

## Corporate Risk Register updated for Quarter 4 – 2022/23

Ref	Risk Title	Causes	Mitigations	Mitigated Risk Score	Actions	Review Date	Corporate Risk Owner
CR1	Health & Safety compliance	<ul style="list-style-type: none"> <li>Policy and practices not effective</li> <li>Policies not followed</li> <li>Inconsistent implementation</li> <li>H&amp;S approach is not effectively targeting the highest risk areas</li> <li>Lack of proactive / preventative measures to reduce likelihood</li> <li><b>Management actions not completed in accordance with safety event reports</b></li> </ul>	<ul style="list-style-type: none"> <li>Training programmes in place</li> <li>Policies in place <b>and regularly reviewed</b></li> <li>Appropriate systems exist to ensure policies remain current</li> <li>Changes to the management and staffing structure <b>to ensure necessary capacity to complete workload</b></li> <li>Governance for Health, Safety &amp; Wellbeing in place</li> <li>Revised estates policy for management of contractors</li> <li>Secondment of individual into Facilities Management (FM) role to deliver improvements in processes for estates / management of contractors (improved H&amp;S compliance cross Estates maintained)</li> <li>H&amp;S peer review and implementations of findings 5-year audit plan</li> <li>Business Partner structure has been <b>adopted</b> and is operational</li> <li>Developed a H&amp;S legal register and in use</li> <li>All outstanding actions are being reviewed for appropriateness/duplication and are being cleared/closed as and when required, along with clearly documented evidence for closure.</li> <li>Progress monitored at quarterly Health Safety and Wellbeing committee</li> </ul>	<p>Impact = 4 Likelihood = 2</p> <p>Score = 8 Moderate</p>	<ul style="list-style-type: none"> <li>Health and Safety (H&amp;S) policy framework review including the implementation of a new H&amp;S management system planned for implementation</li> <li><b>Continue to implement the 5-year</b> action plan drawn together following the Regional H&amp;S audit undertaken in July 2019</li> <li>Work on Health &amp; Safety standards continues with a dedicated staff member, completion expected June 2023. Following the completion there will be a period of implementation and embedding</li> <li>H&amp;S technological solution <b>will follow when the standards have been embedded</b>. This will enable current systems to be more effective</li> <li>Workshop completed with ADs and HS&amp;W team. Local managers are working to complete the actions. Evidence being cross referenced through HS&amp;W team.</li> <li>Introduction of regular updates on outstanding L2 Ais for Assistant Directors to ensure cross referencing of evidence and report closures</li> </ul>	June 2023	AD People Services

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CR2	Future financial viability	<ul style="list-style-type: none"> <li>Uncertainty over future funding</li> <li>Failure to identify and deliver savings</li> <li>Difficult to predict future needs / resources required</li> <li>Changes in legislation increasing burden</li> <li>Impact of worldwide supply chain disruption and elevated inflation levels</li> </ul>	<ul style="list-style-type: none"> <li><b>2023/24</b> budget agreed</li> <li>Medium Term Finance Plan (MTFP) refreshed to <b>2027/28</b></li> <li>Additional savings proposals necessary to balance the 2024/25 budget gap of £0.721m approved for implementation/development</li> <li>Business Rates Pool extended for <b>2023/24</b></li> <li>Delivery of savings monitored and reported to SLT and Fire Authority</li> <li>Resource Planning meeting to monitor operational establishment</li> <li>Establishment and use of general and earmarked reserves to manage financial risk</li> <li>Collaboration through East Sussex Finance Officers Association (ESFOA) to protect shared income streams e.g. Council Tax and Business Rates</li> <li>“Star Chamber” budget scrutiny as part of the budget setting process – proposals to SLT for approval December</li> <li>Phase 1 of review of Estates Capital Programme completed</li> <li>Grant spend monitored monthly against allocation</li> <li>Initial high-level assessment of potential financial cost of McCloud / Sargeant pension remedy</li> <li>IRMP financial impacts built into MTFP</li> <li>Continue to lobby for sustainable settlement</li> </ul>	<p>Impact = 4 Likelihood = 3</p> <p>Score = 12 Substantial</p>	<ul style="list-style-type: none"> <li><b>Deliver additional savings proposals (Tranches 1-3)</b></li> <li><b>Further development of Tranche 4 savings for presentation to CFA (June 2023)</b></li> <li>Continued review of opportunities for grant funding / additional income streams e.g. CIL (<b>ongoing</b>)</li> <li>Review sustainability of capital programme Phase 2 commenced, but paused awaiting outcomes of savings proposals (<b>Q3 2023/24</b>)</li> <li>ESFOA to progress review of financial reporting and revenue protection by billing authorities (<b>Q 2023/24</b>)</li> <li><b>Assess the financial impact of the revised grey book pay offer (7% 2022/23 &amp; 5% 2023/24) and green book pay offer for 2023/24 (£1,925 flat rate) and revise savings targets/MTFP accordingly (Q1 2023/24)</b></li> <li>Monitor implications of supply chain disruption, on revenue and capital budgets and feed into forecasting/budget setting (<b>ongoing</b>)</li> <li>Explore options for fire sector finance benchmarking and cost driver review with NFCC FCC / FFN (<b>to be presented to FFN Q1 2023/24</b>)</li> <li>Continue to monitor financial and legal implications of Immediate Detriment Framework</li> </ul>	June 2023	AD Resources / Treasurer

