

Essex County Fire and Rescue Service																			
04 March 2022																			
Audit Committee Report																			
Risk Ref	Link to PCP	Date Identify	Description	Cause	Consequence	Risk Owner	Uncontrolled Risk			Existing Controls	Control Owner	Likelihood	Impact	Target		Current Change	Proposed Controls	Review Date	Risk Status
							Likelihood	Impact	Total					Total	Exposure				
SRR15001	Legal Compliance	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 settlement not secure for next year and looks increasingly uncertain that clarity will be given over the coming years	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, CRMP 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 10. Procurement Audit Recommendations	1. Amanda De Margary 2. Amanda De Margary 3. Danny Bruin 4. Amanda De Margary 5. Neil Cross 6. Neil Cross 7. Neil Cross 8. Neil Cross 9. Neil Cross	Possible	Significant	9	6	Improving		02/12/2021	Treat
SRR15005	Develop and broaden the roles and range of activities undertaken by the Service	02/02/2015	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.)	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 We do not offer training and development to our employees. Poor or absent succession planning, incorrect pay rates, unattractive employee proposition Employees do not feel that they are safe or that their wellbeing is cared for Impacts on staff of COVID 19 in particular on staff welfare, cancellation of training courses and delays in implementing the People Strategy Non-compliance with working time directive	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 or deliver effective Services. Lack of skilled employees to deliver our Service Roles vacant for longer periods of time, increased onboarding time for new staff, higher cost of temporary staff, lack of service delivery, increased staff turnover Absence rates increase, functions are not carried out, service delivery is impacted, health and wellbeing of individuals is compromised Uncompleted training courses leading to key competencies not being achieved/maintained i.e. Driving, BA, Command courses etc Staff not having adequate rest periods between shifts or working more hours than set out in the	Colette Black	Possible	Major	12	1. 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. Training should be available for all shift patterns 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 8. Appraisals 9. Training Recording System (PDRpro) 10. Leadership Training	1. Jenny Smith 2. Colette Black 3. Jaclyn Thorold 4. Nikki Hudson 5. Claire Couch 6. Jenny Smith 7. Karl Edwards 8. Jaclyn Thorold 9. Jaclyn Thorold 10. Jaclyn Thorold	Unlikely	Minor	4	4	Improving	Identify Gaps in Learning Training should be suitable for all learning types	07/03/2022	Tolerate
SRR15008	Prevention, Protection & Response	01/11/2016	There is a risk that the Service is unable to effectively mobilise or communicate with our response resources and partner agencies. 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 ICSS (CAD) failure Collaboration with other partners/agencies hindering effective implementation of hardware solutions H/HAS Supporting/replacement Programmes and projects are unable to continue or significantly delayed System not maintained effectively Corporate gazetteer not updated Corporate gazetteer not updated	This may result in the Service failing to meet its statutory requirements as set out within the FRSA 2004, CCA 2004, HSSAW 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 Data Breach	Karl Edwards	Likely	Major	18	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 and delivery of new mob and lcs system 5. Plan for a three day outage	1. Matthew Stalker 2. James Palmer 3. Paul Gardiner 4. Karl Edwards 5. Paul Gardiner	Likely	Major	18	4	Improving	Monitor and correct where possible addressing data in 4i Replacement of Station End Equipment	24/03/2022	Treat
