

DATE: 05/01/2017 NAME: Adam Eckley

SERVICE: Essex FRS3

Risk Event/Description	Triggers/Sources	Impacts/Consequences	Current Risk Assessment	Target Risk Assessment				
SRR150001 If we have a large or unexpected loss in our income or cash there is a risk that we will have to reduce the level of prevention, protection and response	Reduction in Government funding - Loss of £8m of RSG by 2020 Fraud Loss of cash through banking	Temporary reductions in non-core spend and investment Prosecution Short term borrowing to fund expenditure	Risk - Medium High	Risk - Medium High	Next Review Date	Last Review Date	Days Overdue	Risk Owner
services we provide to our communities.  Risk Status: Tolerate  Type of risk Financial / Income	failure Reduction in National Non-Domestic rates	Service reductions - 2020 Programme	Impact/Conse quence Likelihood 5	Impact/Conse quegce Likelihood 5	22/06/2017	22/12/2016	0	Mike Clayton

#### Risk Review Update

Review Summary: 2020 efficiency plan accepted by Govt, so certainty of govt funding to 2019/20. 1.8% increase in tax base for 2017/18 - 0.3% higher than expected.

If we have a large or unexpected loss in our income or cash there is a risk that we will have to reduce the level of prevention, protection and response services we provide to our communities. Updated on 27/06/2016 09:33:42

Control Measure	Control Measure Details	Status	Cost to Date Est. Cost	% Complete	Treatment Days Overdue	Treatment Review Date	Treatment Control Owner
Governance	Review Summary: Governance under review 2016, internal audit review scheduled Jan 2017.  Governance Updated on 26/10/2016 15:59:52	Effective		100	0	26/01/2017	Glenn McGuiness

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Control Measure	Control Measure Details	Status	Cost to Date Est. Cost	% Complete	Treatment Days Overdue	Treatment Review Date	Treatment Control Owner
Spend Management	Review Summary: Members approved restructure plans re project 2020 option 2 in June 2016.  Medium term financial plan through 2020 to ensure financial sustainability approved by members 21/9/16.  Funding of reorganisation costs will be met from cash backed reserves following sales of Hutton for £8.4m in May 2016.  Budget setting and control will be based on medium term financial plans.  Spend Management  Updated on 26/10/2016 15:58:58	Effective		100	0	26/01/2017	Glenn McGuiness
Communications	Review Summary: Updated communications plan to the Programme Board in September.  Communications Updated on 15/09/2016 16:05:51	Effective		100	0	15/03/2017	Ben Pilkington



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Risk Event/Description	Triggers/Sources	Impacts/Consequences	Current Risk Assessment	Target Risk Assessment				
SRR150002 If we have a significant failure, loss or reduction of our physical infrastructure or resources (including our people) there is a risk that we will not deliver	Denial of Premises - General Denial of Premises - Loss of Service Workshops Loss of supporting infrastructure or services (ICT, Water etc.)	Process delays and contact difficulties for public and colleagues Short term loss of use of premises or systems Appliances unavailable, routine	Risk - High	Risk - Medium High	Next Review Date	Last Review Date	Days Overdue	Risk Owner
the same level of prevention, protection and response services to our communities.  Risk Status: Treat  Type of risk Organisational Infrastructure	Critical staff shortage or strike Major incident Loss of appliances or equipment Cyber attack Loss of support staff through uncertainty over roles Loss of staff because of market pay variations	activities curtailed, training delayed Severe interruption to Appliance Maintenance Programme Senior managers and decision makers unavailable Cost of business continuity or asset replacement Lower levels of appliance availability during strike periods	Impact/Conse quegce Likelihood 5	Impact/Conse quegce Likelihood 3	14/02/2017	14/11/2016	0	Dave Bill

#### **Risk Review Update**

Review Summary: With the on-going dispute with the FBU this still remains a significant risk, however resolution talks are being held and Service still has good resilience arrangements in place.

