not make changes The service is unable to provide adequate cover due to lack of on-call personnel A financial loss is suffered due to unsuccessful conversation to on-call	Moira Bruin	Almost Certain	Major	20	1. Reporting of Medium term financial plan to be included in monthly finance to SLT 2. Reporting on progress of the On-call conversion project 3. Grant Thornton to undertake an Audit of the 2020 programme 4. Update the implementation plan for 2020 programme for PFCC approval on a regular basis. 5. Governance arrangements for change activity are robust and supported by stakeholders 6. Well defined programmes and projects with clear scope and time frames. 7. The Budget build process ensures that resources are available to deliver projects and programmes. 8. Review of 2016/20 IRMP and 2020 Change Programme 9. Increased managerial resources at the Converting stations 10. Individual stations plans completed based on a generic template	1. Glenn McGuiness 2. Matthew Stalker 3. Dave Bill 4. Dave Bill 5. Dave Bill 6. Dave Bill 7. Glenn McGuiness 8. Dave Bill 9. Neil Fenwick 10. Neil Fenwick 11. Paul Chipperfield 12. Paul Chipperfield 13. Karl Edwards 14. Karl Edwards 15. Karl Edwards 16. Neil Fenwick	Unlikely	Major	8	6				
SRR150019	Promote a positive culture in the workplace	Strategic Risk Register	13/07/2018	There is a risk that due to the absence of a positive and supportive culture the Service fails to provide a safe and inclusive culture which ensures the well-being of staff and contributes to attracting a diverse workforce	Not effectively challenging poor performance/behaviour Poor leadership and actions of senior managers not viewed as being in line with Service values Decision making made without clear consideration given to the impact across all staffing groups/locations Poor communications leading to lack of clarity or understanding of Service intention Fail to promote the Managers/leaders with the right skills Failure to recognise good performance Inability to engage staff effectively in Service change and strategy Not having a diverse workforce that reflects Essex communities Difficulties in recruiting the right people whilst COVID-19 mitigations are in place Decisions made in response to COVID-19 are viewed as divisive by personnel Delay in delivery of	Actions and behaviour of staff leads to an environment which does not allow effective engagement with the public of Essex Divides within different staffing groups and locations leading to poor communication and engagement across the Service Poor attendance levels lack of engagement with Service Strategy/Fire and Rescue Plan leading to objectives not being delivered Poor engagement with other agencies leading to not having effective collaboration and partnership arrangements in place Bullying Lack of productivity High staff turnover Suicide and general mental health issues Lack of diversity in the workforce leading to decision making which is not representative of the communities we serve Unable to harness talent due to barriers in the way difference is perceived	Colette Black	Almost Certain	Major	20	1. Manager development workshops 2. Initiate a listening exercise that seeks to engage with every member of staff. 3. Plan next phase of culture change 4. Utilise everyone matter feedback 5. Training 6. Scrutiny	1. Colette Black 2. Colette Black 3. Colette Black 4. Colette Black 5. Colette Black 6. Colette Black	Possible	Significant	9	3				

SRR150020	Prevention, Protection & Response	Strategic Risk Register	13/07/2018	<p>The Service does not provide the training to ensure that staff have the skills required to provide an effective operational response to the Essex public and ensure the safety of operational staff in line with the Health and Safety at Work Act. The Service does not provide training to ensure that all employees have the skills to carry out their roles. <input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p>Cross reference this risk to SRR150014</p>	<p>Inadequate facilities on fire stations <input type="checkbox"/></p> <p>Poor or lack of critical training facilities (i.e. BA Chambers/hot fire training) <input type="checkbox"/></p> <p>Inability to deliver centralised courses <input type="checkbox"/></p> <p>Poor training and competence monitoring systems in place <input type="checkbox"/></p> <p>Staff not assessed/verified in critical training areas <input type="checkbox"/></p> <p>Training materials/resources provided out of date or of a poor quality <input type="checkbox"/></p> <p>Unexpected loss of skill due to attrition <input type="checkbox"/></p> <p>Insufficient time or capacity to complete required training and development <input type="checkbox"/></p> <p>Prolonged industrial action leading to lack of training <input type="checkbox"/></p> <p>Inefficient or ineffective quality assurance systems <input type="checkbox"/></p> <p>Watch based managers not having the skills or resources to deliver localised training <input type="checkbox"/></p> <p>System to record competence and training attendance not fit for purpose there not being able to evidence</p>	<p>Death or serious injury to Service person (s) and/or member of the public. <input type="checkbox"/></p> <p>Low staff morale leading to poor standards/professionalism <input type="checkbox"/></p> <p>Inappropriate techniques leading to poor firefighting/rescue standards impacting of the effectiveness of our response <input type="checkbox"/></p> <p>Poor succession planning leading to skills gap <input type="checkbox"/></p> <p>Gaps due to attending less operational incidents not address through effective training <input type="checkbox"/></p> <p>Police investigation <input type="checkbox"/></p> <p>PI claims <input type="checkbox"/></p> <p>Corporate manslaughter prosecution <input type="checkbox"/></p> <p>Investigation by the HSE <input type="checkbox"/></p> <p>High work related injuries/poor attendance rates <input type="checkbox"/></p> <p>NOG - Service procedures not in line with National good practice</p>	Colette Black	Likely	Major	16	<ol style="list-style-type: none"> The new temporary Group Manager in place to provide additional resource to Training Updated L&D priorities agreed by SLT TASK (Training recording system) provision reviewed and a proposed specification provided. Risk critical training updated manually and reported to managers on a monthly basis L&D Advisory group established and meeting Quarterly Quality assurance processes are established Operational Learning, H&S events and monitoring of National reports feeding into training priorities Monthly training reports to SLT and P & R ECFRS adopting and proactively engaging with the regional NOG work Training during COVID-19 	<ol style="list-style-type: none"> Colette Black Paul Chipperfield Colette Black Colette Black Colette Black Paul Chipperfield Danny Bruin Colette Black Danny Bruin Colette Black Paul Chipperfield 	Possible	Major	12	4			
SRR150026	Prevention, Protection & Response	Strategic Risk Register	20/07/2018	<p>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.</p>	<p>Mass Power failure from external sources <input type="checkbox"/></p> <p>Ineffective medium/long-term planning <input type="checkbox"/></p> <p>Failure of hardware systems <input type="checkbox"/></p> <p>Software used no longer supported by supplier <input type="checkbox"/></p> <p>Incomptable interoperability of systems <input type="checkbox"/></p> <p>Aging hardware <input type="checkbox"/></p> <p>Lack of effective disaster recovery planning <input type="checkbox"/></p> <p>Projects putting pressure on ICT workforce <input type="checkbox"/></p> <p>Loss of experienced or skilled staff</p>	<p>Loss of staff productivity <input type="checkbox"/></p> <p>Unable to respond to emergencies in a timely manner resulting in injury, excessive property damage or loss of life <input type="checkbox"/></p> <p>Loss of access to data <input type="checkbox"/></p> <p>Loss of data <input type="checkbox"/></p> <p>None mobilisation of appliance due to failure of critical mobilising architecture i.e. ERB and/or 4i <input type="checkbox"/></p> <p>Inability to communicate on a remote basis <input type="checkbox"/></p> <p>multi-system failures.</p>	Karl Edwards	Likely	Significant	12	<ol style="list-style-type: none"> Additional resource released in to map ICT infrastructure required for 2024 and beyond Review of current systems to identify effectiveness of each function within ICT The Continued operation of ICT services Group established to identify new opportunities and future planning of ICT processes Regular reporting to Director PP & R on ICT effectiveness in delivering its Business Plan Prioritisation of ICT Projects to ensure effective resourcing of critical ICT projects Systems regularly backed up and procedure in place to cover in the event of a power outage Effective Disaster Recovery Plan in place Monthly change/ICT resourcing meetings to ensure ICT/projects are aligned to the same priorities and to identify conflicts 	<ol style="list-style-type: none"> Dave Bill Martin Chester Martin Chester Karl Edwards Martin Chester Karl Edwards Martin Chester Martin Chester Karl Edwards Matthew Stalker 	Unlikely	Major	8	3			

SRR150028	Prevention, Protection & Response	Strategic Risk Register	10/06/2019	There is a risk that the Service fails to deliver its Prevention, Protection and Response activities leading to a loss of trust and confidence by the Essex Communities: <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> See risk SRR150029	Lack of resource, both human and physical, loss or reduction of our physical infrastructure, <input type="checkbox"/> Ineffective ICT solutions <input type="checkbox"/> Poor data management <input type="checkbox"/> Lack of engagement with Directorate planning process <input type="checkbox"/> Poor engagement with partners and community leading to mismanagement of priorities <input type="checkbox"/> Lack of effective performance management <input type="checkbox"/> Poor succession planning leading to loss of key skills, experience and relationships <input type="checkbox"/> ECFRS too inwardly focused, therefore not delivering community needs <input type="checkbox"/> Ineffective or inappropriate collaboration activities <input type="checkbox"/> 1. 