



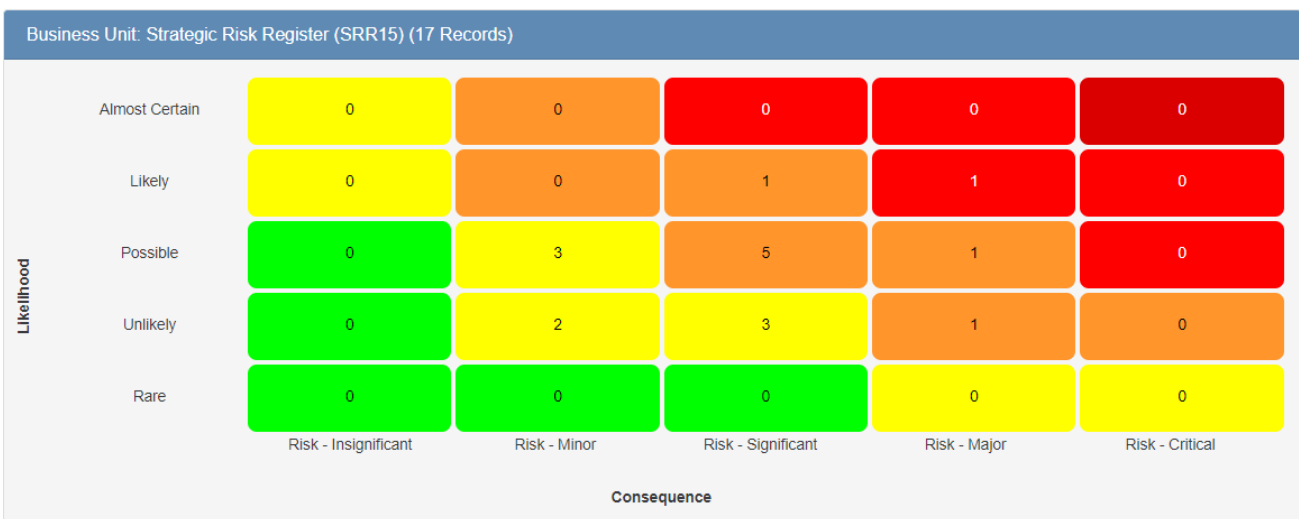
<b>Classification</b>	<b>Official</b>		
<b>Meeting</b>	<b>Performance and Resource Board</b>	<b>Agenda no.</b>	<b>13</b>
<b>Meeting Date</b>	<b>27 August 2024</b>		
<b>Report Authors</b>	<b>Claire Sanders &amp; GM Ben Turner</b>		
<b>Presented By</b>	<b>Moira Bruin, Deputy Chief Fire Officer</b>		
<b>Subject</b>	<b>Quarterly Strategic Risk Report</b>		
<b>Type of Report</b>	<b>Information</b>		
<b>PFCC Action Point No.</b>	<b>N/A</b>	<b>For Publication</b>	<b>Yes</b>

**RECOMMENDATION(S)**

Performance & Resources Board are requested to review the information below in relation to the Strategic Risk Register and the changes since the previous report.

**EXECUTIVE SUMMARY**

Distribution of risks within the Strategic Risk Register.



Since the previous quarterly report, the following changes have occurred:

- One risk has been withdrawn (SRR150001)
- Two new risks have been added (SRR150037 and SRR150038), both have been assessed as being Medium High (Amber) risks at the current time.

