

Appendix 2 – Corporate Risk Register updated for Quarter 3 – 2023/24

Ref	Risk Title	Causes	Mitigations	Mitigated Risk Score	Actions	Review Date	Corporate Risk Owner
CR1	Health & Safety compliance	<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 Management actions not completed in accordance with safety event reports 	<ul style="list-style-type: none"> 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 (improved H&S compliance cross Estates maintained) H&S peer review and implementations of findings 5-year audit plan Business Partner structure has been adopted and is operational Developed a H&S legal register and in use 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. Progress monitored at quarterly Health Safety and Wellbeing Committee Workshop completed with ADs and HS&W team. Local managers are working to complete the actions. Evidence being cross referenced through HS&W team Introduction of regular updates on outstanding L2 Ais for Assistant Directors to ensure cross referencing of evidence and report closures 	Impact = 3 Likelihood = 2 Score = 6 Moderate	<ul style="list-style-type: none"> Health and Safety (H&S) policy framework review including the implementation of a new H&S management system was signed off at the FBU consultation meeting on 2nd October Continue to implement the 5-year action plan drawn together following the Regional H&S audit undertaken in July 2019 (ongoing) Work on Health & Safety standards has been completed. There will be a period of implementation and embedding (March 2024) H&S technological solution will follow when the standards have been embedded. This will enable current systems to be more effective (2024/25) 	March 2024	AD People Services
CR2	Future financial viability	<ul style="list-style-type: none"> Uncertainty over future funding Failure to identify and deliver savings Difficult to predict future needs / resources required Changes in legislation increasing burden Impact of worldwide supply chain disruption and elevated inflation levels 	<ul style="list-style-type: none"> 2023/24 budget agreed Medium Term Finance Plan (MTFP) refreshed to 2027/28 MTFP update to CFA December 2023 provides update on 2024/25 budget gap post Star Chamber and forecasts revised budget gap of £3.420m for 2024/25 with potential savings identified of c£2.55m of which £0.6m is one-off SLT Away Day 28 Nov has identified savings and flexibilities to balance budget for 2024/25 and this will be formally approved at Dec SLT Business Rates Pool has applied for an extension into 2024/25 Delivery of savings monitored and reported to SLT and Fire Authority Workforce Planning Group monitors establishment and operates robust vacancy management process 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 Grant spend monitored monthly against allocation IRMP financial impacts built into MTFP Continue to lobby for sustainable settlement and £5 precept flexibility 	Impact = 4 Likelihood = 3 Score = 12 Substantial	<ul style="list-style-type: none"> MTFP savings tranches 1 & 2 in implementation (Dec 2023) MTFP savings tranche 3 in development and Future Foundations Project underway with external consultancy support MTFP tranche 4 – two options for East of county developed, along with additional savings proposals e.g. capital programme, use of reserves (Feb 2024) Continued review of opportunities for grant funding / additional income streams e.g. CIL (ongoing) ESFOA to progress review of financial reporting and revenue protection by billing authorities (Dec 2023) ESFOA to confirm continuance of Business Rates Pool (Feb 24) Action plan in place to manage down revenue budget pressures of £1.1m in Safer Communities (ongoing) Monitor implications of supply chain disruption, on revenue and capital budgets and feed into forecasting/budget setting and NFCC (ongoing) Review outcomes from FFN Benchmarking (Dec 23) Continue to monitor financial and legal implications of Pension Remedy (ongoing) 	March 2024	AD Resources / Treasurer

