ESSEX POLICE, FIRE AND CRIME COMMISSIONER FIRE & RESCUE AUTHORITY
Essex County Fire & Rescue Service

Classification	Official		
Meeting	**Performance and Resource Board**	Agenda no.	**17**
Meeting Date	**May 2024**		
Report Authors	**Helen O'Sullivan, Risk Lead**		
Presented By	**Moira Bruin, Deputy Chief Fire Officer**		
Subject	**Risk Report**		
Type of Report	**Information**		
Action Point No.	**NA**	For Publication	Yes

RECOMMENDATION(S)

None. This report is for information and provides an update on the changes made and progress with the Strategic Risk Register (SRR) over the quarter.

EXECUTIVE SUMMARY

There are 16 risks on the Strategic Risk Register.
Red 1
Amber 9
Yellow 6
Green 0

There are 9 risks are above the stated Risk Appetite Level, 1 has exceeded the Tolerance Level.

One risk has changed since the last quarter:
- SRR150036, the impact has been increased from 'Significant' to 'Major' moving the over-all risk from 12 (Amber) to 15 (Red).

BACKGROUND

New Risks

There are no new risks to report this quarter

Red Risks
There is one red risk to report for this quarter.

Risk Reference	SRR150036	Risk Owner	Andy Smith	

Risk Description
There is a risk that operational personnel do not have access to the most up to date risk information including SSRIs

Residual Risk	15	Target Risk	4	Score Change	↗ +3

Risk Update

The impact has been increased from 'Significant' to 'Major' moving the over-all risk from 12 (Amber) to 15 (Red), this is because if a new site or premises has a fire safety risk assessment completed and risks identified, for example, this risk needs to be immediately available on the MDT so that any crew that may be mobilised to this premises are aware, at present this is not happening in the required timeframes.

Improvements to the Operational Risk Information process are ongoing, we are aware of some information that we haven't yet shared with operational crews, although occurrences of this caused by the current process are increasingly rare.

A working group has been set up to improve the processes surrounding the sharing of risk information with a target date of 31/07/24 agreed.

The target date is based on the assumption that a dedicated resource is assigned to the delivery of the agreed option, however, there continues to be challenges in assigning the appropriate resources to the project.

In addition, there are some delays in the supply of a product from a third-party (CFRMIS – produced by CIVICA) to resolve some of the technological issues, this may mean the proposed target date is not achievable, this will be monitored carefully.

Control Measures	Status	% Completed
NOG Policy.	Proposed	10
ECFRS amend their definition of a 7(2)(d) site.	In Progress	50
Process to action emails.	Approved	20
A GIS layer on the MDTs for Crews which would indicate Control hold community risk information for a premises.	Proposed	10
Introduce a clear matrix showing PORIS Level, controls that will be applied at each level and review timeframes for each level.	In Progress	50
Accountability and Responsibility for creation of new PTRIFs.	In Progress	50
Review and updating of all existing PTRIFs.	In Progress	50
Process established for the creation of new PTRIFs relating to emerging risk.	Proposed	10
Review of all existing sites with an SSRI/TFP.	In Progress	50
Gazetteer data is refreshed every 6 weeks by Ordnance Survey.	Proposed	10
Assess if we have PTRFI/SSRI controls in place for all risk sites listed in N.O.G Control SSRI.	Proposed	10
ECFRS should align its SSRI process and content to that set out in the N.O.G Control Measure.	In Progress	50

Collaboration between Systems and Data and Operations on CFRMIS.	Implemented	80
The Station Management Dashboard should be updated to sources SSRI performance data directly from CFRMIS.	In Progress	50
Automation of SSRI / CFRMIS through sharepoint.	In Progress	50
Access to new SRRIs during absence periods.	In Progress	50
Reports to Assurance.	Proposed	10
Record of Exercises against SSRIs.	Proposed	10

Changing Risks
One risk has changed this quarter, see red risk SRR150036 above

Risk Over Risk Appetite

Risk Reference	SRR150001	**Risk Owner**	Neil Cross
Risk Description			

As a result of ineffective financial and/or resource planning there is a risk that the Service does not deliver its core functions leading to it not providing value for money, not complying with financial Regulations, and/or failure to deliver a balanced budget.

