

**TO:** Policy and Resources Committee

**FROM:** Service Transformation Manager – Tamsin Mirfin

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

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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 July 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 is a significant risk area for the organisation. Mitigation actions are in progress in all areas to control and reduce the risks. These include the implementation of the new training records system to enable better understanding and visibility of staff competency levels, the On-Call review project considering different approaches to crewing and appliances, succession planning, increased assurance checks

through station inspections, enhanced training and the risk assurance review conducted on training.

- 5.4 The introduction of the General Data Protection Regulations pose a significant risk to the Service, mitigations are in progress and this work is recognised as a priority to ensure we were appropriately compliant within the May 2018 introduction date; work continues beyond the implementation date to ensure compliance.
- 5.5 The Emergency Services Mobile Communications Programme (run by the Home Office) continues to present risk to the Service. The programme is now taking forward an options appraisal to decide on how it is to progress, the two key options are to either cancel the project or to take forward a phased implementation. A lack of clarity on the project presents a level of uncertainty for the Service as well as the potential for costs to increase to support the existing system. We continue to monitor this and seek clarity and updates however until the revised schedule is released in Autumn 2018 the uncertainty remains and we cannot build in to our plans any of the resources required to support and deliver this project until this clarity is given. Potential for disruption to other priority deliverables is a consequence.
- 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 There are two risks relating to the ICT shared service, these relate to the joint administration and also to the continued investment required in ICT to maintain currency that in turn may present capacity issues with the team. Work is in progress to restructure the team to help alleviate the risks.
- 5.8 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.
- 5.9 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. Portable misting systems have been procured and are deployed in discussion with and for the support of, our partners.
- 5.10 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.
- 5.11 The new Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspectorate process presents a reputational risk to the organisation should we not perform well during the inspection. This has been mitigated through work to understand the process to be deployed and engagement with HMICFRS communication events. The main inspection week commences on 16 July 2018 with the report of findings from this anticipated in Autumn 2018.
- 5.12 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.

- 5.13 As a service 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.

## 6. Risk Register Extract

- 6.1 The following risk is scored as **Very High** risks, it is a constant with an active status, 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. 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.		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 12. Complete 13. Complete		1-13 J. 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 – R140	There is a risk that changes to pensions, pay and decreasing demand for fire calls results in high staff turnover for both wholtime 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		1. Ongoing 2. Ongoing 3. January 2019 4. Ongoing		1.C Strickland 2. C Faint 3. J Sherrington 4. C Faint	

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.	5. Complete	5. T Mirfin
<b>Comments</b>		
Work is ongoing to establish an accurate picture of the risk exposure for the organisation.		

6.2 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 COG 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. 7. RSM (UK) conducting GDPR Preparedness Audit. 8. Implementation of GDPR requirements under project governance.		1. Completed 2. May 2018 3. Completed 4. Completed 5. Completed 6. Completed 7. Complete 8. May 2018		1. J. Fagg 2. J. Fagg 3. J. Fagg 4. J. Fagg 5. J. Fagg 6. J. Fagg 7. J. Fagg 8. J. Fagg	
Comments					
Following the practitioner training in June 2017, the target dates have been updated to reflect planned project activities. Mitigation actions are progressing, delivered through project governance.					

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 insourced causing a budgetary increase and loss of resilience.	Matthew Warren	Finance	20	12
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	

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. 5. Implement new ICT shared service structure.	1. Ongoing 2. Complete 3. Ongoing 4. Complete 5. August 2018	1. M. Warren 2. J. Fagg 3. J. Fagg 4. J. Fagg 5. J. Fagg
<b>Comments</b>		
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 to proceed has been granted and is anticipated to be implemented August 2018.		

6.3 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. J. 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 and 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; a new schedule will be advised in Quarter 3 2018. Engagement and monitoring of the situation is ongoing.					