Appendix 2 – Corporate Risk Register updated for Quarter 3 – 2023/24

Ref	Risk Title	Causes	Mitigations	Mitigated Risk Score	Actions	Review Date	Corporate Risk Owner
CR3	Ability to meet developing legislative requirements evolving from central fire safety regulatory reviews	<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 will increase as will the training requirements due to legislative and guidance changes Lack of appropriately qualified resources to target highest risks, deliver legal requirements to enforcement and advise, carry out formal enforcement and deliver prosecutions Number of non compliant premises identified will increase due to increased activity in premises previously not visited as well as ongoing financial pressures in the business community. Inability to adapt service delivery models Lack of appropriate management support for inexperienced staff, due to current structure. Loss of resources to private industry due to demand and salaries being offered. 	<ul style="list-style-type: none"> Introduction of firefighter Fire Safety Checks Competence framework for Fire Safety officers Protection 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 Fire Safety Government Consultation to strengthen the fire safety order and implement the Grenfell Tower Phase 1 report LFB secondment for 9 months to gain an additional external assessment of preparation for compliance against both building and fire safety bills (now complete). Delivery Board in place to oversee assimilation of new legislation and the outcome of the GTI Phase 2 report Prevention and Protection Strategy 2021-2026 approved by CFA 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. Grant spending plan in place for Protection grants Building Risk Review completed within deadline (however follow up work is still taking place) 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. 	Impact = 2 Likelihood = 3 Score = 6 Moderate	<ul style="list-style-type: none"> Allocate ESFRS officers to national working groups to steer and understand the implications of the proposed national changes (complete, but ongoing) Sector is lobbying Govt. for additional and continued funding for investment in protection services (ongoing) Monitor resource impacts of ongoing workload from Building Risk Review (ongoing) Respond to fire safety consultation using the new consultation process (ongoing) Seeking regional alignment through regional board on key matters initially such as legal/prosecutions, engineering, consultations and RBIP (Risk based inspection programme). (target for completion September 2024) BSR Funding confirmed and recruitment now completed within ESFRS including the regional manager post. Regional recruitment continues over the next few months, with the final 2 posts from Hampshire to be filled by the end of 2023 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. The gazetteer data transfer has been a success, how we do now need to add Home Office categories and triage risks to enable us to make full use of this new information. This will be done over the next 12 months, once the vacant admin post has been filled. All protection staff being trained as per the competence framework (ongoing due to ongoing staff recruitment) Department restructured to meet tactical needs, however a strategic review is needed to support tactical delivery (to complete by end October 2023). Paper being drafted to SLT to consider structural changes needed to ensure quality of work and welfare of staff Legal process being streamlined to reduce pressure on the department caused by increased legal activity (to complete by end September 2023) B&H legal team being utilised more effectively with joint training taking place over the next 12 months. This includes training for magistrates on fire safety legislation and prosecutions. Legal team resourced and audits reduced to assist in the delivery of legal cases Training is being provided monthly to the department on the new legal process. It is now live and will become more streamlined as staff get used to the new way of working. Quarterly recruitment taking place to create a talent pool of qualified resources. 	March 2024	AD Safer Communities
CR7	Inability to respond effectively to a cyber incident	<ul style="list-style-type: none"> Underestimation of risk likelihood and proximity Inadequate policies and procedures Human error resulting in cyber breach Lack of staff awareness of threat and attack vectors (e.g. phishing) Poor protection of systems leading to increased vulnerability Ineffective Business Continuity Plan in place Increased national and international cyber-security challenges, increasing the volume of attacks. International geo-political position changing the cyber-attack-vectors. 	<ul style="list-style-type: none"> Information Security e-learning in place with mandatory annual re-test Annual review of ISO27001 gap analysis Information Security Management System in place New suite of Information Security policies in place Annual IT Health Checks implemented along with associated Telent remediation action plans Information Security Project now complete and closed down Information Security Management Forum (ISMF) now in place. These are held on a quarterly basis and the DCFO is the Senior Information Risk Officer (SIRO) Regular attendance at NFCC IT Managers' Cyber Security sub-group Quarterly reports to the Assurance Performance and Governance Group 	Impact = 4 Likelihood = 2 Score = 8 Moderate	<ul style="list-style-type: none"> 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. ESFRS ITG now participating in the new NFCC Cyber Security Sub-group E-learning packages regularly updated and mandatory completion for staff The Annual ITHC took place in October 2023. The audit report is due end of November 2023 – remediation actions will be signed off by the SIRO and monitored through ITG / IT Strategic Board A Cyber Desktop Exercise using the scenario of a ransomware incident took place in October 2023, facilitated by cyber security consultant Aristi. Findings from the resulting report are now being progressed with oversight of the SIRO (ISMF) Authentication is being trialled with a pilot group of ESFRS users. A costed business case for Multi Factor Authentication (MFA) was approved by the Strategic Change Board in November 2023. The National Cyber Security Centre (NCSC) has recommended that all UK FRS implement MFA 	March 2024	DCFO