Residual Risk	12	**Target Risk**	6	**Score Change**	→
Risk Update					

Decision required on the proposed changes to SRR150001 as outlined below; Following a workshop with the finance team, two new risks have been identified to replace SRR150001.

Risk Description 1: There is a risk that ineffective financial and/or resource planning results in the Service being unable to deliver its core functions.

Risk Description 2: There is a risk that reductions in government funding or decisions made externally are unaffordable resulting in budgetary gaps and possible cuts.

If the Service Leadership Team agree, the risks will be added to the SRR in place of SRR150001 and a risk treatment plan put in place for each.

Control Measures	**Status**	**% Completed**
Scrutiny of Financial Management.	Effective	100
Control of Capital and Revenue Spend.	Effective	100
Strategic Planning for Fire and Rescue Plan and CRMP (Community Risk Management Plan).	Effective	100
Insurance Arrangements and Associated Processes.	Effective	100
Engagement with National Bodies.	Effective	100
Scrutiny of the Medium-Term Financial Plan.	Effective	100
Revised Procurement Practices.	Implemented	80
Contingency Plans	In progress	30

Risk Reference	SRR150008	Risk Owner	Karl Edwards

Risk Description

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

Residual Risk	8	Target Risk	4	Score Change	→

Risk Update

The Service continues to work towards replacement or improvement of infrastructure which is critical to ensuring effective mobilisation.

Control Measures	Status	% Completed
Control Business Continuity Plan.	Effective	100
Procurement and delivery of new mobilising and ICCS System.	Effective	100
Replacement of station end equipment. *This project is on hold due to resource issues and other change priorities.*	Proposed	10
Ongoing updating of CAD/ICCS: Guardian Command and CRS	Effective	100

Risk Reference	SRR150009	Risk Owner	Karl Edwards

Risk Description

There is a risk of a 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.

Residual Risk	12	Target Risk	4	Score Change	→

Risk Update

The root cause of the risk is a lack of understanding of access controls within our technical environment as well as end user training and awareness of how to use our technologies safely and lawfully.

The remediation project in coloration with Microsoft Partner Silver sands, is progressing and the Workshops have now taken place to review technology implementations and architecture, and address governance.

Control Measures	Progress	% Completed
Transparency and Accountability	In Progress	50
Training and Awareness	In progress	50
Updates to Records Management Policy	In Progress	70
Contract with Information Governance Services	Effective	100
Information Governance Officer (Agency)	Effective	100
Records Management	In Progress	50
Risk and Assurance	In Progress	50
Management of SharePoint sites	In Progress	50

Risk Reference	SRR150014	Risk Owner	Moira Bruin

Risk Description

There is a risk that through action or non-actions by the Service, there is a fatality (or serious injury to a member staff or the public.

Residual Risk	9	Target Risk	3	Score Change	→

Risk Update

Following completion of IOSH Training for the Priority Group, it has been agreed that the funding for IOSH training going forwarded will be drawn from the Learning and Development Training Budget and that this will be marked as priority training.

The Health and Safety at work training is being rolled out across all supervisory managers - as per our Health and Safety Strategy.

Recruitment for a permanent Head of Health and Safety / Responsible Person is in progress. This will be resolved by 15/05/2024.

As detailed in SRR150036, the Director of Corporate Services is leading on work to ensure our systems can provide accurate risk information to crews, to aid in assessing safety measures for fire-fighters and the public.

The Likelihood and Consequences have been reviewed and amended by the Risk Owner and Risk Lead, with additional controls added.

The new control measures are:
- Ensuring that systems for recording and accessing risk information are effective.
- Operational personnel carrying out visits in a timely fashion and up to date risk information being uploaded.
- There are processes in place to give strong assurance around our risk information management.

