

Risk Title	Causes	Mitigations	Mitigated Risk Score	Actions	Review Date	Corporate Risk Owner
<p>2 Health & Safety non-compliance</p>	<ul style="list-style-type: none"> • Policy and practices not effective • Policies not followed • Inconsistent implementation • H&S approach is not effectively targeting the highest risk areas • Lack of proactive / preventative measures to reduce likelihood • Specific issues regarding Face fit testing and Management of Contractors 	<ul style="list-style-type: none"> • Training programmes in place • Policies in place • Appropriate systems exist • Changes to the management and staffing structure • Governance for Health, Safety & Wellbeing in place • Revised estates policy for management of contractors • Secondment of individual into Facilities Management (FM) role to deliver improvements in processes for estates / management of contractors for 12 months • H&S peer review and implementations of findings 5 year audit plan • Acceleration of "facefit" programme for respirators using external contractor • 	<p>Impact = 4 Likelihood = 2</p> <p>Score = 8 Moderate</p>	<ul style="list-style-type: none"> • Health and Safety (H&S) policy frame work review including the implementation of a new H&S management system planned to end September 2020. • Continuing to finalise legal regulations for RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) reports • Developing the H&S legal register • Implement the 3 year action plan drawn together following the Regional H&S audit undertaken in July 2019 	<p>September 2020</p>	<p>AD People Services</p>

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<p>3 Future financial viability</p>	<ul style="list-style-type: none"> Reducing funding stream (uncertainty) Failure to identify and deliver savings Difficult to predict future needs / resources required Changes in legislation increasing burden 	<ul style="list-style-type: none"> 2020/21 budget agreed Medium Term Finance Plan (MTFP) updates and reporting Efficiency Strategy agreed and being progressed Business Rates Pool re-established for 2020/21 Continued monitoring of BRR proposals. Delivery of savings monitored and reported to SLT and members Resource Planning meeting to monitor operational establishment Establishment and use of general and earmarked reserves to manage financial risk Collaboration through East Sussex Finance Officers Association (ESFOA) to protect shared income streams e.g. Council Tax and Business Rates "Star Chamber" budget scrutiny as part of the budget setting process Covid 19 grant received which is expected to cover short term impacts of Covid 19 crisis Initial high level assessment of potential financial cost of McCloud / Sargeant pension remedy 	<p>Impact = 2 Likelihood = 3</p> <p>Score = 6 Moderate</p>	<ul style="list-style-type: none"> Further development of the actions set out in the Efficiency Strategy including development of an Income Strategy Financial impact assessment of final IRMP proposals for September CFA Lobbying in advance of Comprehensive Spending Review via National Fire Chiefs Council (NFCC) and local MPs High level review of 2020/21 budget complete and reported to SLT (June) and P&R Panel (July) which identifies short and medium term impacts of Covid 19 and other financial pressures Work commencing with Budget Managers to identify potential in year savings Early work on 2021/22 budget setting to identify potential approaches to addressing worst case scenario Ongoing work through NFCC and ESFOA to monitor Covid 19 impacts on budget. Developing plans for use of one off Protection Surge Grant 	<p>September 2020</p>	<p>AD Resources / Treasurer</p>