SRR15009	Legal Compliance	15/05/2017	There is a risk of Data breach due to failure/lack of Data Protection Act (2018) compliance leading to ineffective training programmes for staff awareness 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 programmes 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 Low staff morale resulting in mis-use of personal data Lack of due diligence on Third Party contractors (E.g Cloud hosting and outsourcing)	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	Karl Edwards	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 for no longer than is necessary 9. Accuracy - Personal data is accurate and, where necessary, kept up to date 10. ECFRS contract with Information Governance Services 11. Information Governance Officer (Agency)	1. Tracy King 2. Tracy King 3. Tracy King 4. Tracy King 5. Ana Tuckwell 6. Tracy King 7. Tracy King 8. Ana Tuckwell 9. Tracy King 10. Tracy King 11. Ana Tuckwell	Likely	Significant	12	4	Improving		01/04/2022	Treat
SRR15011	Prevention, Protection & Response	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 Resources re-directed to assist other agencies	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	Rick Hylton	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. Amanda De Margary 2. Rick Hylton 3. Tracy King	Unlikely	Minor	4	4	Improving		31/07/2022	Treat
SRR15014	Legal Compliance	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.	A failure to operate safe systems of work Inadequate operational response Poor training at all levels Poor training facilities at Fire Stations including poor and/or out-of-date resources Poor training standards and competency levels Inappropriate techniques on the incident ground No or inadequate training metrics and record keeping Poor training policies and procedures Poor or lack of, critical training facilities (e.g. BA Chambers/hot fire training) Poor succession planning leading to skills gaps at all levels (staff loss through retirement) Skill fade due to attending less operational incidents not addressed through effective training Not adopting the National Operational Guidance Insufficient time or capacity to complete required training and development Reduced staffing levels due COVID-19 Lack of effective PPE for firefighters Staff unwilling or unable to enter homes to carry out prevention and protection work Ineffective communication to stakeholders in a time of uncertainty, such as pandemic Additional duties put firefighters at increased risk of contracting virus Poor planning leading to the Service not being prepared for a foreseeable incident	HSE and/or Police investigation Criminal and/or Civil proceedings against The Authority Criminal and/or Civil proceedings against the CFO/CEO Custodial Sentence High financial penalties Employer liability/Public liability claims Severe and long-term lowering of staff morale Loss of reputation with partners, stakeholders and the public Escalation of a situation leading to further injury or death of personnel or public	Rick Hylton	Likely	Critical	20	1. Service's Policies are aligned with the National Operational Guidance Programme 2. Health and Safety Training and compliance with HSG65 3. Incident Command Training - verification and development programme 4. Develop managers in the principles of JESIP 5. Continued assessment of risks, both National and Local to the Service by the Strategic Assessment of Risk 6. Implementation of a new/improved system to monitor On-Call availability 7. Operational training plan 8. Death in Service Plan 9. Risk critical training 10. L&D Advisory group established 11. Training in Leadership Skills so that the service has effective leaders. 12. Learning 13. Use of new operational technology 14. Communication of National guidance 15. Provision of effective PPE, including COVID-19 protective equipment 16. Alternative ways of carrying out Prevention and Protection activities	1. Moira Bruin 2. Joanne Hellen 3. Claire Couch 4. Claire Couch 5. Danny Bruin 6. Tracy King 7. Colette Black 8. Danny Bruin 9. Colette Black 10. Colette Black 11. Claire Couch 12. Danny Bruin 13. Danny Bruin 14. Danny Bruin 15. Danny Bruin 16. Neil Fenwick	Unlikely	Significant	6	3	Improving	Deliver training to all front-line crews in initial response to MTA (Annual Plan 21/22) Implement an out of hours fire safety officer process (Annual Plan 21/22)	28/02/2022	Treat
