

TO: Policy and Resources Committee

FROM: Service Transformation Manager – Tamsin Mirfin

PRESENTING OFFICER(S): Service Transformation Manager – Tamsin Mirfin

Telephone 07900 267944
tamsin.mirfin@cambsfire.gov.uk

DATE: 28 September 2017

STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER – MONITORING REPORT

1. Purpose

- 1.1 To provide the Policy and Resources Committee with an updated strategic risk report, as at September 2017, highlighting those risks that are considered above the risk appetite of the Authority.

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to review and note the strategic risk report and the risk distribution.

3. Risk Assessment

- 3.1 The strategic risk report potentially cuts across all of the criteria identified in paragraph 4.1 below as, without effective risk management and appropriate, identified controls in place to manage the risk, any one of the risks may impact on the Authority.

4. Background

- 4.1 Risk management is a key element of corporate governance. It enables the Authority to;
- quantify the Authority's exposure to risk and take action to mitigate the risk, where the level of risk is deemed unacceptable to the Authority or the community it serves,
 - focus on priorities,
 - reinforce good practice,
 - encourage improved planning,
 - challenge poor performance.
- 4.2 It is the role of the Policy and Resources Committee to review the strategic risk report to ensure all perceived **High** and **Very High** strategic risks are included and assessed correctly with associated actions to address the identified risks.

- 4.3 The risk register has been refreshed with the current risks reviewed and assessed for their current validity and the mitigation actions have been updated or amended as necessary.
- 4.4 To provide further clarity of the status of the risks within the strategic risk register they have been categorised as Constants or Events.
- 4.5 Constants are risks we would not expect to remove but we can control them to an acceptable level for example, the risk of financial crime. These constants then have a state of either Active or Controlled. Active denotes that we are seeing an increased threat and are initiating further reduction actions. Controlled denotes that we have sufficient measures in place and the risk does not require additional action at this time.
- 4.6 Events, are risks that are initiated by an event, they are likely to arise and disappear for example, the comprehensive spending review. The risk associated with this will only be present whilst we are undertaking the review and once it is completed they will disappear or be realised (occur). If we are aware of an event but it has not occurred we note these risks as dormant, if the event is occurring the risks attached to it are live.
- 4.7 The state of a risk allows us to prioritise those for immediate attention and those that we should regularly monitor. It will also assist with reporting to ensure that the state of our risks is clearly understood.
- 4.8 The Authority's strategic risks are continuously reviewed by the Chief Officers Advisory Group against the following risk categories;
- Political,
 - Economic,
 - Social,
 - Technological,
 - Legislative,
 - Environmental,
 - Customer/Citizen.
- 4.9 Influencers such as legislation, the changing national focus for the fire and rescue service and suggestions made by Members and Officers are also taken into account. Risk exposure has then been assessed by forming a view on the probability of the risk occurring together with the impact of an occurrence.

5. Strategic Risk Review

- 5.1 The distribution of risk from the strategic risk register is shown in paragraph 5.9 below. This shows the spread of risk scores with an accompanying short description of each risk.
- 5.2 The detail of all **High** and **Very High** risks is included below for the review of the Policy and Resources Committee.

