

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

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STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER – MONITORING REPORT

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an updated strategic risk report, as at November 2018, 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 (Appendix 1).

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 Appendix 1. This shows the spread of risk scores with an accompanying short description of each risk.
- 5.2 The highest risk posed to the Service remains ICT cyber-attacks; mitigation actions are in place and these are tested regularly through system penetration testing. The ICT service improvement plan monitors the mitigations on a monthly basis and stays abreast of current threats, ensuring appropriate defences are in place.
- 5.3 The Service has a collection of risks that detail the threat posed to the organisation through the decline of operational calls that has been seen historically. This decline has meant a lack of operational experience and a higher turn-over of staff, this coupled with the reliance on On-Call staff to maintain our operational cover and the retention and recruitment challenges presented here mean that this has been a significant risk area for the organisation. Mitigation actions are in progress in all areas to control and reduce the risks; this has meant that these risks are no longer showing as high but had been reduced to medium risks.

- 5.4 The introduction of the General Data Protection Regulations posed a significant risk to the Service, mitigation progressed well and this risk has been removed; this risk has now closed.
- 5.5 The Emergency Services Mobile Communications Programme (run by the Home Office) continues to present a risk to the Service. Although the nature of the risks posed by this project are changing, we are actively engaged within the region, conducting risk work to fully understand them.
- 5.6 Risks relating to health and safety remain as high risks. A detailed action plan is in place for health and safety and we should see some of these risks reduced over the coming year.
- 5.7 Our reliance on key members of staff and resources levels mean delays may be caused to the achievement of our deliverables if they are absent from the Service; this remains a high risk to the organisation. Mitigations are in place and well established in this area. There is regular monitoring of single points of failure and mitigation discussions around these. It is also acknowledged in our risk register that a major incident would divert resources away from the rest of the business and may have a long recovery time for the organisation.
- 5.8 Community safety activities have been progressing to help reduce the risk posed by the increase in more vulnerable and isolated older people in the community and the potential for increased fire deaths and injuries.
- 5.9 Work remains ongoing for the introduction and adoption of the National Operational Guidance (NOG). A joint regional approach to introduce the NOGs is working well and has reduced the resource impact to the Service. We have dedicated a resource to the regional programme of work and this is proving to be a successful delivery model.
- 5.10 The ongoing discussions around a national pay award do present a financial risk to the organisation. The risk is currently rated as high; we continue to monitor the situation and identify plans for various scenarios.
- 5.11 As an organisation we are reliant on a number of suppliers to provide core ICT systems to us. The potential for support to be withdrawn by suppliers leaves the Service vulnerable should there be a system failure and is therefore a high risk.
- 5.12 Brexit is a high risk to the Service; we are working through the information notes released from the Government to establish what the impacts to the organisation of a 'no deal' are and will continue to work on the information that is released to establish where the risks will impact us.

6. Risk Register Extract

- 6.1 The following risks are scored as **Very High** risks, they are Constants with an Active status, and mitigation actions are in progress to reduce this;

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	12
Mitigation activities		Target completion		Owner	
1. Annual ICT penetration testing carried out to determine vulnerabilities which are then patched.		1. Annually set date (not published to ensure test		1-13 John Fagg	

2. A series of presentations given to staff to raise user awareness of threats 3. Members CISP 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 NHS cyber attacks all servers have been patched and brought up to the latest editions of protective software. 11. ICT strategy Board has approved the purchase of additional cyber security tool sets. 12. Implement additional cyber security tools (email filtering, Logging and Vulnerability Scanning) 13. Sign up to NCSC for Web and Mail checking.	is realistic) 2 - Complete 3 - Complete 4 - Complete 5 - Complete 6 - Ongoing 7 - Ongoing 8 - Complete 9 - Complete 10. Complete. 11. Complete 12. Complete 13. Complete	
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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 – 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	20	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 6. Implement the action plan from the Risk Assurance review		1. Ongoing 2. Ongoing 3. Jan 2019 4. Ongoing 5. Complete 6. Jan 2020		1. C Strickland 2. C Faint 3. J Sherrington 4. C Faint 5. T Mirfin 6. C Faint	
Comments					
Work is ongoing to establish an accurate picture of the risk exposure for the organisation.					