SRR15018	Prevention, Protection & Response	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 converting stations)	The Service will need to make other unplanned changes There is a need to use reserves outside of the current Reserve strategy Stop reporting 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 conversion 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 11. Provision of Training courses to support recruitment and progression through to competence of FIs at the converting stations 12. Provision of training courses to ensure specialist skills, such as driving and incident command courses, are attained 13. The 'Onboarding' progress for On-call firefighters is improved to be more timely 14. New process for developing On-call firefighters through to managerial positions 15. Piloting of new working arrangements for On-call firefighters providing standby hours 16. Use of the Operational Availability Management system to monitor availability at the converting stations	1. Amanda De Margary 2. Laura Taylor 3. Danny Bruin 4. Danny Bruin 5. Neil Fenwick 6. Danny Bruin 7. Amanda De Margary 8. Danny Bruin 9. Neil Fenwick 10. Neil Fenwick 11. Claire Couch 12. Claire Couch 13. Karl Edwards 14. Hannah Wakeman 15. Karl Edwards 16. Neil Fenwick	Unlikely	Significant	6	4	Improving		08/08/2022	Treat
SRR15019	Promote a positive culture in the workplace	13/07/2018	There is a risk that 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 Leadership and Development Programme and Dignity in our Workplaces sessions which have been designed to support a positive culture The strain of 'working differently' has a negative impact on the behaviour of our people	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. Management Development (IRMP) 2. Initiate a listening exercise that seeks to engage with every member of staff. 3. Continued Cultural Development Plan (Annual Plan) 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	Improving	Promote the Service as the Employer of Choice (IRMP) Inclusion and Diversity Training for All (Annual Plan) Employee Networks (Annual Plan)	07/03/2022	Treat

SRR150020	Prevention, Protection & Response	13/07/2018	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 Act) resulting in serious injury or loss of life. <ul style="list-style-type: none"> □ Poor or lack of suitable training facilities □ Inability to deliver centralised training □ Poor training and competence monitoring systems in place □ Staff not assessed/verified in critical training areas □ Out of date or of poor quality training materials □ Unexpected loss of skill due to attrition □ Insufficient time or capacity to complete required training and development □ Prolonged industrial action leading to lack of training □ Inefficient or ineffective quality assurance systems □ Watch based managers not having the skills or resources to deliver localised training □ Unable to track and evidence training □ Failure to adopt the National Operational Guidance work being done in the region □ Poor succession planning leading to skills gap □ Lack of sufficiently qualified staff to conduct training for service personnel □ Cancellation of training courses and core assessment programmes <p>Cross reference this risk to SRR150014</p>	<ul style="list-style-type: none"> □ Reputational Damage □ Death or serious injury to Service personnel and/or member of the public □ Inappropriate techniques leading to poor firefighting □ Police investigation □ PI claims □ Corporate manslaughter charges and prosecution □ Investigation by the HSE □ High work related injuries and poor attendance rates 	Colette Black	Likely	Major	18	<ol style="list-style-type: none"> 1. Competency Recording 2. Risk critical training updated manually and reported to managers on a monthly basis 3. L&D Advisory Group 4. Quality Assurance Processes 5. Operational Learning 6. Regular reporting to SLT and P & R 7. Adoption of NOG (Annual Plan 21/22) 8. Training during COVID-19 9. Death in Service Plan 10. Operational Training Strategy (Annual Plan 21/22) 11. Training Facilities 	<ol style="list-style-type: none"> 1. Colette Black 2. Colette Black 3. Colette Black 4. Claire Couch 5. Danny Bruin 6. Colette Black 7. Neil Fenwick 8. Claire Couch 9. Danny Bruin 10. Claire Couch 11. Colette Black 	Unlikely	Minor	4	4	Improving	• Refurbishment of BA Facilities (Annual Plan 21/22)	07/03/2022	Tolerate	