5.3 The following two risks are scored as **Very High** risks, all of which are constants with an active status, mitigation actions are in progress to reduce these;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R094	There is a risk that the Service is targeted by cyber-attacks and if successful these could cause serious disruption to service delivery.	Matthew Warren	Service Delivery	25	16
Mitigation activities		Target completion		Owner	
1. Annual Information and Communications Technology (ICT) penetration testing carried out to determine vulnerabilities which are then patched. 2. A series of presentations given to staff to raise user awareness of threats. 3. Members Cyber Security Information Sharing Partnership to understand the current risks. 4. Liaising with Police cyber security specialists to raise our awareness. 5. Antivirus software is utilised across the Service. 6. Servers are patched and maintained at current levels to address new and emerging threats. 7. Access rights of users are controlled (set to minimum levels). 8. iLearn module on information security course mandatory for all staff to raise awareness. 9. Proven back-up solution to ensure that we can recover from ransom ware attacks. 10. On the back of the National Health Service (NHS) cyber-attacks all servers have been patched and brought up to the latest editions of protective software. 11. Implementation of additional Information, Communication and Technology (ICT) security toolsets		1. Annually set date (not published to ensure test is realistic) 2 - Ongoing 3 - Complete 4 - Complete 5 - Complete 6 - Ongoing 7 - Ongoing 8 - Complete 9 - Complete 10. Complete 11. Complete		1-11. John Fagg	
Comments					
The most significant risk posed to the Authority is the threat of external cyber-attacks. Work is ongoing to test our mitigation actions through regular penetration testing. Mitigations are monitored monthly through the ICT service improvement plan to stay abreast of current threats and ensure appropriate defences are in place.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R117	There is a risk that the aging population results in more vulnerable and isolated older people of which impacts negatively on fire deaths and injuries.	Jon Anderson	Service Delivery	20	16
Mitigation activities		Target completion		Owner	
1. Safe and Well visits are part of routine watch activity supported by the community safety team. 2. Working with partners to identify and protect vulnerable people. 3. Purchasing portable misting systems to be implemented in people's homes. 4. Distributing the portable misting system to the most vulnerable to increase their safety whilst further support actions are taken by our partners.		1. Ongoing 2. Ongoing 3. Complete 4. December 2017		1-4. Kevin Napier	
Comments					
This community risk informs the Integrated Risk Management Plan and therefore has a high priority with appropriate actions in place, monitored on a regular basis.					

5.4 The ICT shared service and the introduction of the General Data Protection Regulations (GDPR) trigger two **Very High** event driven risks with a status of live;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R130	There is a risk that with the new incoming GDPR we do not currently have clarity of the new requirements and the impact that this would have upon the Services' currently held data. We are also unclear at this point regarding the data traceability requirements that we would need to comply with.	John Fagg	Financial	25	10
Mitigation activities		Target completion		Owner	
1. Setting up an information governance board to provide leadership and direction to the future activities and controls for the Service. 2. Audit of data that the organisation is holding and the uses of that data. 3. Information gathering and gaining knowledge on the GDPR and how other organisations are preparing. 4. Information and knowledge sharing with Chief Officers Group and other managers within the Service. 5. Project initiated to manage the gap analysis and compliance work required. 6. Practitioner training in GDPR is being undertaken by three staff.		1. October 2017 2. December 2017 3. December 2017 4. September 2017 5. Completed 6. Completed		1-6. John Fagg	
Comments					
Following the Practitioner training in June 2017, the target dates have been updated to reflect planned project activities.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R091	There is a risk that due to difficulties in the joint administration of the ICT shared service it may need to be re-in sourced causing a budgetary increase and loss of resilience.	Matthew Warren	Finance	20	12
Mitigation activities		Target completion		Owner	
1. ICT Shared Service Board to monitor and work to resolve issues. 2. Review the existing shared service structure to check it has capacity to meet the requirements. 3. Implement new technologies to reduce the system maintenance overheads. 4. Review of ICT shared service structure.		1. Ongoing 2. Complete 3. Ongoing 4. December 2017		1. Matthew Warren 2-4. John Fagg	
Comments					
This risk has been increased from High to Very High. Work is ongoing within the shared service to reduce the probability of this risk being realised. The team structure has been reviewed and recommendations made to the ICT Shared Services Board; agreement is still awaited.					

5.5 The Emergency Services Mobile Communication (ESMCP) Project triggers three **Very High** event driven risks with a status of live; two of which have been realised and are now issues.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R093	There is a risk that the ESMCP solution being offered is not sustainable leading to the government having to renegotiate with Airwave leading to increased costs to the Service.	Matthew Warren	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Maintain a watching brief on this as it is outside of our control.		1. Ongoing		1. Matthew Warren	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. Engagement and monitoring of the situation is ongoing and it has been agreed that this risk has been realised and should be regarded as an issue.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R084	There is a risk that the information regarding required actions to meet the ESMCP timescales are not released in sufficient time to allow for planning leading to reactive work and the Services other priorities being impacted.	Matthew Warren	Service Delivery	20	16
Mitigation activities		Target completion		Owner	
1. Representatives attending briefings and monitoring the situation carefully. 2. Considering wider regional engagement.		1. Ongoing 2. Ongoing		1. John Barlow and Matthew Warren 2. Matthew Warren	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. Engagement and monitoring of the situation is ongoing and it has been agreed that this risk has been realised and should be regarded as an issue.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R085	There is a risk that the timescales continue to slip on the ESMCP project and impact upon the time available for CFRS to complete the required actions to meet the cutover target dates leading to policies and procedures not being able to be followed and cost implications.	Matthew Warren	Finance	20	16
Mitigation activities		Target completion		Owner	
1. Representatives attending briefings and monitoring the situation carefully. 2. Considering wider regional engagement. 3. Continuing delays impact upon our resource plans and the skillsets we had in place to manage this; resource plans will need to be kept under review.		1. Ongoing 2. Ongoing 3. Ongoing		1. John Barlow and Matthew Warren 2. Matthew Warren 3. Tamsin Mirfin and Matthew Warren	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. We have been advised that there will be no transition activities during 2018, a new schedule will be advised in Quarter 4 2017. Engagement and monitoring of the situation is ongoing.					