Appendix 2 – Corporate Risk Register updated for Quarter 3 – 2023/24

Ref	Risk Title	Causes	Mitigations	Mitigated Risk Score	Actions	Review Date	Corporate Risk Owner
CR8	Failure to deliver key corporate projects	<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"> Formation of the Programme Management Office (PMO team, processes, standards and intranet pages Creation of project portfolio and project pipeline Monthly reporting of project status to SCB and quarterly reporting of the same to SLT Set up of monthly reporting of projects into the PMO and quarterly / yearly PMO reporting to SLT. Since the PMO and associated governance and processes were established there has been an improvement in successful project delivery. This is a sign of evolving maturity. The project management policy, lifecycle and associated stage gate approval templates have been updated to address actions from the internal audit including those associated with project financial control. A full review of the project portfolio has taken place. Actions from Internal Audit Report (reasonable assurance opinion) completed in respect of the programme office Proposals for a substantive PMO and appropriate model considered at SLT 	Impact = 3 Likelihood = 2 Score = 6 Moderate	<ul style="list-style-type: none"> Prioritisation of projects continues to ensure deliverability of portfolio Recruitment to vacant substantive post started in December 2023 	March 2024	AD Planning & Improvement
CR9	Collaboration	<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"> Regular tracking of collaboration activities through business performance system Governance in place e.g. 4F Legal advice on formal collaboration agreements Regular update reports on the agreed collaborations at the 4F board Areas of focus agreed with 4F collaboration leads Regular review of collaborative activities through SLT and Scrutiny and Audit Panel Occupational Health Collaboration has been extended by 5yrs and took effect from August 2022 An improvement plan for the OH collaboration was presented to SLT Q3 2022/23 and HSWC April 2023 and continues to be monitored 	Impact = 3 Likelihood = 2 Score = 6 Moderate	<ul style="list-style-type: none"> Regular and consistent commitment from the 4F collaboration across a number of workstreams including Ops alignment and Incident Command units. 4F People Strand have agreed 4 priority areas and update the 4F board. Occupational health contract performance monitoring through the collaboration board meeting with areas for concern escalated to the AD People Services for Sussex & Surrey Police 	March 2024	AD People Services
CR10	Risk of loss of live fire training at Service Training Centre.	<ul style="list-style-type: none"> Service Delivery: Unable to deliver training and requalify personnel. 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. Independent Air Quality Testing Report Project long term review of live fire training facilities Initial phase of security improvements at STC completed FBC for Live Fire Training approved and additional funding agreed in Capital Asset Strategy in Feb 2022 Scheme to deliver new Live Fire Training Units at Service Training Centre included in Capital Programme but now part of wider review of Capital Programme (September 2023) 	Impact =3 Likelihood = 3 Score = 9 Moderate	<ul style="list-style-type: none"> New Security Strategy will be considered by Estates Strategy Delivery Board in Autumn 2023. Contractor appointed to install security access control across estate .Ongoing monitoring of the impact of any live burn being suspended, with a priority on maintenance of competence in structural firefighting Following review of Estates capital programme, the live fire training unit work will be reviewed pending the outcome of phase 1 of the strategic review of training. 	March 2024	AD People Services
CR13	Financial & operational impacts of global supply chain disruption	<ul style="list-style-type: none"> Macro-economic impact on funding and costs (inflation) Supply chain problems UK withdrawal from EU Ongoing global impact of Covid-19 pandemic Impact of conflict in Ukraine 	<ul style="list-style-type: none"> Existing Business Continuity plans have been reviewed Linking with work being carried out nationally through NFCC On-going monitoring of supply chain / procurement issues and related financial / operational impacts in place (internal audit substantial assurance opinion) Additional provision in 2023/24 budget for inflation in utilities, fuel and estates maintenance Corporate contingency and General Balances available to mitigate in year financial impacts Gold Group in place for Ukraine conflict – now stood down Inflation impact for 2023/24 and forecast for 2024/25 built into MTFP Sector inflation survey completed to feed into settlement decisions with Home Office 	Impact = 3 Likelihood = 3 Score = 9 Moderate	<ul style="list-style-type: none"> Continued monitoring of revenue budget and assessment of potential inflation risks (ongoing) Review of Estates capital programme underway – 30% increase in costs over last 12 months 	March 2024	DCFO