SRR150026	Prevention, Protection & Response	20/07/2018	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.	<ul style="list-style-type: none"> □ Mass Power failure from external sources □ Ineffective medium/long-term planning □ Failure of hardware systems □ Software used no longer supported by supplier □ Incompatible interoperability of systems □ Aging hardware □ Lack of effective disaster recovery planning □ Projects putting pressure on ICT workforce □ Loss of experienced or skilled staff 	<ul style="list-style-type: none"> □ Loss of staff productivity □ Unable to respond to emergencies in a timely manner resulting in injury, excessive property damage or loss of life □ Loss of access to data □ Loss of data □ None mobilisation of appliance due to failure of critical mobilising architecture i.e. ERB and/or 4 □ Inability to communicate on a remote basis □ multi-system failures. 	Karl Edwards	Likely	Significant	12	<ol style="list-style-type: none"> 1. Additional resource released in to map ICT infrastructure required for 2024 and beyond 2. Review of current systems to identify effectiveness of each function within ICT 3. The Continued operation of ICT services 4. Group established to identify new opportunities and future planning of ICT processes 5. Regular reporting to Director PP & R on ICT effectiveness in delivering its Business Plan 6. Prioritisation of ICT Projects to ensure effective resourcing of critical ICT projects 7. Systems regularly backed up and procedure in place to cover in the event of a power outage 8. Effective Disaster Recovery Plan in place 9. Monthly change/ICT resourcing meetings to ensure ICT projects are aligned to the same priorities and to identify conflicts 10. Impact Assessment on transformation programme 	<ol style="list-style-type: none"> 1. Danny Bruin 2. Stuart Antcliff 3. Stuart Antcliff 4. Sarah Taylor 5. Stuart Antcliff 6. Karl Edwards 7. Stuart Antcliff 8. Stuart Antcliff 9. Karl Edwards 10. Matthew Stalker 	Unlikely	Significant	6	4	Improving		01/05/2022	Treat
SRR150028	Prevention, Protection & Response	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. <ul style="list-style-type: none"> □ Poor engagement with partners and community leading to mismanagement of priorities □ Lack of effective performance management □ Poor succession planning leading to loss of key skills, experience and relationships □ ECFRS too inwardly focused, therefore not delivering community needs □ Ineffective or inappropriate collaboration activities □ 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.) □ 2. National/Regional (H41/H45). Complete loss of mains electricity or water for upto 14 days □ 3. Unplanned employee absence over several months. Pandemic Influenza, or any other similar virus, peaking at upto 50% of the workforce for periods up to two/three weeks □ 4. Cyber/Disgruntled Employee. Complete loss of, or significant disruption to, a system essential to critical infrastructure or the delivery of critical functions □ 5. Critical staff shortage through large scale notice □ 6. Industrial Action □ 7. 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) □ 8. Significant loss of appliances or equipment □ poor response to a marauding terrorist attack □ See strategic risk for COVID 19 □ Requests from partner agencies for mutual aid where they are under increased pressures in delivering services to the public □ Service not meeting its response standards <p>See risk SRR150029</p>	<ul style="list-style-type: none"> □ Not able to support key meetings or engage effectively with local communities □ Loss of trust in ECFRS □ Poor Audit/Inspection reports □ Data collated not accurate, which leads to poor decisions □ Lack of clarity for Managers on priorities □ Projects not delivered on time □ Collaboration activities resource intensive and not proportionate □ 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 departmental service delivery, appliance Maintenance Programme if the Service Workshops is the subject of an incident □ Senior managers and decision makers unavailable or not contactable □ Additional cost of business continuity or asset replacement □ The need to consider alternative arrangements for key support functions □ The need to support resilience costs and resources are increased to cover risk □ Member of the public involved in an incident which may have been avoided by Prevention and Protection work being put on hold □ Increased response times leading to rescue efforts being impacted on to outcome. 	