5.6. The Mobilising Solution Upgrade Project triggers two **Very High** event driven risks with a status of live; one of which has been realised and is now an issue.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R133	There is a risk that if the mobilising solution does not achieve the Code of Connection for Emergency Services Network and Airwave leading to the potential for our mobilising system and the potential replacement no longer being fit for purpose for the mobilisation of assets.	Matthew Warren	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Penetration test being undertaken on the NX system to ensure it is compliant with Emergency Services Network and Airwave networks. 2. Work is continuing with the supplier to attempt to ensure that 4i is compliant with the Emergency Services Network and Airwave requirements.		1. September 2017 2. December 2017		1. John Barlow 2. John Barlow and John Fagg	
Comments					
No change; risk will be updated after the penetration test scheduled for 18/19 September 2017.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R134	There is a risk that if the mobilising solution does not achieve the Code of Connection for Emergency Services Network and Airwave leading to the requirement for us to incur significant unexpected expenditure.	Matthew Warren	Finance	20	20
Mitigation activities		Target completion		Owner	
1. Penetration test being undertaken on the NX system to ensure it is compliant with Emergency Services Network and Airwave networks. 2. Work is continuing with the supplier to attempt to ensure that 4i is compliant with the Emergency Services Network and Airwave requirements.		1. September 2017 2. December 2017		1. John Barlow 2. John Barlow and John Fagg	
Comments					
This is a high risk and we will understand more of the impacts of this post the penetration testing in September 2017.					