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CR3	Ability to meet developing legislative requirements evolving from central fire safety regulatory reviews	<ul style="list-style-type: none"> <li>Policy or legislative changes that are likely to arise from reviews and investigations</li> <li>Unknown burdens on service delivery</li> <li>Likely increased funding required</li> <li>Knowledge and competence needed</li> <li>Lack of capacity and capability</li> <li>Inability to adapt service delivery models</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of firefighter <b>Fire Safety Checks</b></li> <li>Competence framework for <b>Fire Safety</b> officers</li> <li><b>Protection</b> Review to refresh structure to ensure appropriate capacity and contingency</li> <li>Continue to monitor developments from the Hackitt and Moore Bick reviews and potential legislative / regulatory changes</li> <li>Assessment of the Grenfell Tower Phase 1 report and local ESFRS action plan in place</li> <li>Monitoring of emerging Fire safety and Housing Bill</li> <li>Fire Safety Government Consultation to strengthen the fire safety order and implement the Grenfell Tower Phase 1 report</li> <li>LFB secondment for 9 months to gain an additional external assessment of preparation for compliance against both building and fire safety bills (now complete).</li> <li>Delivery Board in place to oversee assimilation of new <b>legislation and the outcome of the GTI Phase 2 report</b></li> <li>Prevention and Protection Strategy 2021-2026 approved by CFA</li> <li>CRM SSRI live and being used. This enables required flexibility and mobile working to improve efficiency in work processes, ensure delivery of reviewed RBIP, BRR and respond to internal audit findings to ensure full compliance with legislation.</li> <li>Grant spending plan in place for Protection grants</li> <li>Building Risk Review completed within deadline <b>(however follow up work is still taking place)</b></li> <li>Report to SLT Nov 22 detailing implications and preparations. Well positioned for introduction re changes to FSO introduction of fire safety act and associated regulations.</li> </ul>	Impact = 2 Likelihood = 3  Score = 6 Moderate	<ul style="list-style-type: none"> <li>Allocate ESFRS officers to national working groups to steer and understand the implications of the proposed national changes <b>(complete, but ongoing)</b></li> <li>Sector is lobbying Govt. for additional <b>and continued</b> funding for investment in protection services <b>(ongoing)</b></li> <li>Monitor resource impacts of ongoing workload from Building Risk Review <b>(ongoing)</b></li> <li>Respond to fire safety consultation using the new consultation process <b>(ongoing)</b></li> <li>Seeking regional alignment through regional board on key matters initially such as legal/prosecutions, engineering, consultations and RBIP (Risk based inspection programme). <b>(target for completion September 2024)</b></li> <li>BSR Funding confirmed and recruitment now completed within ESFRS. Regional recruitment continues over the next few months <b>(completed by September 2023)</b></li> <li>CRM update close to completion including the update of the premises database using the blue light gazetteer and the automatic linking of information provided in compliance with the Fire Safety England Regulation requirements with our SSRI module and MDTs <b>(All complete other than gazetteer which will be completed by end of May 2023)</b></li> <li>All protection staff being trained as per the competence framework <b>(ongoing due to ongoing staff recruitment)</b></li> <li>Department restructured to meet tactical needs, however a strategic review is needed to support tactical delivery <b>(to complete by end May 2023)</b></li> </ul>	June 2023	AD Safer Communities