Chris Parker	Possible	Significant	9	<ol style="list-style-type: none"> 1. Directorate Governance Arrangements 2. Delivery of 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 of the Operation Directorate 8. Effectively manage, prioritise and ensure the availability of Core 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 security arrangements to Service premises throughout Essex 16. Arrangements for ICT cyber security are in place 17. Effective network resilience based on Service requirements 18. Ability to use operational staff on a more flexible basis 19. Successful implementation of core ICT infrastructure (optimisation programme) 20. Review of the Service's response to MTA (Annual Plan) 21. Operational Training and Competency Recording 	<ol style="list-style-type: none"> 1. Chris Parker 2. James Palmer 3. Chris Parker 4. Tracy King 5. James Palmer 6. Moira Bruin 7. Chris Parker 8. James Palmer 9. Chris Parker 10. Chris Parker 11. Alison O'Neill 12. Chris Parker 13. Chris Parker 14. Claire Sanders 15. Jon Doherty 16. Stuart Antcliff 17. Stuart Antcliff 18. James Palmer 19. Sarah Taylor 20. Neil Fenwick 21. Colette Black 	Unlikely	Significant	6	2	Improving	• Increased resources in the Protection Team	28/05/2022	Treat	
SRR150029	Prevention, Protection & Response	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. <ul style="list-style-type: none"> □ Reduced function and some work streams on hold to allow staff to assist in boost vaccinations □ Large numbers of staff being required to self-isolate due to the need for containment of virus □ Reduced staff levels due to caring responsibilities for children or the vulnerable □ Enforced restrictions on the movement of people and goods □ Unable to obtain necessary supplies due to global nature of virus □ Asymptomatic carriers of virus infect others unknowingly □ Increased volume of calls to Control and dwelling fires results in surge in demand on depleted work force □ Long-term nature results in the suspension or delay of programmes and projects vital to the delivery of critical services □ Staff being lax in the use of controls designed to protect others from contracting covid (false sense of safety due to national guidelines being relaxed) 	<ul style="list-style-type: none"> □ Supporting other services reduces our own capacity to respond □ Unable to crew adequate numbers on appliances sufficiently □ Stations taken off the run for cleaning □ Prevention and Protection activities are substantially reduced □ Unable to maintain sufficient ICT services to support working differently □ 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 	Moira Bruin	Almost Certain	Critical	25	<ol style="list-style-type: none"> 1. Development of a Concept of Operations 2. Business Continuity Plans to identify single points of failure 3. Communication to all Stakeholders 4. Return to the Work Place Working Group 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 covid logging units 12. Establishment of a Prevention and Protection Subgroup of CIT 13. Establishment of a Welfare Subgroup of CIT 14. Establishment of a Response group of CIT 15. Establishment of a Resources Subgroup of CIT 16. Establishment of Recovery Subgroup of CIT 17. Covid-19 Risk Group 18. Completion of Site Specific Risk Assessments to ensure they are COVID secure 19. Implementation and guidance for test and trace procedures 20. Engagement with Public Health England 21. Staff absences regularly monitored 22. COVID safe workplaces awareness 23. Work with the Essex Resilience Forum to raise problems early on a National level. 24. Partnership arrangements with other agencies 25. Monitoring of change project through the Strategic change board 26. Monitoring of Staff Levels 27. Continued Prevention and Protection work and safety messages 28. Monitoring of the Service performance through performance reporting against key performance indicators. 29. Monitoring of resources used to support other agencies 30. COVID Operational Facility 31. Monitoring of the effect on appliance availability 32. Lateral Flow Testing 33. Vaccinations 34. Revised crewing arrangements for Stations and Appliances 	<ol style="list-style-type: none"> 1. Danny Bruin 2. Claire Sanders 3. James Palmer 4. Karl Edwards 5. Jon Doherty 6. Sheldon Dyer 7. Jaclyn Thorold 8. Jaclyn Thorold 9. Terry Povey 10. Chris Parker 11. Karl Edwards 12. James Palmer 13. Jaclyn Thorold 14. Neil Fenwick 15. Karl Edwards 16. Karl Edwards 17. Moira Bruin 18. Joanne Hellen 19. Tracy King 20. Rick Hyton 21. Jaclyn Thorold 22. Karl Edwards 23. Danny Bruin 24. Ian Adams 25. Tracy King 26. Jaclyn Thorold 27. Chris Parker 28. Tracy King 29. Will Newman 30. James Palmer 31. James Palmer 32. Karl Edwards 33. Karl Edwards 34. Moira Bruin 	Unlikely	Minor	4	4	Improving		01/01/2022	Treat	