5.7. The following thirteen risks are scored as **High** risks, all of which are constants with an active status, mitigation actions are in progress to reduce these.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R010	There is a risk that due to a potential lack of controls around the application of legislations for example, Health and Safety/ Asbestos exposure/Legionella, which may lead to breaches with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage.	Rick Hylton	Health and Safety	16	4
Mitigation activities		Target completion		Owner	
1. Employment of specialists to provide advice and guidance in Health and Safety. 2. Internal specialist staff and external specialist auditors undertake regular management system reviews, through interviews with Health and Safety team and Property Group staff to determine compliance and confidence levels. 3. BSI OHSAS 18001:2007 held since 2011 and reaccredited on a rolling three yearly cycle by external specialist auditors; due again in April 2017. 4. Monitoring of incidents conducted and reporting undertaken, putting in place rectification actions where required. 5. Conduct a mini Police Effectiveness, Efficiency and Legitimacy Programme review to test this area to ensure that our understanding of the risk exposure is correct and determine action plan from this. 6. Implement action plan following mini Police Effectiveness, Efficiency and Legitimacy Programme review.		1. Complete 2. Annual 3.Complete 4. Ongoing 5. Complete 6. December 2019		1. Rick Hylton 2. Callum Faint 3-4. Health and Safety team 5. Tamsin Mirfin 6. Callum Faint	
Comments					
The mini Police Effectiveness, Efficiency and Legitimacy Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around Health and Safety. Work is in progress to implement an action plan to improve the Health and safety controls and therefore reduce the risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R075	There is a risk that the Service is reliant on the On-Call service to maintain operational cover and with the current retention and recruitment uptake, the model is not sustainable.	Rick Hylton	Service Delivery	16	8
Mitigation activities		Target completion		Owner	
1. Streamline and improve the recruitment process through STEP. 2. Improving attractiveness of roles through use of more flexible employment terms. 3. On-Call review project to look at the Service as a whole. 4. Negotiations with the Union regarding the rescue vehicle crewing.		1. Complete 2. Complete 3. April 2018 4. Complete		1. Tamsin Mirfin 2. Chief Officers Group 3. Rick Hylton 4. Jon Anderson	
Comments					
Work on the mitigation activities is progressing. Collective Agreement signed, two additional roving appliances will be in service by January 2018.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R112	There is a risk that with On-Call availability declining our availability is not aligned to incident call demand meaning during the day time we do not have sufficient On-Call fire cover.	Rick Hylton	Service Delivery	16	8
Mitigation activities		Target completion		Owner	
1. Negotiations with the Union regarding the rescue vehicle crewing. 2. On-Call review to consider different approaches to crewing and appliances/equipment.		1. Complete 2. April 2019		1. Jon Anderson 2. Gary Mitchley	
Comments					
Work is ongoing with the mitigations and Collective Agreement signed, two additional roving appliances will be in service by January 2018.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R074	There is a risk that with reducing calls the Service needs to be assured of the competencies of the On-Call staff, there is a risk of health and safety incidents occurring.	Rick Hylton	Health and Safety	15	10
Mitigation activities		Target completion		Owner	
1. Ongoing On-Call Review Project 1a. Review skills set and assess where skill sets may need to be increased. 1b. Review alternative models for the provision of On-Call, consider if the Tactical delivery Group may be able to provide support. 1c. Review of equipment used on On-Call appliances. 1d. Review the types of appliance used by the On-Call. 1e. Investigate the option of On-Call Tactical Delivery Group. 1f. Review secondary contracts for wholetime. 2. Implement recommendations from the On-Call Review Project. 3. Increasing support to On-Call staff from wholetime staff. 4. Ongoing programme of station inspections which provide a view of competences and then there is an accompanying support to bring up competencies where required. 5. Co-responding project to encourage retention.		1a-f. Ongoing 2. April 2019 3. Complete 4. Ongoing 5. Ongoing		1. Rick Hylton and Gary Mitchley 2. Rick Hylton 3. Ryan Stacey 4. Maurice Moore 5. Simon Newton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R001	There is a risk of reliance on key staff; in the event that key staff leave or are absent this may lead to the Service being unable to deliver core services and/or resilience to support incidents.	Matthew Warren	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
<div>1. Business continuity plans in place for critical areas.</div> <div>2. Pre planning for Pandemics/Flu - Influenza management team set up and in place.</div> <div>3. British Standard achieved.</div> <div>4. ICT shared services established to share skills with other authorities. Structure now in place.</div> <div>5. The workforce development strategy is developed and maintained by the Development Steering Group.</div> <div>6. Consider the creation of a local authority controlled company which will incorporate shared services and provide resilience, subject to Authority approval.</div> <div>7. Put in place succession plan under the management of Development Steering Group.</div> <div>8. Review of organisational structure after a year of operation.</div> <div>9. Look to the wider partners for collaboration opportunities in particular the Police with a view to sharing support services where possible - property first.</div> <div>10. Ensure that key documentation is maintained and kept within the document management system.</div> <div>11. Delivery of the Business Continuity Action plans/events. Testing of plans built in to activities.</div> <div>12. Work on single points of failure is in progress to identify and put in place action plans to manage.</div>		<div>1. Complete</div> <div>2. Complete</div> <div>3. Complete</div> <div>4. Complete</div> <div>5. Complete</div> <div>6. December 2017</div> <div>7. December 2017</div> <div>8. December 2017</div> <div>9. Ongoing</div> <div>10. Ongoing</div> <div>11. Ongoing</div> <div>12. Complete</div>		<div>1-3. Chris Parker</div> <div>4. Matthew Warren</div> <div>5. Sam Smith</div> <div>6. Matthew Warren</div> <div>7-9. Chief Officers Group</div> <div>10-11. Heads of Group</div> <div>12. Sam Smith</div>	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. The action plan has been shared and progress will be reviewed in Quarter 3; this is also referenced in the upcoming update on progress against the Integrated Risk Management Plan action plan. No change to the risk at this time.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R032	There is a risk that owing to resource levels it may take the Service longer to achieve its aims and goals which may become unachievable.	Chris Strickland	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Redefine the activities that must be delivered by the Service through the Service planning process. 2. Inform Members of potential delay. 3. Consider programme control to further enhance the use of forward planning to minimise resource clashes. 4. Integrated Risk Management Plan in place to look at plans across the organisations to ensure activities are effectively prioritised. 5. Programme Board applying scrutiny to forward plans to test realism of ambitions.		1. Complete 2. Ongoing 3. Ongoing through Project Boards 4. Ongoing 5. Six weekly		1. Chief Officers Advisory Group 2. Tamsin Mirfin 3-4. Chris Strickland 5. Tamsin Mirfin	
Comments					