If we have a significant failure, loss or reduction of our physical infrastructure or resources (including our people) there is a risk that we will not deliver the same level of prevention, protection and response services to our communities. Updated on 08/08/2016 13:22:41

Control Measure	Control Measure Details	Status	Cost to Date Est. Cost	% Complete	Treatment Days Overdue	Treatment Review Date	Treatment Control Owner
Physical Security	Review Summary: Discussions are in progress with the awareness advisors from the anti terrorist group within Essex Police. Project Argos and Griffin provide background knowledge and awareness.  Physical Security Updated on 31/05/2016 11:44:42	Effective		100	3	02/01/2017	Jon Doherty

Serial Coomy File & Respension Service

Control Measure	Control Measure Details	Status	Cost to Date Est. Cost	% Complete	Treatment Days Overdue	Treatment Review Date	Treatment Control Owner
Network Resilience	Review Summary: New control system resilience tested as part of commissioning.  Secondary Bearers Updated on 03/01/2017 10:45:15	Effective		100	0	03/04/2017	Jan Swanwick
HR Arrangements	Review Summary: This control measure is complete.  HR Arrangements Updated on 22/07/2016 13:39:43	Effective		100			Caroline Cotterell
Resilience	Review Summary: Resilience plans remain effective  Resilience Updated on 18/10/2016 08:43:05	Effective		100	0	18/01/2017	Caroline Cotterell
ICT Security	Review Summary: Risk static - no security officer, but third party support in place  ICT Security  Updated on 14/11/2016 09:08:15	In Progress		80	0	14/02/2017	Jan Swanwick
Service Workshops Replacement Plan		Proposed		0	0	27/01/2017	Jon Doherty



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Risk Event/Description	Triggers/Sources	Impacts/Consequences	Current Risk Assessment	Target Risk Assessment				
SRR150003 If there is a loss of public or stakeholder confidence in the Service there is a risk that we will not be able to engage effectively with our	Negative publicity over 2020 changes Very badly managed operational incident Poor corporate leadership across	Reputational damage Intervention by Secretary of State Reduced and reducing efficiency and staff morale, and ability to deliver services with decline in	Risk - High	Risk - Medium High	Next Review Date	Last Review Date	Days Overdue	Risk Owner
communities, which will impact on our ability to deliver our services.  Risk Status: Treat  Type of risk Safer Communities & Public Awareness	the Service Continued exposure of themes identified in Lucas review Thomas review into National Terms and Conditions A poor official report from an external source on policies and procedures indicating single points of failure, such as safeguarding	performance Poor or deteriorating relations with other emergency services Additional costs to support required changes in culture	Impact/Conse quence Likelihood 3	Impact/Conse quence Likelihood 2	26/12/2016	26/09/2016	10	Adam Eckley

#### **Risk Review Update**

Review Summary: I have completed a review of this risk and amended some of the triggers and consequences.

If there is a loss of public or stakeholder confidence in the Service there is a risk that we will not be able to engage effectively with our communities, which will impact on our ability to deliver our services. Updated on 21/01/2016

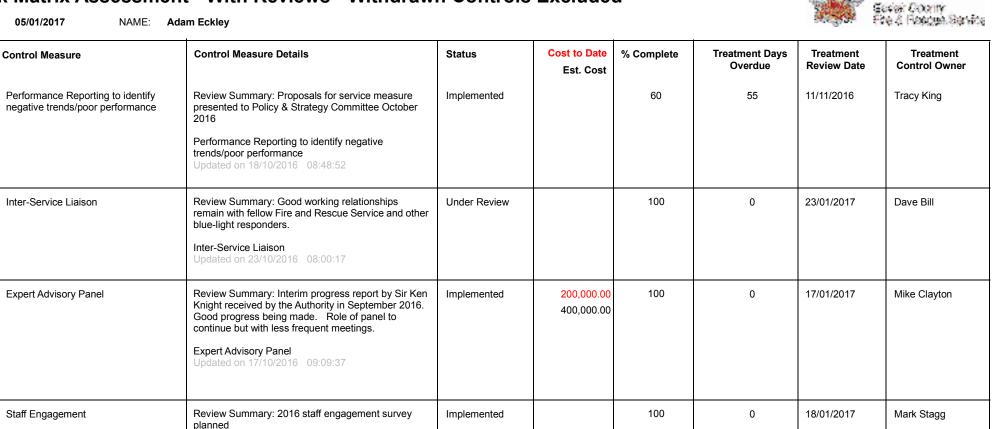
Control Measure	Control Measure Details	Status	Cost to Date Est. Cost	% Complete	Treatment Days Overdue	Treatment Review Date	Treatment Control Owner
Governance arrangements	Review Summary: SOLACE led workshops with Members being held. Control becoming more effective.	Implemented	150,000.00 400,000.00	100	0	22/06/2017	Mike Clayton
	Governance arrangements Updated on 22/12/2016 10:07:17						

