



Meeting	Performance and Resources Board	Agenda no.	12
	Service Leadership Team		
Meeting Date	31 March 2022		
	5 April 2022		
Report Authors:	Helen O'Sullivan, Head of Risk Management and Compliance		
Presented By	Moira Bruin, Deputy Chief Fire Officer		
Subject	Quarterly Risk Review		
Type of Report:	Information		
Action Point No.	N/A	For Publication	No

RECOMMENDATIONS

That the members of the Board note the changes and progress to the Strategic Risk Register (SRR) over the past quarter.

EXECUTIVE SUMMARY

Within Quarter 4 of 2021/22 there are a total of 14 strategic risks reported.

Red 2
Amber 4
Yellow 8
Green 0

Red Risks

SRR150032

There is a risk that, due to a lack of carbonaceous (hot) fire training facilities, the Service cannot deliver all its statutory training requirements (as detailed in the Fire and Rescue Services Act 2004 and associated guidance).

This risk has been assessed as having a Major impact with an almost certain likelihood, the total risk score is 20 (Red).

Control Progress

A Property Surveyor has been appointed and will lead the feasibility study, the risk will be reviewed and re-assessed at the end of the financial year 21/22 when the feasibility study has been completed.

SRR150008

There is a risk that the Service is unable to effectively mobilise or communicate with our response resources and partner agencies.

This likelihood has been increased from possible to likely raising the over-all risk score from 12 (amber) to 16 (red), due to a recent review with the current supplier regarding the incomplete upgrading of software.

Control Progress

The outstanding works to upgrade the Tertiary environment and carry out a failover test has now been scheduled for the 8th-9th March. Procurement for a new mobilising and for the Integrated Communications and Control System (ICCS) system has been completed and a contract signed in Sept 2021, currently scheduled to transition to new systems Jan 2023.

'Station End Equipment' requires replacement, as such the Programme Board approved a recommendation to go ahead with joint procurement of a replacement with Devon & Somerset Fire Services. To support this decision, a project will be initiated into the portfolio of change which will sit under the Digital & Data Programme.

The CoSMOS Programme has closed, with the Control System Project transferring to a newly formed Mobilising System Implementation Project Group, chaired by the Head of ICT with high level risks reporting into the Digital and Data Programme Board. It is also recommended that two additional projects, Emergency Services Network (ESN) Transition Readiness Project and ESN Device-Vehicle Fitment Project, be considered as additions to the Change Portfolio by the Programme Management Board.

BACKGROUND

All Strategic Risks are part of a continuous review through the Service Leadership Team (SLT) and the designated risk and control measure owners. Two risks have improved this quarter.

SRR150009

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.

The impact has decreased from Major to Significant whilst the likelihood remains at Likely. This has lowered the score to 16 (Red) from 12 (amber).

The Risk Score has been lowered due to the successful implementation of a contract with Data Protection Officer Services providing increased accountability and governance measures, in addition to the appointment of Deputy Data Protection Officer with Essex Fire and Rescue Service.

Temporary resources have also been secured for a period of six months to cover other absence issues.

Control Progress

The following actions are being undertaken to strengthen the controls for this risk

1. Review of Data Protection Policy.

2. Commencement of a taskforce to develop data breach procedures, this includes a template and infographic to assist employees in reporting security incidents and data breaches.
3. A revised online training package through LearnPro has been developed in conjunction with the Learning and Development Team and is expected to go live by the end of this financial period.

SRR150018

There is a risk that the service does not achieve a full and successful migration from Day Crewed to On-Call as planned through the On-Call Conversion programme resulting in lack of cover and a financial loss to the service.

The impact of this risk materialising has decreased from Major to Significant lowering the over-all risk score from 8 (Amber) to 6 (Yellow).

The project is nearing completion with three of the four-day crewed stations now converted to on call (with transitional support).

The three converted stations are Dovercourt, Waltham Abbey, Great Baddow the remaining station, South Woodham Ferrers, is scheduled to convert by the 31st July 2022.

Unchanged Risk Scores

There are 9 strategic risk scores which currently remain the same within quarter 4, three of these remain above the services risk appetite of 8 (Amber).

SRR150001

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.

Risk Score 9 (Amber)

Whilst the risk is improving with good financial planning measures in place or being implemented, there is still a lot of financial uncertainty, and the service has plans to set up a savings and efficiency forum to establish help address the financial challenges.

Once established in doing so further consideration can be given to lowering the risk, the service has set at goal of producing a balanced budget for 2022/23 as part of the budget setting process.

SRR150019

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.

Risk Score 9 (Amber)

We continue to deliver the People Strategy and associated action plan. This risk will be reviewed again when we have received feedback from both our HMICFRS inspection and the Inclusive Employers accreditation. These feedbacks are anticipated imminently.

SRR150031

There is a risk that without effective Cyber Security measures in place, we will be vulnerable to an attack causing harm or loss.

Risk Score 9 (Amber)

The following controls are currently being implemented in order to close the gap between the current risk score and the target risk score, the risk is to be re-evaluated following outcomes of the internal audit report.

Control Progress:**1. Cyber Plan**

The plan aligns to the ERF and NFCC cyber documents and is in line with the NFCC Fire Standard for Emergency Preparedness and Response. The Cyber Response Plan was exercised on 1st March 2022, feedback from the testing of the plan is currently being reviewed.