- Two previous risks have moved from Medium High (Amber) to Medium Low (Yellow) (SRR150034 and SRR150035)

## BACKGROUND

### Withdrawn Risks

<b>Risk Reference</b>	SRR150001	<b>Risk Owner</b>	Neil Cross
<b>Risk Description</b>			
<p><i>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.</i></p> <p><i>Even with effective financial planning in place the service faces risks to service delivery of its core functions; if there are unexpected reductions in government funding or external decisions (by NJC) on pay awards that are made beyond the authorities level of affordability.</i></p>			
<b>Residual Risk</b>	Withdrawn		
<b>Risk Update</b>			
<p>This risk has been withdrawn and separated into two separate risks.</p> <p>SRR150037 – relating to the potential risk of ineffective financial and/or resource planning resulting in the Service being unable to deliver its core functions; and</p> <p>SRR150038 – relating to the potential impact of Government funding changes and external decisions on the Services budget, resulting in budget gaps and/or requirements for cuts to services.</p>			

### New Risks

<b>Risk Reference</b>	SRR150037	<b>Risk Owner</b>	Neil Cross		
<b>Risk Description</b>					
<p><i>There is a risk that ineffective financial and/or resource planning results in the Service being unable to deliver its core function.</i></p>					
<b>Residual Risk</b>	9	<b>Target Risk</b>	6	<b>Score Change</b>	n/a
<b>Risk Update</b>					
<p>We are projecting a financial gap; however, this is not being escalated to a Red Risk at this time as we are putting in place actions to manage this. Within the coming weeks we will have additional information to support the review of this risk alongside any further financial developments with the change of Government. The current year financial deficit is projected at approximately £600k, plans are being developed through the Productivity and Efficiency Board to mitigate this. This financial gap is of a level where our general reserve could fund it for one year, however this is a recurring deficit and needs to be closed.</p>					

Control Measures	Status	% Completed
Efficient procurement practises	Effective	100
Engagement with National Bodies	Effective	100
Financial monitoring	In Progress	50
Financial reporting	Effective	100
Insurance arrangements and associated internal processes	In Progress	50
Productivity and Efficiencies Board	Effective	100
Reserves	Effective	100
Strategic planning for future Fire and Rescue Plan, CRMP, Strategic Planning	In Progress	50

Risk Reference	SRR150038	Risk Owner	Neil Cross
<b>Risk Description</b>			
<i>There is a risk that reductions in government funding or decisions made externally are unaffordable resulting in budgetary gaps and possible cuts.</i>			
<b>Residual Risk</b>	9	<b>Target Risk</b>	6
		<b>Score Change</b>	n/a
<b>Risk Update</b>			
The residual and target risk levels have been set at possible/significant (9) and possible/minor (6) respectively. It is still too early to understand what impact a change of Government will have on the fire service. Control measures are to be set by the Finance team before the next review (18/10/24).			
<b>Control Measures</b>		<b>Status</b>	<b>% Completed</b>
None entered			

### Changing Risks

Risk Reference	SRR1500034	Risk Owner	Moira Bruin
<b>Risk Description</b>			
<i>There is a risk that the Service does not implement with required timescales and sustainability recommendations from external inquiries into similar organisations resulting in a failure to prevent a repeat of the mistakes highlighted and to restore public confidence</i>			
<b>Residual Risk</b>	6	<b>Target Risk</b>	3
		<b>Score Change</b>	↘3
<b>Risk Update</b>			
Following a restructure of the Area Managers (Control Measure Owners) a full review of each Control Measure by the Owners is still required.			
<b>Control Measures</b>		<b>Status</b>	<b>% Completed</b>
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
33.14b Provide regular and effective refresher training to control room operators at all levels, including supervisors	Effective	100
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
33.15c 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
33.15f That control room staff receive training in 'get out' advice	Effective	100
33.16 Investigate methods by which assisting control rooms can access information available to the host control room	Effective	100
33.17 Call operators should be able to identify fire survival guidance calls and pass them to the fire service as soon as possible	Effective	100
33.18a Develop policies and training to ensure better control of deployments and the use of resources	Effective	100
Grenfell Inquiry Phase 1	Implemented	100
HMICFRS Spotlight Report – Culture and Values	Proposed	10
Manchester Arena Inquiry Volume 2	In Progress	50