6.4 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	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 recredited 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. Rick Hylton 2. Callum Faint 3. H&S team 4. H&S team 5. T. Mirfin 6. Callum 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 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 2019 4. Complete		1. T. Mirfin 2. COG 3. R. Hylton 4. J. Anderson	
Comments					
Work on the mitigation activities is progressing. Collective Agreement signed, two additional roving appliances were implemented in 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. J. Anderson 2. G. Mitchley	
Comments					
Work is ongoing with the mitigations and Collective Agreement signed, two additional roving appliances were implemented 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 review - 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 TDG 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 TDG 1f. Review secondary contracts for wholetime. 2. Implement recommendations from the On-Call Review Project.		1a-f. Complete 2. April 2019 3. Complete 4. Ongoing 5. Ongoing 6. Ongoing		1. Rick Hylton/Gary Mitchley 2. R.Hylton 3. R. Stacey 4.GCs 5.Simon Newton 6. C. Parker	



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. 6. Review of training completed, action plan now in place.		
<b>Comments</b>		
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	
1. Business Continuity Plans in place for critical areas. 2. Pre planning for Pandemics/Flu - Influenza Management team set up and in place. 3. British 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. March 2018 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. 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 - 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	6
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
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. IRMP in place to look at plans across the organisations to ensure activities are effectively prioritised.		1. Complete 2. Ongoing 3. Ongoing through Project Boards 4. Ongoing 5. Ongoing		1. COAG 2. T. Mirfin 3. C. Strickland 4. C. Strickland 5. T. Mirfin	

5. Programme Board applying scrutiny to forward plans to test realism of ambitions.		
<b>Comments</b>		
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.	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 Wholtime Shift system Project. 4. Wholtime supporting On-Call in training activities. 5. Operational Assurance plan and strategy in place. 6. Action plan from 2018 Training Review in place.		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. Complete 6. Complete		1. J. Sherrington 2. D. Lynch 3. J. Sherrington 4. S. Smith 5. S. Newton 6. C. Parker	
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. Rick Hylton 2. Callum Faint 3. H&S team 4. H&S team 5. T. Mirfin 6. C Faint	
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		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 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.		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. 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
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. 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. IRMP 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.Ongoing		1. COAG 2. T. Mirfin 3. C. Strickland 4. C. Strickland 5. T.Mirfin	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk.					

6.5 The following risks are scored as **High** risks, all of which are constants with and 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.					

6.6 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. Two year action plan for health and safety (DMS 481250) to be implemented.		1. Complete 2. Complete 3. Complete 4. Complete 5. Ongoing 6. 2019		1-6. Wayne 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
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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. ICT Roadmap in place for 2018. 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. 9. Future structure of ICT shared service being considered		1. December 2018 2. All ICT projects 3. Ongoing 4. Complete 5. Ongoing 6. Ongoing 7. Complete 8. Complete 9. August 2018		1. J. Fagg 2. J. Fagg 3. J. Fagg 4. J. Fagg 5. J. Fagg 6. J. Fagg 7. J. Fagg 8. J. Fagg 9. J. 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.					

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	8
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 PEEL review. 4. Work with the police to undertake a mini PEEL review at CFRS. 5. Volunteer to take part in the formation work for the PEEL. 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 8. Attend Home Office events.		1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Complete 7. Complete 8. Ongoing		1. T. Mirfin 2. T. Mirfin 3. T. Mirfin 4. T. Mirfin 5. C. Strickland 6. T. Mirfin/ H. Douglas 7. T. Mirfin 8. C.Parker / T. Mirfin	
Comments					
This risk has reduced over the last year 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.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA –	There is a risk that government funding is	Matthew	Service	15	9



R008	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.	Warren	Delivery		
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	16	6
Mitigation activities		Target completion		Owner	
1. Raising awareness via Managers Seminars and COAG. 2. IRMP team owned workstream 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.		1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Ongoing		1. C Faint 2. IRMP Group 3. T Mirfin 4. S Smith 5. C Faint 6. H Douglas	
Comments					
Work is ongoing to reduce this risk.					

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	Jon Anderson	Service Delivery	15	10



	injury of the general public.				
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. tbc	
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 Hinchbrook Cottage Huntingdon	Matthew Warren 01480 444619 <a href="mailto:matthew.warren@cambsfire.gov.uk">matthew.warren@cambsfire.gov.uk</a>