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					<ul style="list-style-type: none"> <li>Legal process being streamlined to reduce pressure on the department caused by increased legal activity <b>(to complete by end September 2023)</b></li> </ul>		
CR4	Effective workforce planning e.g. professional services	<ul style="list-style-type: none"> <li>Increasingly difficult to recruit into professional services</li> <li>HR policy flexibility (grades/salaries)</li> <li>Recruitment pool processes</li> <li>HMICFRS report highlighting challenges within People Services</li> </ul>	<ul style="list-style-type: none"> <li>Market supplement process for professional service jobs agreed by SLT.</li> <li>Continue to consider the wider recruitment market to assess salary points for specialist posts).</li> <li>Recruitment and selection framework</li> <li>Process Improvement Project to deliver efficiencies in roles and policy supporting lean workforce</li> <li>Redesign current talent pool process at each operational level within the Organisation</li> <li>Access professional legal advice where necessary</li> <li>FPS administration successfully transitioned to WYPF wef 1 April 2020</li> <li>Strategic Workforce Plan was signed off at Dec SLT</li> <li>Monthly workforce planning meeting incorporates a vacancy management process to ensure critical roles are filled appropriately</li> </ul>	<p>Impact = 2 Likelihood = 4</p> <p>Score = 8 Moderate</p>	<ul style="list-style-type: none"> <li>Embed and reinforce workforce plan.</li> <li>Market Supplementary Policy has been written and is part of a number of manuals that have been through consultation and awaiting sign off.</li> <li>To re-engineer the recruitment and selection processes for professional services</li> <li>To consider an external review of salary structure including Principal Officer pay review (last carried out in 2017) during 2022/23</li> <li>Support the department workforce plans with a series of workshops (early 2023) run by Organisational development</li> <li>Service structural review commencing April 2023, addressing financial challenges of MTFP 2023-2027</li> </ul>	<b>June 2023</b>	AD People Services

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CR6	Failure to manage the effects and impacts of a major loss of staff event, including through industrial action	<ul style="list-style-type: none"> <li>Lack of engagement with unions / staff</li> <li>Poor / ineffective consultation practices</li> <li>Ineffective communications</li> <li>Lack of business continuity</li> <li>Pandemic Flu</li> <li>Major travel disruption</li> <li>Failure of National pay negotiation leading to action short of a strike</li> </ul>	<ul style="list-style-type: none"> <li>Resilience group undertaken 12 month review and updated all IA processes and associated paperwork ensuring resilience contingency plans and loss of staff protocols are updated and fit for purpose. Effective JFC Stress tests undertaken with ESFRS oversight and involvement. Effective arrangements concluded. Surrey provided BC arrangements for JFC.</li> <li>EMT exercise performed in 22/23 to support IA planning delivering a good level of reassurance with learning implemented</li> <li><b>Reviewed in 2022/23</b> the Business Continuity Plan for major loss of staff</li> <li><b>Arrangements for close working with NFCC and region to determine local and regional resilience – working well as demonstrated in 2022/23</b></li> <li>National Security Risk Assessment for industrial action prompting Sussex Resilience Forum support <b>in place</b></li> <li>Quarterly resilience board meet to evaluate any emerging risks and ensure planning and contingencies remain appropriate</li> <li>IRMP proposals for Operational Response Plan (ORP) and flexible on-call contracts to improve resilience <b>being implemented 2023/24</b></li> <li>Internal and partner (SRF) governance arrangements in place to manage Covid-19 impacts <b>as demonstrated 2020/21. Reviews undertaken and learnings actioned</b></li> <li>The established continuity handbook (informed by the NFCC prioritised activities) for staff to assist in managing the early stages of a major loss of staff has been reviewed following the HMIC&amp;FRS audit and EU Transition</li> <li>Contingency crew training completed and maintenance of competence planned</li> </ul>	Impact = 2 Likelihood = 2 Score = 4 Tolerable	<ul style="list-style-type: none"> <li>Working with Sussex Resilience Forum (SRF) to assess threat and risk as part of community risk</li> <li><b>Covid review undertaken, and quick wins implemented and wider ways of working being considered through structure review.</b></li> <li><b>LGA Flu pandemic plan reviewed following learnings from Covid.</b></li> <li><b>Resilience group completed review of IUA and improvements made.</b></li> <li>IRMP implementation team taking forward ORP and new on-call contracts <b>providing additional resilience.</b></li> <li><b>Decreased risk of IA occurring and plan been tested comprehensively.</b></li> <li>Legal advice <b>on IA</b> secured from legal services.</li> <li>ASOS review undertaken and plan in place</li> <li>Comms strategy reviewed for IA</li> <li>Meeting with FBU arranged to discuss <b>IA arrangements in full and expectations conveyed</b></li> </ul>	June 2023	ACFO