6.2 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 will not be 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/M Warren 2. M 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 the Service 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 resources 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. J Barlow/M Warren 2. M Warren 3. T Mirfin/M 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; we had been told a new schedule will be advised in Quarter 3 2018, however we are now anticipating the full business case to be delivered in the New year this will detail release dates and costs of technology, it is hoped. Engagement and monitoring of the situation is ongoing.					

6.3 The following 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	12	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 2020 4. Monitoring of incidents conducted and reporting undertaken, putting in place rectification actions where required. 5. Conduct a mini PEEL 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 PEEL review.		1. Complete 2. Annual 3. Complete 4. Ongoing 5. Complete 6.December 2019		1. R Hylton 2. C Faint 3. H&S team 4. H&S team 5. T Mirfin 6. C Faint	
Comments					
The mini PEEL Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around health and safety. Work is progressing on the mitigations for this risk and this has been reflected in the risk score which has reduced from 16 to 12.					

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	

1. Business Continuity Plans in place for critical areas. 2. Pre planning for Pandemics/Flu - Influenza Management team set up and in place. 3. BS standard achieved 4. ICT Shared Services established to share skills with other authorities. Structure now in place. 5. The workforce development strategy is developed and maintained by the Development Steering Group. 6. Consider the creation of a local authority controlled company which will incorporate Shared Services and provide resilience, subject to Authority approval. 7. Put in place succession plan under the management of Development Steering Group 8. Review of organisational structure after a year of operation 9. Look to the wider partners for collaboration opportunities in particular the Police with a view to sharing Support Services where possible - Property first 10. Ensure that key documentation is maintained and kept within DMS. 11. Delivery of the Business Continuity Action plans/events. Testing of plans built in to activities. 12. Work on single points of failure is in progress to identify and put in place action plans to manage	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Considered & rejected 7. Complete 8. Complete 9. Ongoing 10. Ongoing 11. Ongoing 12. Complete	1. C Parker 2. C Parker 3. C Parker 4. M Warren 5. S Smith 6. M Warren 7. COG 8. COG 9. COG 10. HoGs 11. HoGs 12. S 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 – R113	There is a risk that with declining incident numbers operational competence is not sustained, especially on stations with low call demand.	Jon Anderson	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 now under ongoing annual reviews as part of Implementation of WT Shift system Project 4. Wholetime supporting on call in training activities 5. Operational Assurance plan and strategy in place 6. Action plan from 2018 Training Review in place 7. Trial of multi operational training at Fire Service College to develop core competencies		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. Complete 6. Complete 7. Oct 2018		1. J Sherrington 2. D Lynch 3. J Sherrington 4. S Smith 5. S Newton 6. C Parker 7. J Sherrington	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Risk reviewed with Jon Anderson; 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 skill sets before the skill sets leaves. 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 peoples future plans as any advanced warnings will help. 4. Contract notice periods for posts were extended to three months and consider all contracts be extended to three months. 5. Put in place robust succession planning and ongoing monitoring. 6. Look at ways to identify potential and develop individuals to progress within the Service. 7. Review the single points of failure document and identify mitigation actions. Reviewed every 6-12 months.	1. Ongoing 2. Ongoing 3. Ongoing 4. Complete 5. Ongoing 6. Ongoing 7. Ongoing	1. M Warren 2. R Hylton 3. HoGs 4. S Smith 5. S Smith 6. T Mirfin 7. S 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.	Chris Parker	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. 4. Introduce two roaming pumps to undertake additional community safety activity.		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing		1. B Morgan 2. B Morgan 3. B Morgan 4. K Andrews	
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 reaccredited on a rolling three yearly cycle by external specialist auditors, due again in April 2020. 4. Monitoring of incidents conducted and reporting undertaken, putting in place rectification actions where required. 5. Conduct a mini PEEL 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 PEEL review.	1. Complete 2. Annual 3. Complete 4. Ongoing 5. Complete 6. December 2019	1. R Hylton 2. C Faint 3. H&S team 4. H&S team 5. T Mirfin 6. C Faint
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Comments

The mini PEEL 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

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 WOW)
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 PEEL review to test this area to ensure that our understanding of the risk exposure is correct.
10. Implement action plan following mini PEEL review.