This risk had increased over the past 12 months due to a number of personnel changes. The mitigation actions have been refreshed to reduce the risk back down again. Heads of Group are engaged in ongoing resourcing discussions to understand potential areas of impact. The existing programme and project board governance structure provides six weekly monitoring of this risk.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R113	There is a risk that with declining incident numbers operational competence is not sustained, especially on stations with low call demand.	Maurice Moore	Health and Safety	12	9
Mitigation activities		Target completion		Owner	
1. No notice exercises to test skills. 2. Station inspections to review skills, training and operations. 3. Enhanced training - training days under review as part of implementation of wholetime shift system project. 4. Wholetime supporting On-Call in training activities. 5. Operational assurance plan and strategy in place.		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. Complete		1. John Sherrington 2. Dave Lynch 3. John Sherrington 4. Ryan Stacey 5. Simon Newton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Risk reviewed with Maurice Moore; enhanced training action updated and it was noted that the need to monitor this risk has increased due to turnover of operational staff.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R127	There is a risk that we do not have robust succession plans in place leading to the skills and resources potentially not being available to deliver the legislative duties or meet the Services objectives and/or priorities.	Chris Strickland	Programme	12	9
Mitigation activities		Target completion		Owner	
1. Establish a forum to look at the potential for it to happen - some focus to be given to support staff - how do we replace the skillsets before the skillsets leave? 2. Consider if this should be factored in to the collaboration plans with the Police to see where resilience can be gained. 3. Keeping a close eye on people's plans as any advanced warnings will help. 4. Where appropriate contract notice periods for posts were extended to 3 months.		1. Ongoing 2. Ongoing 3. Ongoing 4. Complete		1. Matthew Warren 2. Rick Hylton 3. Heads of Group 4. Sam Smith	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R118	There is a risk that with the continued growth in the county, although there is no evidence to suggest that the increased population would present increased risk to the county, it does increase the number of non-domestic properties of the type that do present a high risk. With our limited capacity to conduct risk visits this may increase the unknowns for the county.	Jon Anderson	Programme	12	12
Mitigation activities		Target completion		Owner	
1. Risk based inspection programme in place. 2. Working with local authorities to raise awareness of the proposed developments throughout the county. 3. Utilising operational crews to increase capacity with visits to business premises.		1. Ongoing 2. Ongoing 3. Ongoing		1-3. Brennan Morgan	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R009	There is a risk that there may be a lack of awareness of legislations for example, Health and Safety/Asbestos exposure/Legionella which may lead to breaches with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage.	Rick Hylton	Health and Safety	10	6
Mitigation activities		Target completion		Owner	
1. Employment of specialists to provide advice and guidance in Health and Safety. 2. Internal specialist staff and external specialist auditors undertake regular management system reviews, through interviews with Health and Safety team and Property Group staff to determine compliance and confidence levels. 3. BSI OHSAS 18001:2007 held since 2011 and recredited on a rolling three yearly cycle by external specialist auditors, due again in April 2017. 4. Monitoring of incidents conducted and reporting undertaken, putting in place rectification actions where required. 5. Conduct a mini Police Effectiveness, Efficiency and Legitimacy Programme review to test this area to ensure that our understanding of the risk exposure is correct and determine action plan from this. 6. Implement action plan following mini Police Effectiveness, Efficiency and Legitimacy Programme review.		1. Complete 2. Annual 3. Complete 4. Ongoing 5. Complete 6 December 2019		1. Rick Hylton 2. Callum Faint 3-4. Health and Safety team 5. Tamsin Mirfin 6. Callum Faint	
Comments					
The mini Police Effectiveness, Efficiency and Legitimacy Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around health and safety. Work is in progress to implement an action plan to improve the health and safety controls and awareness, to therefore reduce the risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R011	There is a risk that due to negligence within the organisation legislations for example, Health and Safety/ Asbestos exposure / Legionella /Operational may be breached with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage.	Rick Hylton	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. Employment of specialists to provide advice and guidance in health and safety. 2. Training and assessments of competency levels available via iLearn - further work required to develop these. 3. Information is being disseminated to stations in the same place at each station. 4. Raising awareness through health and safety representatives. 5. Station visits to raise awareness. 6. Look to see if national standard operating procedures can be utilised in Cambridgeshire (South East Ways of Working) . 7. Incident monitoring to review health and safety. 8. Health and safety conduct six monthly visits to stations to assess level of compliance with requirements. 9. Conduct a mini Police Effectiveness, Efficiency and Legitimacy Programme review to test this area to ensure that our understanding of the risk exposure is correct. 10. Implement action plan following mini Police Effectiveness, Efficiency and Legitimacy Programme review.		1. Complete 2. Ongoing 3. Ongoing 4. Complete 5. Ongoing 6. Ongoing 7. Ongoing 8. Ongoing 9. Complete 10. December 2019		1. Callum Faint 2-4. Health and Safety team 5-6. Operational Support Group 7-8. Health and Safety team 9. Tamsin Mirfin 10. Callum Faint	
Comments					
The mini Police Effectiveness, Efficiency and Legitimacy Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around health and safety. However the work required to refresh the health and safety awareness and controls will not impact upon the likelihood of negligence, this risk has remained at its previous score but the mitigation activities have been updated.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R114	There is a risk that we do not have the capacity to conduct risk visits to non-domestic premises meaning that we have a large proportion of premises to which we do not understand the risk profile.	Jon Anderson	Service Delivery	10	10
Mitigation activities		Target completion		Owner	
1. Officer embedded within the training team to ensure that we have trained staff available to conduct the risk visits. 2. A team of dedicated Officers to manage and to audit premises. 3. Firefighters are trained to conduct business engagement visits. 4. Succession planning being conducted to ensure continuity of service capability.		1. Ongoing 2. Ongoing 3. Ongoing 4. March 2018		1-4. Brennan Morgan	
Comments					

Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R132	There is a risk that should there be a major incident the priority would divert resources from the rest of the business and mean that there may be longer recovery times for the organisation post the major incident.	Chris Strickland	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Ensure that the Deputy Chief Executive role is contracted to be on permanent recall to duty. 2. Pursue fall back arrangements with Suffolk. 3. Review scheme of delegations to ensure Area Commander level leaders have appropriate delegated authorities.		1-3. December 2017		1. Chris Strickland 2-3. Rick Hylton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk.					

5.8 The following eight **High** risks are event driven and categorised as live;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R109	There is a risk that if we do not move to National Operational Guidance policies and procedures that are considered best practice, if we have an incident it may lead to the death or injury of an individual and the organisation exposed to corporate manslaughter.	Callum Faint	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. Team established to review National Operational Guidance documents as they are released to determine required actions. 2. Audit completed by the National Operational Assurance Group. 3. Taking part in the regional collaboration group looking at National Operational Guidance. 4. Internal Operational Assurance plan and strategy in place to sample performance against National Operational Guidance. 5. Exercise schedule to test National Operational Guidance. 6. Two year action plan for health and safety (DMS 481250) to be implemented.		1. Complete 2. Complete 3. Ongoing 4. Complete 5. Ongoing 6. December 2019		1-6. Simon Newton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Operation Support Group, health and safety and training now co-located to ensure policy is influenced by National Operational Guidance, risk assessed and delivered to the organisation.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R072	There is a risk that due to the investment required to upgrade and enhance the ICT infrastructure there may be an insufficient capacity in the team to deliver the work required.	Matthew Warren	Service Delivery	16	12
Mitigation activities		Target completion		Owner	
1. Ensure that we have a proper roll out plan for the implementation of technologies. 2. Ensure that appropriate testing is in place before roll out. 3. Robust evaluation of the way forward and senior management engagement in decision making to ensure it is business focussed. 4. Effective communication planning. 5. Consider programme plans and impacts on these to consider scheduling. 6. Outsource critical works. 7. Increase server team by two additional staff to ease bottle neck. 8. Project Manager in place and ensuring that appropriate project governance and planning is in place.		1. January 2018 2. All ICT projects 3. Ongoing 4. Complete 5. Ongoing 6. Ongoing 7. Complete 8. Complete 9. December 2017		1-6. John Fagg	
Comments					
A programme of required work is in place and an ICT Project Manager has been appointed to assist in the delivery of the mitigation actions and liaison with the wider Service. The level of work planned is understood, now work is ongoing to prioritise this effectively across the shared service. An Infrastructure Manager has been appointed; start date 1 November 2017.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R121	There is a risk that the inspectorate process is an unknown that we need to prepare for, if we are unprepared we could not give a fair representation of ourselves leading to reputational damage and unnecessary resources being expended to fix the damage.	Chris Strickland	Reputation	15	10
Mitigation activities		Target completion		Owner	
1. Working to understand the current process in the Police. 2. Commit appropriate resources to understand the Police process. 3. Take part in a Police Internal mini Police Effectiveness, Efficiency and Legitimacy Programme review. 4. Work with the Police to undertake a mini Police Effectiveness, Efficiency and Legitimacy Programme review at CFRS. 5. Volunteer to take part in the formation work for the Police Effectiveness, Efficiency and Legitimacy Programme. 6. Put in place communication strategy to raise awareness with the wider organisation. 7. Put in place virtual team to facilitate inspectorate process once initiated.		1. Complete 2. Ongoing 3. Complete 4. Complete 5. March 2018 6-7. September 2017		1-4. Tamsin Mirfin 5. Chris Strickland 6. Tamsin Mirfin and Hayley Douglas 7. Tamsin Mirfin	
Comments					

