



**Essex Police, Fire and Crime Commissioner Fire and Rescue Authority**

**Decision Report**

**Report reference number:** 001-24

**Government security classification:** Not protectively marked

**Title of report:** Essex County Fire and Rescue Service - Risk Management Strategy

**Area of county / stakeholders affected:** Service wide

**Report by:** Helen O'Sullivan, Risk Lead

**Date of report:** 6 February 2024 (submitted for approval 22 July 2024)

**Enquiries to:** Helen O'Sullivan, Risk Lead

**1. Purpose of the report**

The purpose of this report is to authorise the revised Risk Management Strategy for 2024 (Appendix A). The strategy sets out how risk is managed within Essex County Fire and Rescue Service, supporting the development of the Strategic Assessment of Risk, Community Risk Management Plan and providing a basis for risk-based decision making against the Fire and Rescue Plan, service priorities and delivery of services.

**2. Recommendations**

That the PFCCFRA approves the updated Risk Management Strategy attached at Appendix A.

**3. Benefits of the proposal**

The benefit of an agreed approach to risk management is clear and consistent information on how risk should be managed. By identifying, assessing, and managing risk across the whole organisation we will:

- Reduce variability of outcomes.
- Prevent and mitigate hazards.
- Take advantage of opportunities.
- Comply with relevant rules and regulations.

The strategy clearly identifies why risk management is needed and whose responsibility it is within the service at all levels, thereby supporting delivery against the Fire and Rescue Plan and service priorities whilst explaining clearly what our staff, volunteers, the public and other stakeholders can expect from us.

#### **4. Background and proposal**

Risk management should be integral for any public sector organisation that operates with transparency and accountability. For the Essex County Fire and Rescue Service, the methodology and principles that support our risk framework enable us to demonstrate risk based, effective, efficient, and financially sustainable delivery of the service's activities to maximise public safety outcomes within communities.

Whilst risk management itself does not deliver outcomes, effective risk management is a critical component of good governance. Good governance helps to build trust and confidence in internal and community-based service delivery. High-quality information enables better conversations about risks to successful delivery and helps the service to focus on actions that will 'make the difference'.

Risk management is a key component of our obligations in several statutory areas, including the Corporate Governance Code which states that the role of boards is "*to provide...leadership of the company within a framework of prudent and effective controls which enables risk to be assessed and managed,*" and the Fire and Rescue National Framework for England (2018) which requires fire and rescue services '*to identify and assess the full range of foreseeable fire and rescue related risks their areas face*'. This strategy has been developed to overarch the risk framework and associated guidance and will support the progress of the Risk Group that is being established.

The detailed performance and assurance activities across the service will require a high level of organisational change but they will in turn align with good practice principles for risk management across the service.

Updates for 2024 have reflected elements of risk guidance within the strategy to create a more comprehensive strategy:

Page 3 – Key legislation, removed from the 2023 version, has been included for 2024.

Page 5 – Removal of Extended Leadership Team (ELT) from Roles and Responsibilities. This has instead been split into managers and all employees. This includes setting out that new and emerging risks should be identified at the departmental level and escalated to SLT if deemed appropriate.

Page 6 – The risk architecture diagram has been amended to remove ELT and include the Risk Team.

Page 7 – Removal of reference to tactical and operational risk levels and the associated diagram. This is to avoid confusion with 'operational' terminology and is instead covered under the heading 'departmental risk'.

Page 7 - Sources of risk information and tools and techniques have been included.

Page 10 – Outline of scoring criteria and explanations of relevant terms provided.

Page 11 – New section including treatment of risk.

Page 12 – New section setting out how risks will be reviewed and the expectations of risk owners.

#### **5. Alternative options considered and rejected**

A strategy on a page was considered but it was felt at this time that the strategy should be more in-depth to support a greater understanding of risk and build a foundation for service

improvements. A strategy on a page will be developed once the content is approved to support the promotion of the strategy. The document will be designed in line with our brand style guide.

## **6. Strategic priorities**

The Risk Management Strategy supports the delivery of all strategic priorities by setting out the way in which the service manages risk.

## **7. Operational implications**

The Risk Management Strategy is based on globally accepted risk management standards and best practice. Standards consulted included ISO3100:2019, guidance produced by the Institute of Risk Management and the Orange Book.

The Area Manager of Assurance and Deputy Chief Fire Officer have been consulted to ensure that the Risk Management Strategy aligns with policies and procedures already in place, including but not limited to the Assurance Strategy.

## **8. Financial implications**

None associated with this report.

## **9. Legal implications**

This decision will ensure that the PFCCFRA complies with their legal obligations as set out above including the Fire and Rescue National Framework for England 2018.

## **10. Staffing implications**

The content of this strategy has no new direct staffing implications.

## **11. 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.

## **12. Risks**

There are no risks associated with this decision.

## **13. Governance Boards**

Service Leadership Team – 6 February 2024  
Strategic Board – 6 March 2024

## **14. Background papers**

All documents used in the development of this strategy are readily available to the public.

**Decision Process (001-24)**

**Step 1A - Chief Fire Officer Comments**

(The Chief Fire Officer is asked in their capacity as the Head of Paid Service to comment on the proposal.)

.....I support this recommendation.....

Sign: .....  ..... Date: 6/3/24

**Step 1B – Consultation with representative bodies**

(The Chief Fire Officer is to set out the consultation that has been undertaken with the representative bodies)

This document has been created by the Risk Lead, and not in consultation with the representative bodies. However, the paper has been circulated to all stakeholder groups.

**Step 2 - Statutory Officer Review**

The report will be reviewed by the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority’s (“the Commissioner’s”) Monitoring Officer and Chief Finance Officer prior to review and sign off by the Commissioner or their Deputy.

Monitoring Officer

Sign:



Print: P. Brent-Isherwood

Date: 7 August 2024

Chief Finance Officer

Sign: .....



.....

Print: ...Neil Cross.....

Date: . 6/3/24. .

**Step 3 - Publication**

Is the report for publication?      **YES**

If 'NO', please give reasons for non-publication (Where relevant, cite the security classification of the document(s). State 'none' if applicable)

None

If the report is not for publication, the Monitoring Officer will decide if and how the public can be informed of the decision.

**Step 4 - Redaction**

If the report is for publication, is redaction required:

- 1      Of Decision Sheet                      **NO**
- 2      Of Appendix                              **NO**

If 'YES', please provide details of required redaction:

Date redaction carried out: .....

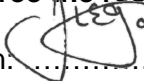
If redaction is required, the Chief Finance Officer or the Monitoring Officer are to sign off that redaction has been completed.

Sign: .....      Print: .....

Date signed: .....

**Step 5 - Decision by the Police, Fire and Crime Commissioner or Deputy Police, Fire and Crime Commissioner**

I agree the recommendations to this report:

Sign:  ..... (DPFCC)

Print: ..... Jane Gardner .....      Date signed: 08/08/2024 .....

I do not agree the recommendations to this report:

Sign: ..... (PFCC / DPFCC)

Print: .....      Date signed: .....