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<p>5</p> <p>Ability to meet developing legislative requirements evolving from central fire safety regulatory reviews</p>	<ul style="list-style-type: none"> • Policy or legislative changes that are likely to arise from reviews and investigations • Unknown burdens on service delivery • Likely increased funding required • Knowledge and competence needed • Lack of capacity and capability • inability to adapt service delivery models 	<ul style="list-style-type: none"> • Introduction of firefighter business safety • Competence framework for business safety officers • Business Safety Review to refresh structure to ensure appropriate capacity and contingency" • Continue to monitor developments from the Hackitt and Moore Bick reviews and potential legislative / regulatory changes • Assessment of the Grenfell Tower Phase 1 report and local ESFRS action plan in place • Monitoring of emerging Fire safety and Housing Bill 	<p>Impact = 2 Likelihood = 3</p> <p>Score = 6 Moderate</p>	<ul style="list-style-type: none"> • Refresh and publish a new Protection Strategy to take account of the emerging issues. • Allocate ESFRS officers to national working groups to steer and understand the implications of the proposed national changes. • Sector is lobbying Govt. for additional funding for investment in protection services • Investment in mobile devices and supporting software to enable greater flexibility and mobile working to improve efficiency in work processes. • Utilise the Government Protection Funding to identify improvement and support for existing protection team. Immediate action to recruit a project manager to deliver the project. 	<p>September 2020</p>	<p>ACFO</p>
<p>6</p> <p>Effective workforce planning e.g. professional services</p>	<ul style="list-style-type: none"> • Increasingly difficult to recruit into professional services • HR policy flexibility (grades/salaries) • Recruitment pool processes • Already lean workforce • Cognisant of the HMICFRS findings 	<ul style="list-style-type: none"> • Introduction of Strategic Workforce planning to explore and introduce a market supplement process for professional service jobs (new action reads – review contracts and policy to embed this process. Continue to consider the wider recruitment market to assess salary points for specialist posts). • Recruitment and selection framework • Process Improvement Project to deliver efficiencies in roles and policy supporting lean workforce • Redesign current talent pool process at each operational level within the Organisation • 	<p>Impact = 2 Likelihood = 4</p> <p>Score = 8 Moderate</p>	<ul style="list-style-type: none"> • Locating resources with ITG to ensure employee data is General Data Protection Regulation (GDPR) compliant from a HR perspective. • Embed and reinforce workforce plan. • To explore and introduce a market supplement process for professional service jobs • To re-engineer the recruitment and selection processes for professional services 	<p>September 2020</p>	<p>AD People Services</p>

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<p>8 Failure to mobilise effectively</p>	<ul style="list-style-type: none"> ESFC incident / significant system failure Software providers unable to maintain support for system over longer term. Loss of staff resulting in insufficient staff to maintain business as usual operational service 	<ul style="list-style-type: none"> Fall-back and business continuity arrangements designed, tested and operating (this includes fully functional secondary control at Maresfield. Refreshed approach to attendance management. Crewing degradation policy in place. Resilience plan in place and being managed via weekly conference calls WSFRS exit from joint control successfully achieved Interim single service model developed for period Dec 2019 to March 2021 and now operating. New trainees course complete Required additional funding identified and agreed for interim period Authority has approved future transition to partnership with Surrey and West Sussex FRS through Project 21 Phase One and Two Station end equipment completed. 	<p>Impact = 4 Likelihood = 2</p> <p>Score = 8 Moderate</p>	<ul style="list-style-type: none"> Further audits and remediation plans for Mobile Data Terminals, Wi-Fi and Station End Equipment Scenario planning for future options / outcomes underway including recruitment if necessary Wi-Fi rollout delayed by Covid 19 now ready to recommence following proof of concept at Newhaven Currently seeking extension of 4i vendor supporting after March 2021 SEE Phase Three: Fire coders and Equipment delayed by Covid 19 now ready to recommence subject to risk assessment Project 21 being mobilised and progress on track including effective joint working across partner FRS 	<p>September 2020</p>	<p>DCFO</p>