DATE: 05/01/2017

Departmental structures

NAME:

Adam Eckley



Proposed

100

0

31/03/2017

Dave Bill

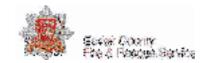
Staff Engagement

Departmental structures

Updated on 18/10/2016 08:52:58

Review Summary: Date amended to align with the

proposed outcome of the management review.



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Risk Event/Description	Triggers/Sources	Impacts/Consequences	Current Risk Assessment	Target Risk Assessment				
SRR150004 If our governance processes are ineffective there is a risk that we may not be able to engage effectively with partners or we may misalign resources	Lack of Member engagement Poor financial management Lack of budgetary control Poor corporate leadership across the Service and down through the	Poor Internal and External Audit reports Loss of Elected Member confidence Loss of public, partner and stakeholder confidence	Risk - Medium High	Risk - Medium Low	Next Review Date	Last Review Date	Days Overdue	Risk Owner
to need and may comprise safety in the delivery of our services to our communities.  Risk Status: Treat  Type of risk Legal / Regulatory / Compliance	management structure Judicial Review challenge to an Authority decision Governance change to Police and Crime Commissioner Inadequate reviewing process of old Service Orders (Big Red Books) to check for superseded content etc.	Potential breach of legIsation or statutory duty	Impact/Conse quence Likelihood 3	Impact/Conse quegce Likelihood 2	22/06/2017	22/12/2016	0	Mike Clayton

#### Risk Review Update

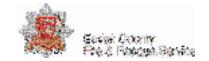
Review Summary: Good progress in addressing concerns raised in Lucas review. Further SOLACE led Member workshops being held.

If our governance processes are ineffective there is a risk that we may not be able to engage effectively with partners or we may misalign resources to need and may comprise safety in the delivery of our services to our communities. Updated on 13/06/2016 08:24:04

Control Measure	Control Measure Details	Status	Cost to Date Est. Cost	% Complete	Treatment Days Overdue	Treatment Review Date	Treatment Control Owner
Governance	Review Summary: No further update at Oct 2016  Governance Updated on 26/10/2016 16:00:53	Effective		100	0	26/01/2017	Glenn McGuiness

Septem Colomby Fig. J. Roscogal Service

Control Measure	Control Measure Details	Status	Cost to Date Est. Cost	% Complete	Treatment Days Overdue	Treatment Review Date	Treatment Control Owner
Operational governance	Review Summary: the Service's new IRMP was approved by the FA in June, and the new Service Strategy in September. A Response strategy paper is being developed to support delivery of these. DO Operational Policy reports direct to ACFO PPR, his objectives include an audit of JESIP, and reviewing the Service's mobilising policy.  Operational governance Updated on 31/10/2016 09:09:37	Under Review		75	0	31/01/2017	Dave Bill
Communications	Review Summary: Control effective	Effective		100	0	18/01/2017	Emily Osborne
	Communications Updated on 18/10/2016 08:51:59						



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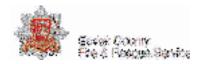
Risk Event/Description	Triggers/Sources	Impacts/Consequences	Current Risk Assessment	Target Risk Assessment				
SRR150005 If we do not have motivated and engaged people with the right skills and competencies, with appropriate succession planning and career	Unable to recruit key specialist staff into the Authority as an employer of choice Uncertainty around future employment conditions and	Loss of corporate knowledge Higher costs of interim and temporary staff Increased onboarding times for new staff	Risk - Medium High	Risk - Medium High	Next Review Date	Last Review Date	Days Overdue	Risk Owner
development, there is a risk that we will be unable to innovate and deliver safe and effective services to our communities.  Risk Status: Treat  Type of risk Organisational Learning & Knowledge Management	shape/size of the Authority 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 Pay rates not reflective of market Poor or absent market horizon scanning coupled with vacancy forecasting and/or skills gaps.	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	Impact/Conse quence Likelihood 4	Impact/Conse quegce Likelihood 3	19/12/2016	19/09/2016	17	Mark Stagg

#### **Risk Review Update**

Review Summary: Staff engagement survey for 2016 currently under design plus communications strategy surrounding actions taken since last survey

If we do not have motivated and engaged people with the right skills and competencies there is a risk that we will be unable to innovate and deliver safe and effective services to our communities. Updated on 18/04/2016 10:54:25

Control Measure	Control Measure Details	Status	Cost to Date Est. Cost	% Complete	Treatment Days Overdue	Treatment Review Date	Treatment Control Owner
Staff Engagement	Review Summary: 2016 staff engagement survey planned Staff Engagement	Under Review		80	0	18/01/2017	Caroline Cotterell
	Updated on 18/10/2016 08:51:03						



Control Measure	Control Measure Details	Status	Cost to Date Est. Cost	% Complete	Treatment Days Overdue	Treatment Review Date	Treatment Control Owner
Budget	Review Summary: Monthly finance reports to SLT and members as appropriate. Revised budget 2016-17 approved by members 21/9/16 to take account of reorganisations costs 2016-17. Monthly monitoring with budget holders continuies 2016-17  Budget Updated on 26/10/2016 15:46:42	Effective		100	0	26/01/2017	Glenn McGuiness



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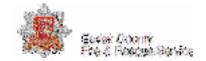
Risk Event/Description	Triggers/Sources	Impacts/Consequences	Current Risk Assessment	Target Risk Assessment				
SRR150006 If we are able to react in an agile way to changes in our environment there is an opportunity to identify new and effective ways to deliver our services.	Focus on wider role in supporting partners in meeting their objectives Changes to funding arrangements Technological advances	Improve our organisational culture Improved communications with partners, stakeholders and the public Improved and intelligent use of data	Opportunity - Marginal	Opportunity - Substantial	Next Review Date	Last Review Date	Days Overdue	Risk Owner
Risk Status: Treat  Type of risk  Organisational Learning & Knowledge  Management			Impact/Conse quence Likelihood 2	Impact/Conse quence Likelihood 4	12/01/2017	12/10/2016	0	Dave Bill

#### Risk Review Update

Review Summary: The review of the management structure will be important in ensuring that the Service can identify opportunities and adequate resources to maximise opportunity.

If we are able to react in an agile way to changes in our environment there is an opportunity to identify new and effective ways to deliver our services. Updated on 11/07/2016 14:51:31

Control Measure	Control Measure Details	Status	Cost to Date Est. Cost	% Complete	Treatment Days Overdue	Treatment Review Date	Treatment Control Owner
Development of a strategic approach to knowledge management		In Progress		25	0	17/01/2017	Mark Stagg



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Risk Event/Description	Triggers/Sources	Impacts/Consequences	Current Risk Assessment	Target Risk Assessment					
SRR150008 There is a risk that the Service may be unable to effectively communicate with our mobile assets and partner agencies caused by the planned	Planned change in mobile communications provider. Failure to successfully implement National Airwave Replacement Programme	This may result in the Service failing to meet its statutory requirements as set out within the FRSA 2004, CCA 2004, H&SAW 1974. Loss of Critical Communications	Risk - High	Risk - Medium Low	Next Review Date	Last Review Date	Days Overdue	Risk Owner	
change in mobile communications provider.  Risk Status: Treat  Type of risk Emergency Response, Capacity, Capability & Performance		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	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	quence quence	Likelihood	28/02/2017		0	Dave Bill

### Risk Review Update

Control Measure	Control Measure Details	Status	Cost to Date Est. Cost	% Complete	Treatment Days Overdue	Treatment Review Date	Treatment Control Owner
Implementation of the Emergency Services Mobile Communications Programme	Review Summary: ECFRS internal programme manager has been confirmed and is in post. The programme manager is reviewing current programme governance and structure. ECFRS are lobbying for the appointment of the regional PM and PS with effect from 1/4/17 rather than starting recruiment from this point. The budget implication of the frequntis ICCS upgrade remains a concern.  The ESMCP remains relevant as the control measure for this risk.  Airwave replacement project Updated on 03/01/2017 14:44:32	In Progress		1	0	17/01/2017	Matt Furber