2. Cyber Essentials

Cyber essentials have re-defined its requirements in January 2022, these are under review to ensure these changes don't impact our progress in achievement of Cyber Essentials.

Controlled Risks

These risks are deemed to be low priority and under the services risk appetite level.

SRR150029

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.

Risk Score 4 (Yellow), this risk is deemed to be tolerable.

ECFRS continues to monitor absence rates and trigger points and will action accordingly. The Covid Risk Group has been stood down due to the continued reduction in risk, and a review is planned.

SRR150028

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.

Risk Score 6 (Yellow), no change in score due to continued progress against all control measures.

The Service and the OPFCC have developed new strategies across Protection, Prevention and Response. The strategies are designed to ensure that the Service delivers across these areas in an efficient and effective way that responds to community need.

The strategies are now being operationalised and a suit of performance measures developed to ensure that we can measure and monitor the impact they have had.

SRR150026

Failure in the Services Information, Communication and Technology (ICT) infrastructure, leading to intermittent or loss of service or current ways of working are not fit for purpose.

Risk Score 6 (Yellow)

The digital and data programme supports the management of this risk by leading on improvements to ICT Infrastructure, in addition opportunities and future developments continue to be identified through the Technology Board.

SRR150020

Due to a lack of operational training, there is a risk that colleagues do not have the appropriate skills to fulfil their role (in line with The Health and Safety at Work etc. Act) resulting in serious injury or loss of life.

Risk Score 4 (Yellow)

Continuous improvements are being made to the training of operational training in line with the Annual Plan, the Operational Policy Department are continuing to work through the guidance packs for the adoption of National Operational Guidance with rep bodies, this is anticipated to take around 12 months.

Whilst existing BA facilities continue to be available, delivery of refurbished BA facilities continues to be delayed with the situation under frequent review.

SRR150014

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.

Risk Score 6 (Yellow)

Control Progress

A training programme is underway to ensure that all operational employees including control are trained in the initial response to an MTA in line with 2021/22 Annual Plan.

This risk will be reviewed to ensure compliance with the Fire Services Act 1947, during the next quarter.

SRR150011

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.

Risk Score 4 (Yellow)

There is currently no anticipated change in the political landscape which may result in a negative impact to the delivery of our objectives, the risk continues to be managed through Horizon Scanning, the training of managers in political awareness and attendance at the relevant boards.

SRR150005

Due to a lack of investment and planning there is a risk that the Service does not develop and manage its people effectively resulting in a failure to deliver against the Service's People Strategy. (Having the right people, in the right place, with the right skills, at the right time.)

Risk Score 4 (Yellow)

A Command app has been approved by the Strategic Steering Group and SLT; we are awaiting formal strategy sign off for investment. This will allow improved access to training for operational colleagues working shift patterns outside of traditional office hours. Regional procurement is being explored with formal budget approval to be signed off.

A programme of work to procure a new system to ensure compliance with the working time directive is underway, anticipated delivery during 2022.

OPTIONS AND ANALYSIS

Almost Certain	0	0	0	1	0
Likely	0	0	1	1	0
Possible	0	0	3	0	0
Unlikely	0	4	3	1	0
Rare	0	0	0	0	0
Unassigned 0	Risk - Insignificant	Risk - Minor	Risk - Significant	Risk - Major	Risk - Critical

RISKS AND MITIGATIONS

No new risks were identified in quarter 4 of 2021/22.

LINKS TO FIRE AND RESCUE PLAN

All risks are linked to the priorities contained within the Fire and Rescue Plan. See Appendix A for details.

FINANCIAL IMPLICATIONS

None directly with this report.

LEGAL IMPLICATIONS

None directly with this report.

STAFFING IMPLICATIONS

None directly with this report.

EQUALITY AND DIVERSITY IMPLICATIONS

We have considered whether individuals with protected characteristics will be disadvantaged as a consequence of the actions being taken. Due regard has also

been given to whether there is impact on each of the following protected groups as defined within the Equality Act 2010:

Race	N	Religion or belief	N
Sex	N	Gender reassignment	N
Age	N	Pregnancy & maternity	N
Disability	N	Marriage and Civil Partnership	N
Sexual orientation	N		

THE CORE CODE OF ETHICS

The Core Code of Ethics Fire Standard has been fully considered and incorporated into the proposals outlined in this paper.

HEALTH AND SAFETY IMPLICATIONS

The Management of Health and Safety at Work Regulations 1999 requires employers to assess, record and continually review risks in the workplace.

CONSULTATION AND ENGAGEMENT

SRR150001

Chief Finance Officer
Deputy Finance Director

SRR150008

Control Programme Manager
ESMCP Regional Project Manager

SRR150009

Deputy Data Protection Officer
Senior Information Risk Owner

SRR150011

Chief Fire Officer

SRR150014

Chief Fire Officer
Head of Protection

SRR150028

Deputy Chief Fire Officer
Head of Protection
Head of Response

SRR150031

Business Continuity Officer
ICT Information Security and Governance Manager

SRR150005, SRR150019, SRR150020 & SRR150032
Assistant Chief Executive - People, Culture and Values

FUTURE PLANS

Continued identification and management of strategic risks which may prevent the service delivering against the priorities outlined in The Fire and Rescue Plan.

LIST OF BACKGROUND PAPERS AND APPENDICES

Appendix A – Full Risk Register