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9 Failure to manage the effects and impacts of a major loss of staff event	<ul style="list-style-type: none"> Lack of engagement with unions / staff Poor / ineffective consultation practices Ineffective communications Lack of business continuity Pandemic Flu Major travel disruption Failure of National pay negotiation leading to action short of a strike 	<ul style="list-style-type: none"> Review outcomes of Retained Firefighters Union report Introduction of the On-call action learning set Establish a resilience group to refresh the resilience contingency plans and loss of staff protocols. Establish regional loss of staff working group to share best practice and assist in contingency planning". Introduce a revised Business Continuity Plan for major loss of staff Deliver an Emergency Management Team (EMT) exercise to test the plans and response by the key staff within the continuity plans. Close working with NFCC to determine local and regional resilience New National Security Risk Assessment for industrial action prompting Sussex Resilience Forum support 	Impact = 3 Likelihood = 3 Score = 9 Moderate	<ul style="list-style-type: none"> Develop a continuity handbook for staff to assist in managing the early stages of a major loss of staff. Engage with key staff to understand the landscape of staff availability during these events Working with Sussex Resilience Forum (SRF) to assess threat and risk as part of community risk Operational Response Review proposals for a revised core station policy and operational response plan. Developing IRMP proposals for new flexible on-call firefighter contracts to improve resilience. 	September 2020	ACFO
10 Inability to respond effectively to a cyber incident	<ul style="list-style-type: none"> Lack of effective Business Continuity Plan (BCP)in place Underestimation of risk likelihood Poor policies and procedures Human error Lack of staff awareness (e.g. phishing) Poor protection of systems leading to increased severity 	<ul style="list-style-type: none"> telent to progress the IT Risk Treatment Plan IT Health Check now complete. The Information Security Management Forum meeting on a regular basis Information Security e-learning in place Integrated Aristi report now received and action report based on findings External provider Aristi appointed to support development of new IS Framework New suite of Information Security policies launched Information Security Management Forum in place Interim IT health checks commissioned through telent 	Impact = 4 Likelihood = 2 Score = 8 Moderate	<ul style="list-style-type: none"> Information Security Strategy to be developed Working with Aristi to convert report into a new risk treatment plan: to include actions from IT health checks Interim IT remediation plan being developed Review of NRR and further national guidance being considered by Sussex Resilience Forum. ESFRS involved closely in this work and any relevant actions to be fed back to the service. 	September2020	DCFO

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<p>11 Failure to deliver key corporate projects</p>	<ul style="list-style-type: none"> Lack of adherence to governance processes Lack of experienced staff managing projects Inability to recruit to vacant posts in the Programme Management Office (PMO) Over optimistic delivery plans 	<ul style="list-style-type: none"> Assignment of programme management office Set up of the PMO – team, processes, standards, PMO Manual Set up of Projects Tool Kit Intranet pages including templates, guidance and information to project managers and all staff involved in projects. Portfolio capture in place and rationalisation of clusters and sub clusters of projects. Set up of monthly reporting of projects into the PMO and quarterly / yearly PMO reporting to SLT. Strategic Change Board in place Key projects managed directly by the PMO (FireWatch, CRM, Business Intelligence, Respiratory Protective Equipment, ESMCP). Project management now in place for delivery of fleet and engineering projects Dependencies analysis and risks of extant project now complete New PMO structure, terms of reference and funding agreed by SLT to meet the business need. Additional Estates project management capacity in place (Major Capital Projects Manager) 	<p>Impact = 3 Likelihood = 2</p> <p>Score = 6 Moderate</p>	<ul style="list-style-type: none"> Further development of quarterly reporting. Carrying out Projects health checks with PMs Implement agreed actions from Internal Audit Report (reasonable assurance opinion) 	<p>September 2020</p>	<p>DCFO</p>
<p>13 Collaboration</p>	<ul style="list-style-type: none"> Collaboration fails to deliver desired outcomes Resources required to support collaborative activities not justified by improvements in efficiency and / or effectiveness 	<ul style="list-style-type: none"> Collaboration Framework agreed and in place Priorities agreed for 2018-21 Regular tracking of collaboration activities through business performance system Governance in place e.g. 4F and Integrated Transport Function (ITF) Legal advice on formal collaboration agreements 	<p>Impact = 3 Likelihood = 2</p> <p>Score = 6 Moderate</p>	<ul style="list-style-type: none"> Regular review of collaborative activities through SLT and Scrutiny and Audit Panel Update report on the agreed collaborations (as outlined in the Collaboration Framework) to SLT in May 2020. Full update report to SLT and the FA in October to concentrate on efficiencies 	<p>September 2020</p>	<p>AD People Services</p>