Appendix 2 – Corporate Risk Register updated for Quarter 3 – 2023/24

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"> • Outcome of McCloud / Sargeant legal case • Difficulties in predicting retirement profile and recruitment requirements 	<ul style="list-style-type: none"> • Continued 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), Home Office and tax advisers to ensure Authority is aware of any changes to amended pensions administration • Regular reports to Fire Authority, P&R Panels and Pension Board as appropriate • Revenue funding agreed to support additional resources within the Payroll & Pensions team to prepare for and implement Remedy – resources now secured to end of March 2024 • Pensions Administration Reserve established to hold funds to offset costs arising • Communications periodically issued to all those affected • Retirement profiles and recruitment decisions reviewed through Workforce Planning Group • Monitor new legal claims issued by FBU / scheme members (ongoing) • Completed preparatory work and required data in advance of Remedy on 1 October 2023 	Impact = 3 Likelihood = 2 Score = 6 Moderate	<ul style="list-style-type: none"> • Monitor financial impact via revised Employer Rates for 2024/25 and continue to lobby Home office to fund in full (ongoing) • Monitor and report of potential service financial exposure of 8% interest for those category 2 retirees (ongoing) 	March 2024	AD People Services
CR18	Effective Workforce Planning	<ul style="list-style-type: none"> • Increasingly difficult to recruit into professional services • HR policy flexibility (grades/salaries) • Recruitment pool processes • HMICFRS report highlighting challenges within People Services • Increasing ageing workforce • Increasing number of age-related injuries • Increased number of ill health retirements • Difficulties in maintaining operational competence 	<ul style="list-style-type: none"> • Market Supplement Policy in place • Use of wider recruitment market to assess salary points for specialist posts • Recruitment and selection framework in place • Redesigned talent pool process at each operational level within the Organisation • Access professional legal advice where necessary • Monthly workforce planning meeting incorporates a vacancy management process to ensure critical roles are filled appropriately. • Complex Case Management Review meetings specifically to assist in addressing this issue including service fitness advisor • Improved approach to manual handling including training and equipment which has resulted in a reduction in the number of reported incidents and the KPI was green for the first time. • Wellbeing strategy that is supporting an ageing workforce • Workforce planning group providing collective understanding of current picture and forecasting through resource management plan. • Internal transfer pool running • WT firefighter pool in place – top up of external transfer pool now completed and CM/WM pools open including external applicants 	Impact = 2 Likelihood = 4 Score = 8 Moderate	<ul style="list-style-type: none"> • Support the department workforce plans with a series of workshops (November 2023) run by Organisational Development with a focus on critical role analysis. 80% of this work is complete with an update due to SLT in December • Embed the strategic workforce plan (ongoing). • Re-engineer the recruitment and selection processes for professional services (March 2024) • Service structural review commencing as part of MTFP Future Foundations (March 2024) • Ill health retirement audit has been completed and action plan in place (December 2023) • Ensure focus on development of those with potential through equitable and fair pathways (ongoing) • Adoption of the NFCC tools including Supervisory Managers Leadership Programme, Middle Managers Leadership Programme. (ongoing) • Using the NFCC Coaching and Mentoring portal as an assistive tool (ongoing) • Assess alternative options for securing specialist skills (sharing with other services) (ongoing) • Early adopters for the NFCC Direct Entry Scheme from October 2023 	March 2024	AD People Services