Target completion

1. Complete
2. Ongoing
3. Ongoing
4. Complete
5. Ongoing
6. Ongoing
7. Ongoing
8. Ongoing
9. Complete
10. December 2019

Owner

1. C Faint
2. H&S team
3. H&S team
4. H&S Team
5. OSG
6. OSG
7. H&S team
8. H&S team
9. T Mirfin
10. C Faint

Comments

The mini PEEL 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
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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	6
Mitigation activities		Target completion		Owner	
1. Ensure that the DCEO role is contracted to be on permanent recall to duty 2. Pursue fall back arrangements with neighbouring FRS 3. Review scheme of delegations to ensure AC level leaders have appropriate delegated authorities		1. Complete 2. Complete 3. Apr 2019		1. C Strickland 2. R Hylton 3. R Hylton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk.					

6.4 The following risks are scored as **High** risks, all of which are Constants with Controlled status; mitigation actions are in progress to reduce these.

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.	Chris Parker	Service Delivery	15	12
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 portal 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. Complete		1. K Napier 2. K Napier 3. K Napier 4. K 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. Work has been completed and has seen this risk reduce from a Very High to a High.					

6.5 The following are **High** risks that 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 (NOG) 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 the NOGs as they are released to determine required actions 2. Audit completed by the National Operational Assurance group 3. Taking part of the regional collaboration group looking at NOGs. Take the lead on the group, which is now established. 4. Internal Operational Assurance plan and strategy in place to sample performance against NOGs 5. Exercise schedule to test NOGs 6. 2 year action plan for H & S (DMS 481250) to be implemented 7. Review of operational risk 8. HMICFRS have review of Operational Risk	1. Complete 2. Complete 3. Complete 4. Complete 5. Ongoing 6. 2019 7. Ongoing 8. Complete	1-8. W Swales
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 – 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 holder 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. Complete 7. Ongoing		1. M Warren 2. Budget holders 3. T Mirfin 4. M Warren 5. R Hylton 6. C Faint 7. M Warren	
Comments					
There is no change to this risk: it is being kept under review.					

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 wholetime 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	12	4
Mitigation activities		Target completion		Owner	
1. Raising awareness via Managers Seminars and COAG 2. IRMP team owned work stream to communicate and plan activities to address risk. 3. Talent Management work stream in place 4. Review of Assessment Process 5. Review of development plans 6. Staff engagement 7. Development Advisory Board in place		1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Ongoing 7. Ongoing		1. C Faint 2. IRMP Group 3. T Mirfin 4. S Smith 5. C Faint 6. H Douglas 7. C Parker	
Comments					
Work is progressing to reduce this risk, new mitigations are in place and this has seen the risk score reduce from 16 to 12					

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. Ensure appropriate resilience arrangements are in place for our key systems.		1. March 2019		1. C Faint/J Fagg	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R144	There is a risk that with the current sickness, maternity leave and resignations we may not be able to deliver adequate call handling and mobilisation services, leading to death and injury of the general public.	Jon Anderson	Service Delivery	15	10
Mitigation activities		Target completion		Owner	
1. Recruitment campaign(s) in place. 2. Control Action Plan created and in place. 3. Training and development of senior managers in Control.		1. Ongoing 2. Complete 3. Ongoing		1. S Sanderson 2. T Seaber 3. G Coop	
Comments					
This is a new risk to the Strategic Risk Register; work is ongoing to understand the impact and the possible mitigation actions.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R145	There is a risk that the final arrangements for Brexit may affect certain aspects of Service Delivery	Matthew Warren	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Monitoring information as it emerges and reviews of the risk information released is ongoing within the service.		1. Dec 19		1. Per Middleton	
Comments					
This is a new risk to the Strategic Risk Register; work is ongoing to understand the impact and the possible mitigation actions.					

GLOSSARY

CFC	Combined Fire Control
CISP	Cyber Security Information Sharing Partnership
COG	Chief Officer Group
COAG	Chief Officer Advisory Group
E&D	Equality and Diversity
ESMCP	Emergency Services Mobile Communication Project
GDPR	General Data Protection Regulations
H&S	Health and Safety
IRMP	Integrated Risk Management Plan
NCSC	National Cyber Security Centre
PEEL	Police Effectiveness, Efficiency and Legitimacy (Programme)
PFI	Private Finance Initiative
RTC	Road Traffic Collision
SFRS	Suffolk Fire and Rescue Service
TDG	Tactical Delivery Group
WOW	Ways of Working

BIBLIOGRAPHY

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