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<p>14 Security and safety of staff and visitors on ESFRS sites</p>	<ul style="list-style-type: none"> • Damage to buildings and assets • Injury to Personnel • Service Delivery: Unable to deliver training and requalify personnel if interruption continues • Industrialisation of areas surrounding ESFRS premises perpetually halting operational practice on sites. 	<ul style="list-style-type: none"> • Safety Measures implemented in affected areas of Service Training Centre (STC) when burning i.e. PPE, Cordons. • The use of Community Order prohibiting protagonist from attending Authority premises • Increased safety officers • Temporarily ceased some lay flat testing to Air Quality Testing • Independent Air Quality Testing Report • Meeting with Traveller Rep, ESCC Rep and Sussex Police to discuss concerns. • Review of whole site security in conjunction with Estates. • Traveller Community Engagement, education and information around work and function of STC. • Project long term review of live fire training facilities • 	<p>Impact =3 Likelihood = 3</p> <p>Score = 9 Moderate</p>	<ul style="list-style-type: none"> • Business case being developed for a clean burn strategy • Initial phase of security improvements at STC underway 	<p>September 2020</p>	<p>AD People Services</p>
<p>15 Workforce planning</p>	<ul style="list-style-type: none"> • Response to the McCloud and Sargeant cases lowering potential retirement ages • Financial implications of reinstatement to old schemes • Loss of senior level experienced officers and staff earlier than expected • Failure to interpret rules or legislation correctly 	<ul style="list-style-type: none"> • Access professional legal advice where necessary • FPS administration successfully transitioned to WYPF wef 1 April 2020 • Initial high level assessment of potential financial cost of McCloud / Sargeant pension remedy. • 	<p>Impact =3 Likelihood = 2</p> <p>Score = 6 Moderate</p>	<ul style="list-style-type: none"> • monitoring developments through LGA / NFCC / Home Office • liaising with our actuary to ensure liabilities are reflected in IAS19 reports • • issuing communications to staff to keep them informed 	<p>September 2020</p>	<p>AD People Services</p>

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16 Spread of infectious pandemic diseases	<ul style="list-style-type: none"> Risk to workforce and service delivery over the spread of Covid – 19 (corona virus) 	<ul style="list-style-type: none"> SRF meet every week to review current issues PHE are monitoring and assessing the risk to public health in the UK and providing guidance to emergency services Guidance business service and operations on protocols for dealing with high consequence infectious diseases. Organisational update of business continuity plans reviewed to ensure fit for purpose EMT now established Covid 19 Working Group and supporting cells in place and local BC plans being reviewed. Regular staff updates in both service brief and by email. Monthly reporting of Covid 19 costs through NFCC to Home Office and MHCLG – Covid 19 grant received expected to address short term financial impacts Access to test facilities for key workers Established PPE supply chain and key organisational working practices to prevent infection/spread of virus within service. 	<p>Impact =3 Likelihood = 2</p> <p>Score = 6 Moderate</p>	<ul style="list-style-type: none"> Public awareness communication plan has been shared by the Sussex Resilience Forum, but needs to be reviewed as past review date. National PPE guidance to be released. Additional Containment Areas and Fire Safety Regulations questions to be advised ESFRS BC plans reviewed and tested against Reasonable Worst Case Scenario SRF Pandemic Flu Plans updated and published Weekly Common Operating Picture established by SRF Local Outbreak Plans prepared and exercised 	September 2020	ACFO
17 Ageing workforce	<ul style="list-style-type: none"> Increasing ageing workforce Increasing number of age related injuries Increase in injury recovery times having a cost to recovery Increase into alternative specialist equipment causing further costs Increased number of ill health retirements 	<ul style="list-style-type: none"> Trained personnel in manual handling training Membership to Fire And Rescue Risk Group (FARRG) help discuss ongoing issues with other services may have already dealt with including issues with National Resilience Equipment Wellbeing strategy that is looking at supporting an ageing workforce 	<p>Impact =3 Likelihood = 2</p> <p>Score = 6 Moderate</p>	<ul style="list-style-type: none"> Review of sufficient or appropriate training Reviewing manual handling training via station assurance programme 2021/22 we will be scoring compliance manual handling training policy Service Fitness Advisor embedded into the Complex Case Mgt review meetings Complex Case Mgt Review meeting to review cases specifically to assist in addressing this issue 	September 2020	AD People Services