Control Measures	Status	% Completed
Health and Safety training and competence as outlined in HSE65	In Progress	50
Incident Command Training.	Effective	100
Develop Managers in the Principles of JESIP.	Effective	100
Deliver training to all front-line crews in initial response to MTA.	Effective	100
Maintain an out of hours Fire Safety Officer process.	Effective	100
Compliance with section 11 audit process.	Effective	100
Engage with ERF as a key partner.	Effective	100
Protecting our People.	In Progress	50
Ensuring that systems for recording and accessing risk information are effective	In Progress	50
Operational personnel carrying out visits in a timely fashion and up to date risk information being uploaded	In Progress	50

There are processes in place to give strong assurance around our risk information management.	In Progress	50

Risk Reference	SRR150031	Risk Owner	Karl Edwards

Risk Description

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

Residual Risk	9	Target Risk	4	Score Change	→

Risk Update

The Service continues to progress Cyber Essentials, following the audit of our cyber security by Cyber Essentials the Service agreed to four management actions have now been completed.

The next step would involve re-assessment of the audit on cyber security, to be arranged.

It should be noted that the nature of cyber security means that this risk may need to be tolerated at a slightly higher level than other risks. This is due to the fact that we need to balance security measures with useability and the growing sophistication of those who may wise to penetrate our systems.

Control Measures	Progress	% Completed
Training for all employees	In Progress	70
Server Security	In Progress	50
Hosted and Cloud Services	In progress	50
Firewalls	Effective	100
Vulnerability Management	Implemented	80
Anti – Virus	Effective	100
Privilege Identity Management	In Progress	50
Business Continuity Planning	In Progress	50
Back up on premises and to cloud	Effective	100
Secure Websites	In Progress	50
Cyber Insurance	Effective	100
Cyber Essentials	In Progress	50
Cyber Plan	Effective	100

Risk Reference	SRR150032	Risk Owner	Karl Edwards

Risk Description

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).

Residual Risk	12	Target Risk	4	Score Change	→

Risk Update

That project has identified the necessary resources required to support the project delivery, and those resources have been committed to and are in place.

Control Measures	Progress	% Completed
Ongoing conversations with the Defence Infrastructure Organisation (DIO).	Implemented	80
Planning for the potential site closure includes feasibility study.	Implemented	80
Appropriate project resources are allocated to the training facilities project.	In Progress	50
Business Continuity Plan	Implemented	80

Risk Reference	SRR150033	Risk Owner	Andy Smith
Risk Description			

There is a risk that we do not have the correct resources and systems in place to cope with the demands of increasingly hot and dry summers as a result of climate change inaction.

This includes, wildfires, flash flooding and drought conditions.

Residual Risk	9	Target Risk	2	Score Change	→

Risk Update

- The Wildfire Plan went through the Operational Committee Meeting on the 23 March 2023, with the representative bodies recommending some changes. These can be done outside of the Operational Committee Meeting process, and the plan is likely to go live within 2 weeks.
- A live exercise is being planned; this is taking place on the 30th April at a location in the north of Chelmsford.
- The Service has recently had an employee become a National Wildfire Tactical Advisor who will form part of our national resilience.
- We are still in the process of getting additional flexi-officers on wildfire courses.

Control Measures	Status	% Completed
Heatwave Plan	Effective	100
Heatwave Assurance Group	Effective	100
Equipment's and assets for heatwaves	Effective	100
Training	Implemented	80
Stakeholder Engagement	Effective	100
Policies and Procedures	Implemented	80

Risk Reference	SRR150034	Risk Owner	Moira Bruin
Risk Description			

There is a risk that the Service does not implement within required timescales and sustain recommendations from external inquiries into similar organisations resulting in a failure to prevent a repeat of the mistakes highlighted and to restore public confidence.

Residual Risk	9	Target Risk	4	Score Change	→

Risk Update
Assurance for Grenfell actions is to be provided to the project board every six months, business as usual plans have been agreed by the board and continue to be added to this risk for tracking and audit.