<b>Risk Reference</b>	SRR150035	<b>Risk Owner</b>	Karl Edwards
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Risk Description					
<p>Poor data quality will lead to poor decision making an impact on either cost or safety of communities.</p> <p>Poor data quality refers to inaccuracies, incompleteness, inconsistencies, and unreliability in the data used for decision-making. This can arise from various factors such as data entry errors, outdated information, missing data, inconsistency of recording, lack of validation processes, and inadequate data governance.</p>					
<b>Residual Risk</b>	6	<b>Target Risk</b>	3	<b>Score Change</b>	↘3
Risk Update					
<p>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.</p> <p>Look to progress the recommendations from the data quality assessment completed in March 2024.</p>					
Control Measures			Status	% Completed	
Carry out Service-wide training and engagement			Effective	100	
Cyclical data quality checks on all datasets			Implemented	90	
Formation of Data Board			Effective	100	
Implement data quality issue process			Effective	100	

## Red Risks

<b>Risk Reference</b>	SRR150036	<b>Risk Owner</b>	Karl Edwards		
Risk Description					
<p>There is a risk that operational personnel do not have access to the most up to date risk information, including SSRIs.</p>					
<b>Residual Risk</b>	16	<b>Target Risk</b>	4	<b>Score Change</b>	n/a
Risk Update					
<ul style="list-style-type: none"> <li>CFRMIS risk working group has completed the Ops Module and circulated this within the Service: <a href="#">Recording risk with new Ops Intel Module (sharepoint.com)</a></li> <li>Civica was integrated with Airbus on 15<sup>th</sup> July.</li> <li>Delay to go live date which is now set for 20<sup>th</sup> August 2024.</li> </ul>					
Control Measures			Status	% Completed	
A GIS layer on the MDTs for crews which would indicate Control hold community risk information for a premise			Proposed	10	
Access to new SSRIs during absence periods			In Progress	50	
Accountability and responsibility for creation of new PTRIFs			Implemented	80	
Assess if we have PTRIF/SSRI controls in place for			Proposed	10	

all risk sites listed in N.O.G control SSRI		
Automation of SSRI / CFRMIS through SharePoint	In Progress	50
Collaboration between Systems and Data and Operations on CFRMIS	In Progress	50
Create Operational Risk Information process and associated guidance which aligns to N.O.G	In Progress	50
ECFRS amend their definition of a 7(2)(d) site	In Progress	90
ECFRS should align its SSRI process and content to that set out in the N.O.G control measure	In Progress	50
Gazetteer data is refreshed every 6 weeks by Ordnance Survey	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	80
Process established for the creation of new PTRIFs relating to emerging risk	In Progress	50
Process to action emails	Approved	20
Record of exercises against SSRIs	Proposed	10
Reports to Assurance	In Progress	50
Review and updating of all existing PTRIFs	In Progress	50
Review of all existing sites with an SSRI/TFP	In Progress	50
The Station Management dashboard should be updated to sources of SSRI performance data directly from CFRMIS	Effective	100

## Amber Risks

<b>Risk Reference</b>	SRR150009	<b>Risk Owner</b>	Karl Edwards		
<b>Risk Description</b>					
<i>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.</i>					
<b>Residual Risk</b>	12	<b>Target Risk</b>	4	<b>Score Change</b>	n/a
<b>Risk Update</b>					
Information Governance Board has agreed a scope of works to be undertaken by an external agency to review our SharePoint infrastructure and processes to better protect ECFRS against data breaches. The Information Governance Audit action plan is now being reported through to the Continuous Improvement Board.					
<b>Control Measures</b>			<b>Status</b>	<b>% Completed</b>	
Data Protection Policy			In Progress	70	
ECFRS contract with Information Governance Services			Effective	100	
Information Governance Officer (Agency)			Effective	100	
Records Management			In Progress	15	
Risk and Assurance			In Progress	15	

SharePoint Management	Approved	15
Training and awareness	In Progress	15
Transparency and accountability	In Progress	15