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CR7	Inability to respond effectively to a cyber incident	<ul style="list-style-type: none"> <li>Underestimation of risk likelihood <b>and proximity</b></li> <li><b>Inadequate</b> policies and procedures</li> <li>Human error <b>resulting in cyber breach</b></li> <li>Lack of staff awareness of <b>threat and attack vectors</b> (e.g. phishing)</li> <li>Poor protection of systems leading to increased <b>vulnerability</b></li> <li><b>Ineffective Business Continuity Plan in place</b></li> <li>Increased national and international cyber-security challenges, increasing the volume of attacks.</li> <li>International geo-political position changing the cyber-attack-vectors.</li> </ul>	<ul style="list-style-type: none"> <li>Information Security e-learning in place with mandatory annual re-test</li> <li>Annual review of ISO27001 gap analysis</li> <li>Information Security Management System in place</li> <li>New suite of Information Security policies in place</li> <li>Annual IT Health Checks implemented along with associated Telent <b>remediation action plans</b></li> <li>Information Security Project now complete and closed down</li> <li>Information Security Management Forum now in place. <b>These are held on a quarterly basis and the DCFO is the Senior Responsible Officer</b></li> <li>Regular attendance at <b>NFCC IT Managers' Cyber Security sub-group</b></li> </ul>	<p>Impact = 4 Likelihood = 2</p> <p>Score = 8 Moderate</p>	<ul style="list-style-type: none"> <li>The annual ITHC took place in August 2022, <b>the remediation actions were signed off by the SIRO and are now being progressed with Telent</b>, with oversight from ITG. <b>Next annual ITHC due summer 2023</b></li> <li>Progress towards ESFRS achieving Cyber Essentials Plus accreditation, in line with NFCC IT Managers' agreed FRS cyber accreditation standard. Cyber Essentials Plus Pre-assessment completed in July 2022, the remediation plan being progressed in conjunction with Telent with oversight from ITG.</li> <li>A Ransomware Desktop BCP exercise is planned for summer 2023. <b>ITG are awaiting costed proposal from Telent/Aristi which is due Spring 2023</b></li> <li>ESFRS ITG now participating in the new NFCC Cyber Security Sub-group</li> <li><b>E-learning packages regularly updated and mandatory completion for staff</b></li> <li>Volunteered to work with Fire &amp; Rescue Indemnity Company (FRIC) on cyber risk assessment</li> <li><b>Quarterly reports to APGG</b></li> </ul>	June 2023	DCFO