Control Measures	Status	% Completed
Grenfell Inquiry Phase 1	Implemented	80
Manchester Arena Inquiry Phase 2	In Progress	50
HMICFRS Spotlight Report	In Progress	50
33.10a Owners and Managers of High-Rise Buildings to provide Information	Effective	100
33.10b All personnel understand high rise fire spread in external walls.	Effective	100
33.11a Fire in tall buildings policy	Effective	100
33.11b Crew Manager and above are trained in Policy Number (PN) 633 relating to the inspection of high-rise buildings.	In progress	50
33.12c Up to date plans of every floor of the building identifying the location of key fire safety systems.	Effective	100
33.13a Regular inspections of lifts for Firefighters.	In progress	50
33.13b Testing of mechanism for control of lifts	In progress	50
33.14a Review policies on communications between the control room and the incident commander.	Effective	100
33.14b incident commanders (i.e. Crew Manager and above) receive training in communication with the control room.	In Progress	50
33.14c Control Room Operators to be trained in communication with the incident commander	Effective	100
33.14d Dedicated communication link between the senior officer in the control room and the incident commander.	Effective	100
33.15a policy distinction between callers seeking advice and callers who believe they are trapped and need rescuing	Effective	100
33.14b provide regular and effective refresher training to control room operators at all levels, including supervisors	Effective	100
33.15c That all fire and rescue services develop policies for handling a large number of FSG calls simultaneously	Effective	100
33.15d Fire survival guidance information is displayed in the control room, at the bridgehead and in command units.	Effective	100
33.15e That policies be developed for managing a transition from "stay put" to "get out".	Effective	100

Risk Reference	SRR150035	**Risk Owner**	Karl Edwards	
Risk Description				
Poor data quality will lead to poor decision making and impact on either cost, or safety of communities.				
Residual Risk	12	**Target Risk**	4	**Score Change**
Risk Update				
Work is continuing to improve data quality and embed process into business as usual. There have been no major issues with data quality for several months now leading to increased confidence in the data.				

Control Measures	Status	% Completed
Formation of Data Board	Effective	100
Cyclical data quality checks on all datasets	In Progress	70
Implement Data Quality Issues Process	Implemented	80
Service wide training and engagement	In Progress	70

OPTIONS AND ANALYSIS

Risk Map showing the distribution of strategic risk based on the combined risk score.

	Risk - Insignificant	Risk - Minor	Risk - Significant	Risk - Major	Risk - Critical
Almost Certain	0	0	0	0	0
Likely	0	0	3	1	0
Possible	0	2	4	1	0
Unlikely	0	2	2	1	0
Rare	0	0	0	0	0
Unassigned 0					

LINKS TO FIRE AND RESCUE PLAN

All risks are linked to the priorities contained within the Fire and Rescue Plan.

FINANCIAL IMPLICATIONS

Non-compliance with the regulations related to specific risks may result in additional costs to the service through unplanned mitigations, fines, and possible liability claims from individuals.

LEGAL IMPLICATIONS

Non-compliance with legal obligations could bring about additional scrutiny on the Service, regulatory action, and possible lability claims form individuals.

STAFFING IMPLICATIONS

Staff should be aware of their responsibilities to support the Service in meeting its regulatory obligations and supported to do so through regular communication and training.

EQUALITY AND DIVERSITY IMPLICATIONS

The actions being taken will not have a disproportionate impact on individuals with protected characteristics (as defined within the Equality Act 2010), when compared to all other individuals and will not disadvantage people with protected characteristics.

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 Fire Standard has been fully considered and incorporated into the proposals outlined in this paper.

HEALTH AND SAFETY IMPLICATIONS

The Service has a legal obligation to keep employees, the public and partners safe, by ensuring that responsible persons have knowledge of workplace hazards and are equipped to identify and prevent Health and Safety incidents occurring.

Not ensuring that employees are trained at the appropriate level needed to safely carry out their role, could put our people and the public at increased risk of harm.

In the event of a preventable incident occurring the Service could be found to be in breach of its obligations as an employer.

CONSULTATION AND ENGAGEMENT

Internal consultation with relevant leads and subject matter experts.

FUTURE PLANS

JCAD User Guide (Risk Management Software) in development to support the User Groups.

LIST OF BACKGROUND PAPERS AND APPENDICES

Appendix A – Full Risk Report