Appendix 2 – Corporate Risk Register updated for Quarter 3 – 2023/24

Ref	Risk Title	Causes	Mitigations	Mitigated Risk Score	Actions	Review Date	Corporate Risk Owner
CR19	Increase in Environmental incidents including wildfires, flooding and extreme weather resulting in the inability to respond effectively	<ul style="list-style-type: none"> Increased risk of wildfires, flooding, gales and altered hydrology due to effects of climate change Climate change is causing hotter and drier summers; 2022 was the joint hottest summer for England. This has the potential to increase the risk of wildfires occurring Wildfire brief in September 2022 was that there had been 969 wildfires recorded onto the National Reporting Tool in 2022 (up to 05/09/2022). The previous year's annual total was 247 Significant parts of the area represent a potential flood risk, both from coastal and fluvial flooding Attendance times are affected in spate conditions 	<ul style="list-style-type: none"> Work in partnership with the Sussex Resilience Forum (SRF) is taking the following actions to mitigate these risks, and consequences; identify areas of risk, multi-agency plans, strategic planning, developing early warning systems, improving sea/tidal flood defences and developing flood rescue plans. ESFRS participate in a tactical advisory group, this informs and collaborates with District and Borough Councils on plans and ensures that there is a capability to respond and assist in the event of an incident occurring. Work with SRF to develop multi agency plans, consideration of weather forecasts and distributing early notifications of severe weather. Provision of equipment and training to deal with wildfire, water rescue and flooding, and extreme weather events. Adverse weather procedure in place and business continuity plans for all sites. Back-up power generators to protect emergency response sites from power outages. Regular building surveys from facilities team. Fleet replacement programme ongoing. Bunkered fuel stocks and establishing fleet of alternative fuel vehicles where appropriate to mitigate risk of fuel disruption Provision for Wildfire was considered at SLT in July 2023 Wildfire Group established to inform and prepare ESFRS for future impacts of wildfire All officers have now received formal refresher training on Wildfires at the Quarter 1 refresher training. Wildfire Group identified three key areas of focus: Prevention – how can we reduce the risks to our communities and Land Managers posed by wildfire; Preparedness – how can we prepare and train our workforce to deal with wildfire incidents more effectively; Response - how can we improve operational effectiveness to mitigate the impact of wildfires. ESFRS have representatives sitting on the Regional Wildfire Group ESFRS currently has four Wildfire Subject Matter Advisors (SMA) who have completed the Advanced Wildfire Suppression and Incident Management Course A change to our current PDA for fires in the open large and wildfire, to reflect the lessons learned both locally and nationally. Service has 5 wildfire vehicles. High volume pumps (HVP's) available to support water supplies. Communications campaign calendar includes, how to enjoy the countryside safely, targeting fires linked to campfires, bonfires, barbecues and smoking. Targeted national and local prevention messaging to mitigate risks at key points in the calendar 	Impact = 2 Likelihood = 3 Score = 6 Moderate	<ul style="list-style-type: none"> Undertake a review of Personal Protective Equipment (PPE) and whilst the current provision is adequate, consider purchasing additional wildfire PPE Engineering strategy being reviewed to consider water provision for wildfire vehicles Response and Resilience Strategy being reviewed Undertaking a firefighting media strategy review Specials review to be undertaken to ensure we have the right capability to deal with the emerging environmental risk 	March 2024	AD Operational Support & Resilience & AD Safer Communities
CR20	Failure to manage the effects and impacts of a major loss of staff event, through industrial action namely action short of strike (ASOS)	<ul style="list-style-type: none"> Reliance on overtime for crewing and training instruction Higher levels of sickness due to NHS waiting lists being longer Insufficient business continuity arrangements Challenging financial budgets leading to changes impacting staff groups increasing risk of disputes 	<ul style="list-style-type: none"> Resilience Group has 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 Emergency Management team (EMT) exercise performed in 2022/23 to support Industrial Action (IA) planning delivering a good level of reassurance with learning implemented The established Business Continuity plan (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&FRS audit Quarterly Resilience Group meet to evaluate any emerging risks and ensure planning and contingencies remain appropriate Legal advice on IA secured from legal services and reflected in planning documentation (including 'custom & practice') ASOS review undertaken and plan in place that would seek to mitigate reliance on overtime for covering operational shifts and instructing on training course Service closely Monitors outcome of any branch ballots regarding ASOS 	Impact = 3 Likelihood = 2 Score = 6 Moderate	<ul style="list-style-type: none"> Strategic Review of Training that will be seeking to minimise reliance on instructor overtime on a more permanent basis. Review of Crewing that seeks to enhance resilience reducing need for overtime. Review of On-Call system to improve resilience reducing need for overtime IRMP implementing new Operational Response Plan (ORP) including new flexible overtime arrangements which will provide additional resilience (ORP policy due to go live by April 2024) reducing need for overtime. Evaluation of current IRMP will surface further opportunities to enhance resilience and be fed into CRMP process (2024). Home Office considering minimum Service levels during periods of industrial action (prevention/protection/response resources), which may result in legislation change that may impact positively on resilience risk level, which should then be reviewed (anticipated response by April 2024). 	March 2024	ACFO