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CR8	Failure to deliver key corporate projects	<ul style="list-style-type: none"> <li>Lack of adherence to governance processes</li> <li>Lack of experienced staff managing projects</li> <li>Inability to recruit to vacant posts in the Programme Management Office (PMO)</li> <li>Over optimistic delivery plans</li> </ul>	<ul style="list-style-type: none"> <li>Formation of the Programme Management Office (PMO) team, processes, standards and intranet pages</li> <li>Creation of project portfolio and project pipeline</li> <li>Monthly reporting of project status to SCB and quarterly reporting of the same to SLT</li> <li>Set up of monthly reporting of projects into the PMO and quarterly / yearly PMO reporting to SLT.</li> <li>Since the PMO <b>and associated governance and processes were</b> established there has been an <b>improvement in successful project delivery</b>. This is a sign of evolving maturity.</li> <li>The <b>project management policy, lifecycle and associated stage gate approval</b> templates have been <b>updated recently (as at November 2022) -these address</b> actions from the internal audit <b>including those associated with project financial control</b>.</li> <li>In order to cover vacancies in the PMO team SLT agreed a temporary PMO structure in November for 2023/24</li> <li><b>A full review of the project portfolio has taken place.</b></li> </ul>	<p>Impact = 3 Likelihood = 2</p> <p>Score = 6 Moderate</p>	<ul style="list-style-type: none"> <li>Implement remaining agreed actions from Internal Audit Report (reasonable assurance opinion)</li> <li><b>Prioritisation of projects continues to ensure deliverability of portfolio following approval of the savings options at February CFA.</b></li> <li>Proposals for a substantive PMO and appropriate model will be considered at SLT in September 2023.</li> </ul>	June 2023	AD Planning & Improvement
CR9	Collaboration	<ul style="list-style-type: none"> <li>Collaboration fails to deliver desired outcomes</li> <li>Resources required to support collaborative activities not justified by improvements in efficiency and / or effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Regular tracking of collaboration activities through business performance system</li> <li>Governance in place e.g. 4F</li> <li>Legal advice on formal collaboration agreements</li> <li>Update report on the agreed collaborations</li> <li>Areas of focus agreed with 4F collaboration leads</li> <li>Regular review of collaborative activities through SLT and Scrutiny and Audit Panel</li> <li>Occupational Health Collaboration has been extended by 5yrs and took effect from August 2022</li> <li>Further updates on OH collaboration benefits and focus for the future was presented to P&amp;R Panel</li> </ul>	<p>Impact = 3 Likelihood = 2</p> <p>Score = 6 Moderate</p>	<ul style="list-style-type: none"> <li>An improvement plan for the OH collaboration <b>was</b> presented to SLT in quarter 3 of 2022/23 this will then be presented to HSWC <b>in April 2023</b></li> <li>Annual OH collaboration report will be presented to SLT in July 2023</li> </ul>	June 2023	AD People Services
CR10	Risk of loss of live fire training at Service Training Centre.	<ul style="list-style-type: none"> <li>Service Delivery: Unable to deliver training and requalify personnel.</li> <li>Industrialisation of areas surrounding ESFRS premises perpetually halting operational practice on sites.</li> </ul>	<ul style="list-style-type: none"> <li>Safety Measures implemented in affected areas of Service Training Centre (STC) when burning i.e. PPE, Cordons.</li> <li>Independent Air Quality Testing Report</li> <li>Project long term review of live fire training facilities</li> <li>Initial phase of security improvements at STC completed</li> <li>Feasibility study for enhancements to training facilities including a burn strategy approved at Change Board in Oct 2020</li> <li>FBC for Live Fire Training approved and additional funding agreed in Capital Asset Strategy in Feb 2022</li> </ul>	<p>Impact =3 Likelihood = 3</p> <p>Score = 9 Moderate</p>	<ul style="list-style-type: none"> <li>New Security Strategy will be considered by Estates Strategy Delivery Board in Spring 2023</li> <li>Project delivery of Live Fire Training Unit at service training centre with project timeline of delivery of 2024/25 which will incorporate a clean burn.</li> </ul>	June 2023	AD People Services