SRR150031	Legal Compliance	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 □ Lack of Expertise □ Inadequate funding □ Legacy Systems □ Lack of policies and procedures □ Lack of SLT oversight and involvement in technological innovation and implementation □ Inadequate monitoring and reporting of incidents to SLT □ Cultural issues □ Unhappy employees □ Failure to carry out adequate checks on third party and supplier security arrangements 	<ul style="list-style-type: none"> □ Data loss or theft of sensitive or personal information □ Blackmail or bullying of staff due to personal data leaks □ Extensive Fines □ Unable to use systems □ Critical activity ceases or is hampered due to compromised technology 	Karl Edwards	Almost Certain	Critical	25	<ol style="list-style-type: none"> 1. Training for all Employees 2. Starters and Leavers Policy 3. Contract Controls 4. Security and Data Breach Incident Management 5. Server Security 6. Encryption 7. Firewalls 8. Vulnerability Management 9. Perimeter & Key Systems 10. Anti - Malware 11. Web and Mail Filtering 12. Anti Virus 13. Password Management 14. Disaster Recovery and Business Continuity Planning 15. Secure Websites 16. Cyber Insurance 17. Cyber Essentials 18. Cyber Plan 	<ol style="list-style-type: none"> 1. Stuart Antcliff 2. Stuart Antcliff 3. Stuart Antcliff 4. Stuart Antcliff 5. Stuart Antcliff 6. Stuart Antcliff 7. Stuart Antcliff 8. Stuart Antcliff 9. Stuart Antcliff 10. Stuart Antcliff 11. Stuart Antcliff 12. Stuart Antcliff 13. Stuart Antcliff 14. Stuart Antcliff 15. Stuart Antcliff 16. Neil Cross 17. Stuart Antcliff 18. Claire Sanders 	Possible	Significant	9	6	Improving	• Hosted and Cloud Services • Back - up • Data in Transit • Secure Email	22/04/2021	Treat	
SRR150032	Legal Compliance	14/10/2021	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). <ul style="list-style-type: none"> □ The Ministry of Defence (MOD) provide 6 months' notice to leave the Wethersfield site at any time □ Wethersfield is sold and we are required to leave between 2023-25 □ Wethersfield is not sold but facilities are removed meaning that we do not have access to essential services such as water/electricity □ Wethersfield is not sold but is repurposed and we are no longer allowed to burn carbonaceous materials on the site □ Wethersfield is sold and we are given enough notice to plan alternatives, but we are not successful in doing so. 	<ul style="list-style-type: none"> □ We are unable to deliver training in line with our training plan □ We cannot provide training that enables our firefighters to fulfil our statutory obligations □ Training is less frequent/lower quality which exposes firefighters and public to greater risk of harm □ We do not have access to a training venue which is an integral part of our suite of resource □ We cannot provide training in a venue that is safe, inclusive and promotes dignity e.g. clean/dirty areas, showers, classrooms □ Reputational damage, this is a potentially foreseeable risk which we can plan to avoid □ Death or serious injury to Service personnel and/or member of the public □ Inappropriate techniques leading to poor firefighting □ PI claims □ Corporate manslaughter charges and prosecution □ Investigation by the HSE □ High work-related injuries 	Colette Black	Almost Certain	Critical	25	<ol style="list-style-type: none"> 1. Ongoing conversation with the Defence Infrastructure Organisation (DIO) to ensure awareness of potential site closure 2. Planning for the potential site closure progresses and includes a feasibility study 3. Appropriate project resources are allocated to the training facilities project to ensure capacity for delivery 4. A business continuity plan which enables the temporary delivery of hot fire training for those who are highest priority 	<ol style="list-style-type: none"> 1. Colette Black 2. Colette Black 3. Colette Black 4. Colette Black 	Almost Certain	Major	20	4	Improving		22/05/2022	Treat	