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	Not able to support key meetings or engage effectively with local communities <input type="checkbox"/> Loss of trust in ECFRS <input type="checkbox"/> Poor Audit/Inspection reports <input type="checkbox"/> Data collated not accurate, which leads to poor decisions <input type="checkbox"/> Lack of clarity for Managers on priorities <input type="checkbox"/> Projects not delivered on time <input type="checkbox"/> Collaboration activities resource intensive and not proportionate <input type="checkbox"/> Reduction in Prevention, Protection and Response activities, routine activities curtailed, training delayed etc. <input type="checkbox"/> Unable to mobilise Response through the loss of Control <input type="checkbox"/> Process delays and contact difficulties for public and colleagues <input type="checkbox"/> Appliances unavailable, or a lower level of availability <input type="checkbox"/> Severe interruption to departmental service delivery, appliance Maintenance Programme if the Service Workshops is the subject of an	Moira Bruin	Possible	Significant	9	1. Directorate Governance Arrangements 2. Response strategy 3. Prevention and Protection strategies 4. CRIS Project 5. Active involvement in the Policing Hubs and Local Strategic Partnerships 6. Directorate Plan 7. Appraisal's for the Operation Directorate 8. Effectively manage, prioritise and ensure the availability of key stations 9. Risk Based Inspection Programme 10. Quality Assurance 11. Protection training and competence maintenance programme 12. Protection Team Structure and resourcing 13. Ensure Protection function of the Service is fit for purpose and ready to respond to future challenges and changes 14. Effective business continuity plans in place 15. Effective physical	1. Moira Bruin 2. Neil Fenwick 3. James Palmer 4. Natasha Mistry 5. Neil Fenwick 6. Moira Bruin 7. Moira Bruin 8. Neil Fenwick 9. James Palmer 10. James Palmer 11. Paul Chipperfield 12. James Palmer 13. Moira Bruin 14. Dave Bill 15. Jon Doherty 16. Stuart Antcliff 17. Martin Chester 18. Neil Fenwick 19. Sarah Taylor 20. Neil Fenwick	Unlikely	Significant	6	2				
SRR150029	Prevention, Protection & Response	Strategic Risk Register	15/04/2020	There is a risk that due to the Covid-19 Pandemic, the service will not be able to deliver the objectives set out in the Fire and Rescue Plan, IRMP and/or Annual Plan.	<input type="checkbox"/> Large numbers of staff being required to self-isolate due to the need for containment of virus <input type="checkbox"/> Reduced staff levels due to caring responsibilities for children or the vulnerable <input type="checkbox"/> Enforced restrictions on the movement of people and goods <input type="checkbox"/> Unable to obtain necessary supplies due to global nature of virus <input type="checkbox"/> Asymptomatic carriers of virus infect others unknowingly <input type="checkbox"/> Increased volume of calls to Control and dwelling fires results in surge in demand on depleted work force. <input type="checkbox"/> Long-term nature results in the suspension or delay of programmes and projects vital to the delivery of critical services.	<input type="checkbox"/> Supporting other services reduces our own capacity to respond <input type="checkbox"/> Unable to crew adequate numbers on appliances sufficiently <input type="checkbox"/> Stations taken off the run for cleaning <input type="checkbox"/> Prevention and Protection activities are substantially reduced <input type="checkbox"/> Unable to maintain sufficient ICT services to support working differently <input type="checkbox"/> Low numbers of green book staff in the workplace, due to COVID-19, leading to key support functions, i.e. payroll not able to function	Dave Bill	Almost Certain	Critical	25	1. Development of a Concept of Operations 2. Business Continuity Plans to identify single points of failure 3. Communication to all Stakeholders 4. Working Differently - planning for ways of working for office/Working Differently 5. Changes to cleaning regimes 6. Provision of adequate PPE and cleaning equipment 7. Review the Service's Death in Service Policy 8. Review of relevant people policies and procedures 9. Introduction of additional Operational Guidance 10. Prioritisation of risk critical and statutory duty activities 11. Use of technology to reduce physical contact 12. Establishment of a Prevention and Protection Subgroup of CIT 13. Establishment of a Welfare Subgroup of	1. Dave Bill 2. Claire Sanders 3. Emily Cheyne 4. Karl Edwards 5. Jon Doherty 6. Sheldon Dyer 7. Natalie Quickenden 8. Natalie Quickenden 9. Terry Povey 10. James Palmer 11. Karl Edwards 12. James Palmer 13. Natalie Quickenden 14. Neil Fenwick 15. Karl Edwards 16. Karl Edwards 17. Dave Bill 18. Tracy King 19. Tracy King 20. Dave Bill 21. Natalie Quickenden 22. Tracy King 23. Ian Adams 24. Ian Adams 25. Dave Bill 26. Danny Bruin 27. James Palmer 28. Tracy King 29. Dave Bill 30. Dave Bill 31. Neil Fenwick 32. Karl Edwards	Unlikely	Major	8	6				

SRR150031	Legal Compliance	Strategic Risk Register	22/01/2021	There is a risk that without effective Cyber Security measures in place, we will be vulnerable to an attack causing harm or loss.	<ul style="list-style-type: none"> Human Error <input type="checkbox"/> Lack of Expertise <input type="checkbox"/> Inadequate funding <input type="checkbox"/> Legacy Systems <input type="checkbox"/> Lack of policies and procedures <input type="checkbox"/> Lack of SLT over-sight and involvement in technological innovation and implementation.<input type="checkbox"/> Inadequate monitoring and reporting of incidents to SLT<input type="checkbox"/> Cultural issues <input type="checkbox"/> Unhappy employees<input type="checkbox"/> Failure to carry out adequate checks on 	<ul style="list-style-type: none"> Data loss or theft of sensitive or personal information.<input type="checkbox"/> Blackmail or bullying of staff due to personal data leaks <input type="checkbox"/> Extensive Fines <input type="checkbox"/> Unable to use systems <input type="checkbox"/> Critical activity ceases or is hampered due to compromised technology 	Karl Edwards											0	0				
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