<b>Risk Reference</b>	SRR150032	<b>Risk Owner</b>	Karl Edwards		
<b>Risk Description</b>					
<i>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).</i>					
<b>Residual Risk</b>	12	<b>Target Risk</b>	4	<b>Score Change</b>	n/a
<b>Risk Update</b>					
<p>Activities relating to RIBA stage 3 are close to completion. An update paper is being presented to Septembers Strategic Board to make recommendations to progress to RIBA stage 4 and development of a full business case.</p> <p>Government change of use for Wethersfield may provide an extension to the original date of 2025 to vacant site.</p>					
<b>Control Measures</b>			<b>Status</b>	<b>% Completed</b>	
A business continuity plan which enables the temporary delivery of hot fire training for those who are highest priority			In Progress	50	
Appropriate project resources are allocated to the training facilities project to ensure capacity for delivery			In Progress	50	
Ongoing conversation with the Defence Infrastructure Organisation (DIO) to ensure awareness of potential site closure			In Progress	50	
Planning for the potential site closure progresses and includes a feasibility study			In Progress	50	

<b>Risk Reference</b>	SRR150014	<b>Risk Owner</b>	Moira Bruin		
<b>Risk Description</b>					
<i>There is a risk that through action or non-actions by the Service, there is a fatality (or serious injury to) a member of staff or the public.</i>					
<i>(This excludes operational training and response which are covered in SRR150020 and SRR150028 respectively)</i>					
<b>Residual Risk</b>	9	<b>Target Risk</b>	3	<b>Score Change</b>	n/a
<b>Risk Update</b>					
<p>Successful recruitment of a Head of Health and Safety/Responsible Person has taken place.</p> <p>Director of Corporate Services continues to lead on work to ensure our systems can provide Risk Information which is up to date to all devices on fire appliances and in the office (150014/026).</p>					

Health and Safety at work training is being rolled out across ALL supervisory managers - as per our Health and Safety Strategy. This has been budgeted for, planned and is currently in delivery. This was an outcome of a recent AI and the achievement of this is being checked and peer assured (3rd line of defence) by West Midlands FRS H&S lead (150014/002).		
Control Measures	Status	% Completed
Compliance with Section 11 audit process, and consequent reporting to Safeguarding boards	Effective	100
Deliver training to all front-line crews in initial response to MTA	Effective	100
Develop managers in the principles of JESIP	Effective	100
Ensuring that systems for recording and accessing risk information are effective	In Progress	50
Health and Safety training and competence as outlined in HSE65	In Progress	50
Incident Command training – verification and development programme	Effective	100
Maintain an out of hours fire safety officer process	Effective	100
Maintaining a Health and Safety competent person	In Progress	65
Operational personnel carrying out visits in a timely fashion and up to date risk information being uploaded	In Progress	50
Protecting our People	Proposed	10
Service engages and is a key partner within the Essex Resilience Forum	Effective	100
There are processes in place to give strong assurance around our risk information management	In Progress	50

<b>Risk Reference</b>	SRR150031	<b>Risk Owner</b>	Karl Edwards		
<b>Risk Description</b>					
<i>There is a risk that without effective Cyber Security measures in place, we will be vulnerable to an attack causing harm or loss.</i>					
<b>Residual Risk</b>	9	<b>Target Risk</b>	6	<b>Score Change</b>	n/a
<b>Risk Update</b>					
<p>Following attendance at the NFCC Digital Data and Technology Conference an opportunity was enabled for FRSs to access a cyber-security exercise toolbox, with which ICT will be setting up a cyber-exercise to take place in October 2024.</p> <p>Essex Resilience Forum Cyber day is took place on 11th July 2024 and ECFRS were fully engaged in this.</p> <p>ECFRS have now become members of the Eastern Region Cyber Resilience Centre.</p>					
<b>Control Measures</b>			<b>Status</b>	<b>% Completed</b>	
Anti-Virus			Effective	100	