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CR12	Ageing workforce	<ul style="list-style-type: none"> <li>Increasing ageing workforce</li> <li>Increasing number of age-related injuries</li> <li>Increase in injury recovery times having a cost to recovery</li> <li>Increase into alternative specialist equipment causing further costs</li> <li>Increased number of ill health retirements</li> </ul>	<ul style="list-style-type: none"> <li>Trained personnel in manual handling training</li> <li>Membership to Fire and Recuse Risk Group (FARRG) help discuss ongoing issues with other services may have already dealt with including issues with National Resilience Equipment</li> <li>Wellbeing strategy that is looking at supporting an ageing workforce</li> <li>Service Fitness Advisor embedded into the Complex Case Mgt review meetings</li> <li>Reviewing manual handling training via station assurance programme</li> <li>Complex Case Mgt Review meetings review cases specifically to assist in addressing this issue</li> <li>Training video for operational crews in relation to patient handling/carrying</li> <li>Manual handling instructor capacity has been increased with newly developed manual handling training currently being delivered</li> <li>Provision of additional manual handling equipment and training has now been rolled out.</li> <li>Bespoke work within the HS&amp;W team has resulted in a much better understanding of the causes of manual handling injuries which was presented to HS&amp;WC in May. There has been a reduction in the number of reported incidents and the KPI was green for the first time.</li> <li>L2 accident investigation to all manual handling injuries to ascertain underlying causes</li> </ul>	<p>Impact =3 Likelihood = 2</p> <p>Score = 6 Moderate</p>	<ul style="list-style-type: none"> <li>Continued monitoring of manual handling incidents to ensure improved performance is maintained</li> <li>Ill health retirement audit has been completed and draft action plan developed for delivery by 30 September 2023</li> </ul>	June 2023	AD People Services
CR13	Financial & operational impacts of global supply chain disruption	<ul style="list-style-type: none"> <li>Macro-economic impact on funding and costs (inflation)</li> <li>Supply chain problems</li> <li>UK withdrawal from EU</li> <li>Ongoing global impact of Covid-19 pandemic</li> <li>Impact of conflict in Ukraine</li> </ul>	<ul style="list-style-type: none"> <li>Existing Business Continuity plans have been reviewed</li> <li>Linking with work being carried out nationally through NFCC</li> <li>On-going monitoring of supply chain / procurement issues and related financial / operational impacts in place (internal audit substantial assurance opinion)</li> <li>Additional provision in 2022/23 budget for inflation in utilities, catering and timber supply</li> <li>Corporate contingency and General Balances available to mitigate in year financial impacts</li> <li>Gold Group in place for Ukraine conflict – now stood down</li> <li>Inflation impact for 2022/23 and <b>forecast</b> for 2023/24 <b>built into MTFP</b></li> </ul>	<p>Impact = 3 Likelihood = 3</p> <p>Score = 9 Moderate</p>	<ul style="list-style-type: none"> <li>Continued monitoring of revenue budget and assessment of potential inflation risks</li> <li>Energy saving measures being put in place with aim to reduce consumption by 5% by 31/03/23</li> <li>Monitoring of capital programme delivery and both cost inflation and potential slippage and resulting impact on service delivery and other key projects e.g. IRMP</li> </ul>	June 2023	DCFO

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CR15	Workforce Planning – Operational competence	<ul style="list-style-type: none"> <li>Workforce modelling suggests that ½ of the operational workforce can retire over the next 5 years. Therefore, there will be a loss of operational knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Workforce planning group providing collective understanding of current picture and forecasting through resource management plan.</li> <li>Firefighter recruitment review and actions.</li> <li>Maintain a transfer pool approach</li> </ul>	<p>Impact = 4 Likelihood = 2</p> <p>Score = 8 Moderate</p>	<p><b>Actions to be completed during Q1 2023/24</b></p> <ul style="list-style-type: none"> <li>Ensure focus on development of those with potential through equitable and fair pathways</li> <li><b>Adoption of the NFCC tools including Supervisory Managers Leadership Programme, Middle Managers Leadership Programme.</b></li> <li><b>Using the NFCC Coaching and Mentoring portal</b> as an assistive tool</li> <li>Gap analysis of competencies that are at high risk of not being retained <b>through workforce planning across all departments.</b></li> <li>Alternative options for securing specialist skills (sharing with other services)</li> <li>Internal transfer pool running</li> <li>WT firefighter pool in place – top up of external transfer pool occurring early in new year</li> <li><b>One of the early adopters for the NFCC Direct Entry Scheme</b></li> </ul>	June 2023	AD Safer Communities & <b>AD People Services</b>

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CR16	Grenfell Tower Public Inquiry – Non-compliance with Phase 1 recommendations	<ul style="list-style-type: none"> <li>Non-compliance with recommendations arising from the Grenfell Tower Inquiry Phase 1 (2019).</li> <li>Failure to deliver improvements in call handling &amp; operational response for high rise buildings with ACM cladding</li> <li>Insufficient resources allocated to GT1 activity</li> </ul>	<ul style="list-style-type: none"> <li>A detailed gap analysis has been carried out between current positions against the 46 formal recommendations that has resulted in a detailed and defined improvement plan.</li> <li>ESFRS has established suitable and sufficient governance and project management processes to oversee progress against the plan including a prioritisation and tracking system.</li> <li>All details of delivered actions and planned activities yet to be delivered are monitored from a specific intranet page that also includes a live copy of the improvement plan.</li> <li>Agreement to utilise existing IRMP funding in 2021/22 to fund a project manager for both IRMP and GT1 – sufficient resources in place to deliver very high and high rated priorities by 31.09.2022 – this includes a Project Manager resource and a training resource</li> <li>BRR completed by 31.03.2022</li> <li>Fire safety training to all frontline crews rolled out</li> <li>Identified and secured sufficient management support and resources (people, time, money) to enable the delivery of the actions identified and subsequent assurances that improvements are embedded across ESFRS following a paper to SLT in October 2021</li> <li><b>Fires in tall buildings and smoke curtain training being rolled out to all operational staff, following policy sign off in November 2022</b></li> </ul>	<p>Impact = 4 Likelihood = 2</p> <p>Score =8 Moderate</p>	<ul style="list-style-type: none"> <li>Address remaining <b>131</b> medium and low rated priorities through BAU activities by building into normal business plans (<b>target date for completion September 2024</b>)</li> <li>Gap analysis identified 62 very high priority and 86 high priority actions. Of those 62 very high priority actions <b>85% are complete, with the other 15% in progress.</b> Of the 86 highs 93% are complete with the other 7% in progress and on track.</li> </ul>	<b>June 2023</b>	AD Operational Support & Resilience

## Corporate Risk Register updated for Quarter 4 – 2022/23

Ref	Risk Title	Causes	Mitigations	Mitigated Risk Score	Actions	Review Date	Corporate Risk Owner
CR17	Firefighter Pension Scheme – financial, legal, reputational and operational impacts resulting from McCloud / Sargeant case	<ul style="list-style-type: none"> <li>Outcome of McCloud / Sargeant legal case</li> <li>Delay to implementation of Remedy until October 2023</li> <li>Withdrawal of Home Office informal guidance on Immediate Detriment</li> <li>Difficulties in predicting retirement profile and recruitment requirements</li> <li>Loss of specialist skills / large number of experienced operational staff in short period</li> <li>Threat of legal action by FBU on behalf of affected members.</li> </ul>	<ul style="list-style-type: none"> <li>Close engagement between pension, finance and legal teams and Local Government Association, Scheme Advisory Board, National Fire Chiefs Council Pension Lead, West Yorkshire Pension Fund (FPS scheme administrators), Fire Finance Network, Home Office and tax advisers to ensure Authority is aware of latest developments and any changes in the Immediate Detriment Framework (IDF) and its supporting technical guidance</li> <li>Regular reports to Fire Authority / Panels / Pension Board</li> <li>Decision by P&amp;R Panel to pause processing both Category 1 and Category 2 cases under the IDF <b>remains in place</b></li> <li>Additional revenue funding agreed to support additional resources within the Payroll &amp; Pensions team although due to staff absence this has yet to be recruited to</li> <li>Pensions Administration Reserve established to hold funds to offset costs arising</li> <li>Communications issued to all those affected</li> <li>Retirement profiles and recruitment decisions reviewed through Workforce Planning Group</li> <li><b>SLT approved additional resource to support payroll and pensions to support ongoing work with pensions remedy preparation and other pensions priority work</b></li> </ul>	<p>Impact = 4 Likelihood = 3</p> <p>Score = 12 Substantial</p>	<ul style="list-style-type: none"> <li>Monitor new legal claims issued by FBU / scheme members</li> <li>Seek advice from HO Pensions team on forecasting for statutory pension returns</li> <li><b>Ongoing</b> review of retirement profile, assess requirement for third tranche of wholetime Firefighter trainees and budget pressures resulting from existing trainees remaining supernumerary</li> <li>Monitor financial impact</li> <li><b>Complete preparatory work in advance of Remedy on 1 October 2023</b></li> <li><b>Consider resourcing requirements through 2023/24 – report to SLT April 2023</b></li> <li><b>Continue to monitor requirements to implement Remedy through Home Office, West Yorkshire Pension Fund and LGA / SAB</b></li> </ul>	<b>June 2023</b>	AD People Services