This risk has reduced over the last six months with the work that we have been conducting to understand the Police Inspectorate process. The mitigation actions are now moving towards preparing the organisation for an inspection process. We may see this risk reducing further over the next six months. Further information is expected to be released during October 2017; this will be evaluated and monitored.

expected to be released during October 2017, this will be evaluated and monitored.					
Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R100	There is a risk that the ICT shared services Bedfordshire FRS and CFRS two employers causing friction between members of staff leading to a loss of productivity and staff directly affecting the ability of ICT shared service to deliver/meet the needs.	John Fagg	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Continued negotiations with Bedfordshire to attempt to find a resolution. 2. Re-evaluation of posts to ensure that they are reflective of the role and pay is appropriate. 3. Independent review of pay conducted. 4. Review of structure of shared services in progress; including terms and conditions.		1. Ongoing 2. Ongoing 3. Complete 4. April 2018		1-4. John Fagg	
Comments					
This risk is live; the negotiations are ongoing with Bedfordshire to seek an effective resolution.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R008	There is a risk that government funding is insufficient to meet the current service delivery needs, which may lead to a reduction of the service delivered, local performance improvements not sustained and/or delivered.	Matthew Warren	Service Delivery	15	9
Mitigation activities		Target completion		Owner	
1. Robust finance planning integrated into business planning. 2. Efficiency planning / targets. 3. Programme management. 4. Budget holder training - buddy system, budget holders' support. 5. CFRS seeking independent assessments through the operational assurance, peer assessment and also working with the Audit Commission. 6. Continue comprehensive spending review work for 2018/19 years savings. 7. Reserves could be utilised in specific circumstances.		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5.Complete 6. September 2017 7. Ongoing		1. Matthew Warren 2. Budget holders 3. Tamsin Mirfin 4. Matthew Warren 5. Rick Hylton 6. Callum Faint 7. Matthew Warren	
Comments					
Risk reviewed and probability increased due to increased pay award.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R137	There is a risk that the changing profile of the wholtime service may result in a lack of sufficient internal interest in promotion opportunities and therefore resulting in the Service not having the required leadership and management skills in place in a timely fashion.	Rick Hylton	Service Delivery	16	6
Mitigation activities		Target completion		Owner	
1. Raising awareness via Managers Seminars and Chief Officers Advisory Group. 2. Integrated Risk Management Plan Group owned work stream to communicate and plan activities to address risk.		1. Complete 2-5. January 2018 6. Ongoing		1. Callum Faint 2. Integrated Risk Management Plan Group	