Backup on premise and to cloud	Proposed	100
Cyber essentials	In Progress	75
Cyber insurance	Implemented	100
Cyber Plan	Effective	100
Disaster Recovery and Business Continuity Planning	In Progress	50
Firewalls	Effective	100
Hosted and Cloud services	Proposed	10
Privilege identity management	In Progress	50
Secure email	Proposed	100
Secure websites	In Progress	100
Server security	In Progress	75
Training for all employees	In Progress	70
Vulnerability management	Implemented	80

<b>Risk Reference</b>	SRR150033	<b>Risk Owner</b>	Moira Bruin
<b>Risk Description</b>			
<i>There is a risk that we do not have the correct resources and systems in place to cope with the demands of increasing extreme weather events as a result of climate change inaction.</i>			
<b>Residual Risk</b>	9	<b>Target Risk</b>	2
<b>Score Change</b>	n/a		
<b>Risk Update</b>			
<p>There is a meeting between FBU and Service Managers taking place on 19/08/24 hoping to sign off the Wildfire plan. Once in place new firefighting tactics and equipment will be introduced aligned to the Wildfire plan.</p> <p>A wildfire exercise took place in April 2024. Drone video footage was captured which will in turn feed in to new training for the Service.</p> <p>There are two Level 4 Wildfire National TacAds in the Service, with 6 x Level two Incident commanders booked onto Level three wildfire courses in September 2024.</p> <p>All watches in control have been provided familiarisation input on wildfire classification.</p>			
<b>Control Measures</b>	<b>Status</b>	<b>% Completed</b>	
Equipment and assets needed for heatwaves	In Progress	50	
Heatwave assurance group	Implemented	80	
Heatwave Plan	Effective	100	
Policies and procedures	In Progress	50	
Stakeholder engagement	Approved	20	
Strategic support officer	Proposed	10	
Training	In Progress	50	

<b>Risk Reference</b>	SRR150008	<b>Risk Owner</b>	Karl Edwards
<b>Risk Description</b>			

<i>There is a risk that the Service is unable to effectively mobilise or communicate with our response resources and partner agencies.</i>					
<b>Residual Risk</b>	8	<b>Target Risk</b>	4	<b>Score Change</b>	n/a
<b>Risk Update</b>					
<p>A Project Initiation Document (PID) regarding Control mobilising station end equipment and MDT replacement is being presented to PMB in September 2024 for approval. This will replace end of life mobilising technology reducing the strategic risk.</p> <p>The NFCCs Multi-Agency Interface Technology (MAIT) system is being rolled out across the country, ECFRS is in tranche seven with a go live date of September 2025, this will improve Fire Service Control room “buddying” arrangements.</p>					
<b>Control Measures</b>			<b>Status</b>	<b>% Completed</b>	
ECFRS Control Business Continuity Plan			Effective	100	
Ongoing updating of CAD/ICCS: Guardian Command & CRS			Effective	100	
Procurement & delivery of new mobilising & ICCS system			In Progress	50	
Replacement of Station End equipment – work paused			Proposed	10	
Workforce management project			In Progress	30	

## Yellow Risks

<b>Risk Reference</b>	SRR150005	<b>Risk Owner</b>	Colette Black		
<b>Risk Description</b>					
<p><i>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).</i></p>					
<b>Residual Risk</b>	6	<b>Target Risk</b>	4	<b>Score Change</b>	n/a
<b>Risk Update</b>					
<p>Strategic Workforce Plan is in place and is being presented to SLT on a quarterly basis.</p> <p>People Strategy is in place and delivery is on time and in budget.</p>					
<b>Control Measures</b>			<b>Status</b>	<b>% Completed</b>	
Appraisals			Effective	100	
Effective Inclusion & Diversity Plan			Implemented	80	
Efficient workforce planning and recruitment procedures			Effective	100	
Identify gaps in learning			Proposed	10	
Impact assessment to be carried out on delivery of the cultural change strand of the People Strategy			Approved	100	

Leadership training	Effective	100
People Strategy delivered within budget and reviewed on a monthly basis through the SLT	Effective	100
Provide adequate recording system to ensure compliance with the working time directive	In Progress	50
Staff engagement in line with the People Strategy	Implemented	80
Training recording system (PDRPro)	Effective	100
Training should be available for all shift patterns	Effective	100
Training should be suitable for all learning types	Proposed	10

<b>Risk Reference</b>	SRR150011	<b>Risk Owner</b>	Rick Hylton		
<b>Risk Description</b>					
<i>There is a risk that the Service is unable to deliver the programme of change needed to ensure ECFRS is able to respond to changes in the risk environment and remain future fit, leading to inability to meet the commitments set out in the Fire and Rescue Plan, CRMP and meet its legislative obligations.</i>					
<b>Residual Risk</b>	6	<b>Target Risk</b>	4	<b>Score Change</b>	n/a
<b>Risk Update</b>					
Current Change programme is aligned to the Fire and Rescue Plan and the current IRMP is resourced to deliver.					
Continued funding uncertainty will need to be considered in ensuring successful delivery of future Fire and Rescue Plan and CRMP. To assist this, a Productivity and Efficiency Board has been established chaired by Chief Finance Officer alongside the development of the CRMP led by the DCFO.					
<b>Control Measures</b>			<b>Status</b>	<b>% Completed</b>	
Continued monitoring of Local Authority Financial climate			Effective	100	
Reporting to the PFCC on the change programme			Implemented	100	

<b>Risk Reference</b>	SRR150026	<b>Risk Owner</b>	Karl Edwards		
<b>Risk Description</b>					
<i>Failure of the Service's Information Communication and Technology (ICT) platforms and/or infrastructure, leading to intermittent or complete loss of service.</i>					
<b>Residual Risk</b>	6	<b>Target Risk</b>	4	<b>Score Change</b>	n/a
<b>Risk Update</b>					
The Service is 90% complete in transitioning all on premise applications to be cloud hosted. The remaining on premise applications will migrate by March 2025.					

Further education to employees is required on phishing to avoid Service exposure to ransom scams and cyber-attacks.		
Control Measures	Status	% Completed
Digital and Data strategy and programme	Effective	50
Effective Disaster Recovery Plan in place	Implemented	80
IT service management – tooling and processes	Effective	100
Prioritisation of ICT projects (tactical activity)	In Progress	100
Systems regularly backed up and procedure in place to cover in the event of a power outage	Effective	100

<b>Risk Reference</b>	SRR150028	<b>Risk Owner</b>	Moira Bruin		
<b>Risk Description</b>					
<i>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.</i>					
<b>Residual Risk</b>	6	<b>Target Risk</b>	2	<b>Score Change</b>	n/a
<b>Risk Update</b>					
No significant update since last report.					
Control Measures	Status	% Completed			
Ability to use operational staff on a more flexible basis	In Progress	50			
Active involvement in the Policing Hubs and Local Strategic Partnerships	Effective	100			
Appraisals for the Operation directorate	Effective	100			
Arrangements for ICT cyber security are in place	In Progress	50			
Delivery of Response strategy	Effective	100			
Directorate governance arrangements	Effective	100			
Effective business continuity plans in place	Effective	100			
Effective network resilience based on Service requirements	Effective	100			
Effective physical security arrangements to Service premises throughout Essex	Effective	100			
Effectively manage, prioritise and ensure the availability of core stations	Effective	100			
Monitor changes in legislation and the fire sector	Effective	100			
Operational training and competency recording	Implemented	80			
Prevention and Protection strategies	In Progress	50			
Protection team structure and resourcing	Effective	100			
Protection training and competence maintenance programme	Effective	50			
Quality assurance	Effective	100			
Review of the Service's response to MTA	Effective	100			
Risk Based Inspection Programme	Effective	100			

Successful implementation of core ICT infrastructure (optimisation programme)	Implemented	100
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<b>Risk Reference</b>	SRR150019	<b>Risk Owner</b>	Colette Black		
<b>Risk Description</b>					
<p><i>The Service is committed to continuously developing a positive and kind culture where every employee has the right to be treated fairly, inclusively, with kindness, equality, dignity and respect.</i></p> <p><i>There is a risk that we fail to continuously develop a supportive and inclusive working environment to foster such a culture.</i></p>					
<b>Residual Risk</b>	4	<b>Target Risk</b>	3	<b>Score Change</b>	n/a
<b>Risk Update</b>					
<p>The Service have attained Silver Inclusive Employers standard accreditation. This represents a significant step forward from the previously held bronze accreditation.</p> <p>A New Assistant Director role is in place to lead work on the 3 People Pillars - Culture, Inclusion and Wellbeing - commenced in role on 1 July 2024.</p>					
<b>Control Measures</b>			<b>Status</b>	<b>% Completed</b>	
Diversity and inclusion training and advocates are in place			Implemented	80	
Positive Action Plan in place			Effective	100	
Strategic Drive			Effective	100	
Succession plans include consideration of diversity			In Progress	50	
Training relating to ethics, values and behaviour is in place			In Progress	50	
Values and ethics are incorporated into recruitment and promotion processes			Effective	100	

<b>Risk Reference</b>	SRR150020	<b>Risk Owner</b>	Colette Black		
<b>Risk Description</b>					
<p><i>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.</i></p>					
<b>Residual Risk</b>	4	<b>Target Risk</b>	4	<b>Score Change</b>	n/a
<b>Risk Update</b>					
<p>A process of regular reporting on training levels is provides assurance of training levels.</p> <p>All On-Call BA initial courses that run from 1st July 2023 to end March 2024 have achieved 100 % utilisation. This is a positive picture with a high level of engagement compared to July 2023.</p>					
<b>Control Measures</b>			<b>Status</b>	<b>% Completed</b>	
Adoption of N.O.G into training			In Progress	50	

Annual training plan	Effective	100
Booking app	Implemented	80
Business Continuity Plans	Approved	20
Competency recording	Implemented	100
Core skills assurance programme	In Progress	50
Evidence assessments and verification	In Progress	50
Increased capacity for BA training	In Progress	25
L&D advisory group	Effective	100
Operational Learning	Implemented	100
Operational training strategy	In Progress	50
Quality Assurance Processes	Effective	100
Refurbishment of BA facilities	Proposed	10
Regular reporting to SLT and P&R	Effective	100
Review adoption of N.O.G	Effective	100
Risk critical training updated manually and reported to managers on a monthly basis	Effective	100
Strategic workforce plan	Effective	100
Use of support trainers	In Progress	50
Utilisation dashboard and publication of figures	In Progress	50

## **OPTIONS AND ANALYSIS**

There are no options to present with this paper.

## **LINKS TO FIRE AND RESCUE PLAN**

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

## **FINANCIAL IMPLICATIONS**

There are no financial implications identified specifically related to the status of the Strategic Risk Register. There is an inherent financial risk if the Service fails to appropriately manage its risk.

## **LEGAL IMPLICATIONS**

There are no legal implications identified specifically related to the status of the Strategic Risk Register. There is an inherent legal risk if the Service fails to appropriately manage its risk.

## **STAFFING IMPLICATIONS**

None identified within this paper.

## **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 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**

These are considered within the relevant Strategic Risks detailed in the Background section of this paper.

## **CONSULTATION AND ENGAGEMENT**

Internal consultation with strategic risk owners.

## **FUTURE PLANS**

Following appropriate training for the Risk Team, conduct an in-depth review of the Strategic Risk Register to ensure all risks, controls and supporting information is accurate and up to date and that they align to the rest of the service.

Following engagement with JCAD software providers, the Risk Team will have a better understanding of the extent of options, tailoring and benefits available within the software to then bring back recommendations to SLT for the future use of JCAD within ECFRS with the intention to improve engagement with and effectiveness of corporate risk management.

## **LIST OF BACKGROUND PAPERS AND APPENDICES**

Appendix A – Quarterly Strategic Risk Overview.