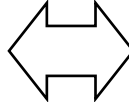

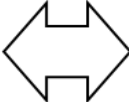

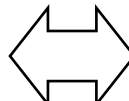

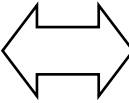

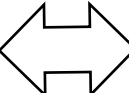

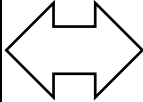
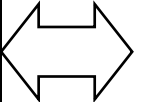
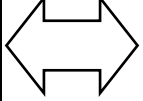
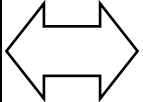
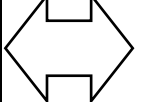
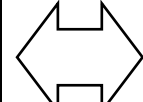
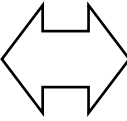
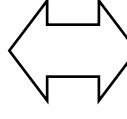



**Appendix 1**

<b><u>Business Continuity - Corporate Risk</u></b>				<b><u>Jun-21</u></b>			
<b>No.</b>	<b>Outcome of Risk Realisation</b>	<b>Risk Owner</b>	<b>Direction of Travel</b>	<b>Overall Confidence</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Score</b>
<b>CR1</b>	<b>External (Political and Legislative) Environment</b>	<b>SE Strategic Hub - Karen Gowreesunker</b>					
1.2	The Fire Authority is unable to positively position itself within public services reform to sustain and create new services resulting in reduced confidence, credibility and/or reputational damage.	Karen Gowreesunker			2	3	6
<b>CR2</b>	<b>People</b>	<b>SE People - Sarah Warnes (2.3 - Jason Campbell)</b>					
2.1	The Fire Authority is unable to maintain positive staff consultation and engagement, resulting in an inability to deliver strategic objectives, outcomes and continuous improvement.	Sarah Warnes			2	3	6
2.2	The Fire Authority is unable to deliver its Service Delivery Model effectively, as a result of insufficient or ineffective employees, throughout the organisation, resulting in reduced confidence and credibility; and increased reputational damage.	Sarah Warnes			3	3	9
2.3	The Fire Authority is unable to meet statutory duties to provide a safe and healthy workplace and protect the environment, resulting in a significant failure and reduced confidence and credibility; and increased criminal proceedings, litigation and reputational damage.	Jason Campbell			2	3	6
<b>CR3</b>	<b>Delivery of Services - Prevention</b>	<b>SE Prevention - Pete Wilson</b>					
3.1	The Fire Authority is unable to engage with the most vulnerable members of the community and reduce community risk resulting in increased fire and non-fire related incidents, fatalities and	Pete Wilson			3	3	9

3.2	The Fire Authority is unable to establish effective partnership arrangements and deliver community outcomes, resulting in a significant impact upon the organisation's financial standing, reputation and ability to deliver key objectives.	Pete Wilson			2	2	4
<b>CR4</b>	<b>Delivery of Services - Protection</b>	<b>SE Protection - Sam Burton</b>					
4.1	The Fire Authority is unable to effectively discharge its duties under the Regulatory Reform (Fire Safety) Order and associated legislation, resulting in a decline in non-domestic fire safety standards; reduced confidence and credibility; and increased litigation and reputational damage.	Sam Burton			2	3	6
<b>CR5</b>	<b>Delivery of Services – Response</b>	<b>SE Response - Steve Vincent/Simon Barry</b>					
5.1	The Fire Authority is unable to ensure that operational incidents are dealt with safely, assertively and effectively using appropriate levels of resources and personnel, resulting in increased firefighter and community risk; reduced confidence and credibility; and increased reputational damage.	Steve Vincent			2	4	8
5.2	The Fire Authority is unable to maintain its command and control function, resulting in an inability to receive, process and respond to emergency calls effectively, so increasing community risk; reducing confidence and credibility; and increasing reputational damage.	Simon Barry			3	3	9
<b>CR6</b>	<b>Business Continuity &amp; Preparedness</b>	<b>SE Organisational Preparedness - Steve Vincent</b>					
6.1	The Fire Authority is unable to provide business continuity arrangements, to maintain delivery of core functions, as a result of extensive disruption to normal working arrangements, including national and international deployments, significant and major events, resulting in increased community risk; reduced confidence; increased reputational damage; and external scrutiny.	Steve Vincent			3	4	12
<b>CR7</b>	<b>Information, Communications and Technology</b>	<b>SE Digital &amp; Data - Kash Singh</b>					
7.1	The Fire Authority is unable to provide and maintain an effective ICT provision to support the delivery of core functions, resulting in significant disruption to the organisation's functionality, reduced confidence, credibility, reputational damage and external scrutiny.	Kash Singh			3	3	9

7.2	The Fire Authority is unable to provide effective management and security of organisational information and documentation including the receipt, storage, sharing and transfer of information and data, resulting in reputational damage, litigation, substantial fines and external scrutiny.	Kash Singh			3	3	9
<b>CR8</b>	<b>Finance &amp; Assets</b>	<b>SE Finance and Resources - Mike Griffiths</b>					
8.1	The Fire Authority is unable to deliver its statutory responsibilities, predominantly through the Service Delivery Model, due to insufficient funds, resulting in external scrutiny and intervention; reduced confidence and credibility; and increased reputational damage.	Mike Griffiths			3	3	9
8.2	The Fire Authority is unable to deliver effective financial management arrangements, due to misuse of funds, resulting in external scrutiny, intervention and litigation.	Mike Griffiths			2	3	6