3. Talent management work stream in place. 4. Review of assessment process. 5. Review of development plans. 6. Staff engagement.		3. Tamsin Mirfin 4. Sam Smith 5. Callum Faint 6. Hayley Douglas
Comments		
This is a new risk; work is ongoing.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R140	There is a risk that changes to pensions, pay and decreasing demand for fire calls results in high staff turnover for both wholetime and On-Call leading to a reduction in competency levels that could result in a major incident causing firefighter injury, death and legal / financial implications.	Chris Strickland	Health and Safety	15	15
Mitigation activities		Target completion		Owner	
1. Ensure acquisition of competence for new and existing staff is given high priority. 2. Ensure a system of monitoring competence and identifying and addressing weaknesses is established (i.e. no notice exercises, station inspections). 3. Ensure the new system of record for competence (TRaCS) is delivered to the required specification and within timescales. 4. Ensure appropriate resource is provided to support local and national training. 5. Put in place risk assurance review to identify any areas for improvement.		1. Ongoing 2. Ongoing 3. November 2018 4. Ongoing 5. December 2017		1.ChrisStrickland 2. Callum Faint 3. Brennan Morgan 4. Callum Faint 5. Tamsin Mirfin	
Comments					
This is a new risk and work is ongoing to establish an accurate picture of the risk exposure for the organisation.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that should our relationship with our key system suppliers deteriorate they may no longer be willing to provide support to our key systems which would leave us in a vulnerable position.	Matthew Warren	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
1. Look for an alternative means to support the systems. 2. Develop a contingency plan for key systems should the systems fail in their entirety.		1-2. 30 October 2017		1-2. Callum Faint	
Comments					
This is a new risk and work is ongoing to establish an accurate picture of the risk exposure for the organisation.					

5.9 Distribution of all risks across the scoring matrix;

I M P A C T	Very High	5		R011 - Negligence with regards to H&S R109 - National Operational Guidance R114 - Capacity to deliver risk visits to non domestic premises	R074 - Assurance of On-call skills R121 - Inspectorate processes R140 - Operational Competency levels R141 - Key system support	R093 - ESMCP sustainability (Issue)	R094 - Cyber attacks R130 - Unknown impacts of the GDPR
	High	4	R003 - Unable to respond to Government initiatives R082 - SFRS desire to continue with CFC	R046 - Skill sets to deliver Programme R069 - Mis- mobilisation of SFRS R108 - Secure email R119 - Increase in RTCs R115 - Fire Safety Requirements and PFI buildings R135 - Grenfell Tower Response - service delivery R136 - Grenfell Tower Response - reputation	R118 - Growth in the County R100 - ICT Shared Service terms and conditions R132 - Major incident impacts normal service delivery	R010 - Lack of Controls around H&S Legislation R072 - Investment required in ICT and insufficient capacity to deliver R075 - Sustainability of On-call model R112 - Availability vs. Demand R137 - Succession planning - Leadership & Management Skills	R084 - Lack of information from ESMCP (Issue) R085 - Timescales of ESMCP P091 - ICT Shared Service Joint administration R117 - Aging population R133 - Mobilising system not ESN compliant service delivery R134 - Mobilising system not ESN compliant - financial impact (Issue)
	Medium	3	R013 - Do not articulate clear plans for long term vision R014 - Planned steps to achieve the vision are not in place R034 - Government cuts impact organisation relationships -internal R040 - Bullying and harassment due to government cuts R056 - Lack of awareness of legislation E&D R057 - Lack of controls around legislation E&D R058 - Negligence causes breach of E&D legislation. R071 - Service cuts impact on direction R088 - Horizon scanning for Government initiatives	R033 - Media speculation causes unease R111 - Changing profile of the wholetime Service R087 - Organisational resource control R116 - Support to Peterborough City hospital	R007 - Insufficient funding for the new demands of Government R027 - National union discussion lead to disputes R126 Capacity to deliver Service Delivery plans	R001 - Reliance on key staff to deliver the core Service R113 - Declining incidents impact to competence R127 - Succession planning R032 - Lack of resources make goals unachievable	R008 - Insufficient funding for the current Service
	Low	2		R077 - Media speculation around government cuts	R083 - National power supplies R089 - Organisational restructure R139 - Workforce Development Capacity	R068 - Changes in the Fire Authority	R009 - Lack of awareness of H&S legislation
	Very Low	1	R016 - Internal financial crime R017 - External financial crime				
			1 Very Low	2 Low	3 Medium	4 High	5 Very High
PROBABILITY							

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Strategic Risk Register September 2016	Fire Service HQ Hinchingsbrooke Cottage Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk