

To: Policy and Resources Committee

From: Head of Service Transformation – 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 2021, highlighting those risks that are considered above the risk appetite of the Authority.

2. Recommendation

- 2.1 The Committee is asked to review and note the strategic risk report and the risk distribution scoring matrix at 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 Cyber-attacks remain one of the highest risks posed to the Service, with a score of 20. Work continues to remain abreast of threats and continue to keep our systems protected from these and our staff educated as to the evolving threats. During COVID-19 we have made staff aware of potential threats in operation.
- 5.3 The Emergency Services Mobile Communication Project (ESMCP) remains in our very high risks however this is largely outside of our control as it is a central government run project. We are actively engaged in the project and maintain currency with ongoing developments.
- 5.4 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. For our core and high risk systems, we have recently successfully completed a tender process to replace this system and implementation is in progress, which we have continued to deliver through the

pandemic; this will assist in the reduction of this risk. We have identified a second ICT system that poses a risk to the Service and a project has been initiated to review and resolve this situation.

- 5.5 There are a number of risks relating to our profile of leavers, diversity of our workforce and recruitment challenges as well as the impacts of changing incident profiles on our work force. These are core risks within our integrated risk management plan (IRMP) and we have a number of work strands looking at the different dimensions of these challenges. We have a focus on succession planning and development of our staff to enable them to progress within the Service.

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 – R164	There is a risk to communication resilience as emergency services network will be via a commercial bearer which may result in a potential loss of service	J Anderson	Service Delivery	25	12
Mitigation activities		Target completion		Owner	
1. Network coverage testing to be undertaken with Cambridgeshire Constabulary 2. Home Office alternative solutions / extended areas applied for		1. Sep 21 2. Sep 21		1. J Barlow 2. J Barlow	
Comments					
This is a risk identified from the national project (Emergency Services Mobile Communication Programme), we have representation on the regional project team as well as chairing this group and will therefore be able to monitor the developments that are emerging in this area. We will also be working closely with our blue light partners on coverage testing and share learning and provide feedback into the central project for resolution as required. The risk score has increased from 20 to 25 since the last report to Policy and Resources this is due to the current results from the coverage testing.					

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	20	15
Mitigation activities		Target completion		Owner	
1. Regular ISO audits, to support accreditation. Mar 2020 A positive recommendation for continued certification achieved with two minor Non-Conformities and one Opportunity for Improvement 2. Internal Audits scheduled 3. Engaged with Supplier to work with them to produce a three year cyber strategy.		1. Complete 2. Complete 3. Dec 21		1 J Fagg 2. D Wilkinson 3. J Fagg	
Comments					
The most significant risk posed to the Authority is the threat of external cyber-attacks. Work is ongoing to test our control actions through regular penetration testing. Our numerous controls are monitored monthly through the ICT service improvement plan to stay abreast of current threats and ensure appropriate defences are in place.					

6.2 There are four **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.	J Anderson	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Awaiting Home Office Full Business Case		1. Ongoing		1. J Barlow	
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. A recent Business case has been released however there is still financial information incomplete to enable the service to calculate future costs.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R183	There is a risk that the Service's priorities eg. ridership figures and development of staff are in direct conflict and therefore mean that we may struggle to achieve both priorities at the same time	Jon Anderson	Service delivery	20	12
Mitigation activities		Target completion		Owner	
1. Look to balance development of staff whilst crewing of 4. 2. Reviewing of targets		1. Sep 21 2. Sep 21		1. S Newton 2. S Newton	
Comments					
Riding our appliances with the correct numbers must take priority.					

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 – R178	There is a risk of On-Call staff leaving the service, meaning a lack of fire appliance availability, resulting in a reduction of fire cover, leading to a possibility of more serious fires and an increase in fire deaths.	J. Anderson	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
1. Increased training places for On-Call recruits		1. Sep 21		1. W Swales	
Comments					
Work is ongoing and progressing in this area, to improve the working experience of On-Call staff and also how we shorten the recruitment timescale to retain staff					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R158	There is a risk that the current training centre is aging and has a limited capacity in the training that it can deliver, if we do not look at this it could mean we are not able to train in some capabilities	S Newton	Service Delivery	15	10
Mitigation activities		Target completion		Owner	
1. Project Governance is in place and continual oversight and management of this risk 2. This project has been identified as a Service priority for 2021 - 2022 3. Discovery of Roman artefacts have delayed work on site; liaise with HDC to minimise impact to schedule		1. Ongoing 2. Ongoing 3. 1 Jun		1. M Warren 2. COG 3. M Warren	
Comments					
Work is ongoing and progressing in this area and impacts of delays are monitored.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R161	There is a risk that we do not have a workforce that reflects our community's diversity and therefore we may lack the diversity of thought and approach, which would impact on our ability to improve the quality of service we deliver to our community whilst also damaging our performance in this area which is monitored by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services.	S Smith	Service Delivery	16	9
Mitigation activities		Target completion		Owner	
1. Deliver outcomes from agreed Positive Action Plan		1. Sep 21		1. C Doody	
Comments					
Work is ongoing and progressing in this area, we have already run have a go days and utilised dedicated resources to positive action. There is a positive action work plan in place and we have delivered disability confidence placements.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R113	There is a risk that with changing incident types operational competence is not sustained, especially on stations with low call demand.	S Newton	Health and Safety	16	9
Mitigation activities		Target completion		Owner	
1. FS Scenario (multi operational training) for core competencies & delivered (quarterly). Evaluation to see how successful these are moving forward. 2. As part of the TC Review what duty system (model) needs to be provided to be able to deliver the programme.		1. Dec 21 2. Ongoing		1. J Sherrington 2. W Swales	
Comments					
Work is progressing on the mitigation activities to 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.	J Anderson	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Co-responding to be expanded 2. Crews of 3 and removal of 13.5m ladders		1. Sep 21 2. Dec 21		1. S Newton 2. S Newton	
Comments					
This risk has decreased since last reported. Work is progressing on the mitigation activities to attempt to reduce the risk. Work has been conducted to streamline and improved the recruitment process through STEP. Day crewing negotiations have taken place, with a trial in place for two years.					

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, it increases 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.	S Smith	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Review findings from new version of Risk Based Audit Programme		1. Jan 22		1. S Flemming	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Risk based inspection programme in place.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R180	There is a risk that the statistics are showing a decrease in the working age population in all districts across Cambridgeshire apart from Cambridge, this could impact upon the Service's ability to recruit to the On-Call service in these areas.	S Newton	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Training On-Call personnel to deliver community fire safety work where risks in rural areas are identified to reduce risk of fires in the home.		1. Jun 21		1. J Ball	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R188	There is a risk that the Rep Bodies’ national picture on employee/employer negotiations could impact their ability to engage in any proposed crewing changes or role maps, causing delays on progress	J Anderson	Service Delivery	12	12
Mitigation activities		Target completion		Owner	
1. Maintaining a watching brief on the current situation and monitoring the impacts of this.		1. Ongoing		1. J Anderson	
Comments					
We have embedded and established engagement with local rep bodies. The processes and negotiation routes established and working well. This risk is kept under review and the situation monitored as it develops.					

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 i.e. 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.	J Anderson	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. Training and assessments of competency levels available via iLearn - further work required to develop these.		1. Complete		1. Health and Safety Team	
Comments					
We employ specialists to provide advice and guidance in Health and Safety. Information has been disseminated to stations in the same place at each station. Raised awareness through Health and Safety Reps. Incident monitoring to review Health and Safety. Health and safety conduct 6 monthly visits to Stations to assess level of compliance with requirements. Conducted a mini PEEL review to test this area to ensure that our understanding of the risk exposure is correct. Implemented action plan following mini PEEL review. Station visits to raise awareness ISO 45001 Accreditation audit completed. Looked to see if National Standard operating procedures can be utilised in Cambs (South East WOW). Resulted in new Contamination Policy. Training and assessments of competency levels available via iLearn and deployed July 2020.					

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.	S Smith	Service Delivery	16	6
Mitigation activities		Target completion		Owner	
1. Increase our data sets to ensure targeting is as effective as possible 2. Assess benefits of On-Call and Community Champions now undertaking Safe and Well visits which may help mitigate current and post risk scores		1. Oct 21 2. Oct 21 3. Dec 21		1. P Middleton 2. P Clarke 3. D Kelly	

3. The opportunity being considered to share EEAST facilities at Melbourne, would allow crews greater access to an isolated community for increased community safety engagement across domestic and non-domestic premises		
Comments		
<p>Work is ongoing and progressing in this area.</p> <p>Targeted Safe and well visits are part of routine Watch activity supported by the community safety team.</p> <p>Working with partners to identify and protect vulnerable people.</p> <p>Distributing the portable misting system to the most vulnerable to increase their safety whilst further support actions are taken by our partners.</p> <p>Reviewed Safe and Well has been evaluated, identified Frailty index</p> <p>Behavioural change review, and implementing findings</p> <p>On-Call and Community Champions now undertake safe and well visits in our rural areas</p>		

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 - 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.	J Anderson	Finance	16	16
Mitigation activities		Target completion		Owner	
1. 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. Indicative Timeline produced, awaiting Full Business Case and baselined plan from Home Office		1. Ongoing		1. T Mirfin	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. The business case has been released and shows a new timeline for the delivery of the project, which the service will now be working to. Engagement and monitoring of the situation is ongoing.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R172	There is a risk that following the Brexit transition period, ending Dec 2020, we will be unable to share data with EU suppliers until an agreement is in place	D Wilkinson	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Liaise with relevant supplier to ensure controls in place should adequacy not be given		30/06/2021		D Wilkinson	
Comments					
EU and the UK reached an agreement in principle giving a further transition period of up to six months; during which personal data can continue to flow freely from the EU to the UK. After this period if the UK is not awarded adequacy (meaning data can continue to flow) organisations will need to put other measures in place. A draft UK adequacy decision has been written and is due to be assessed by representatives of the EU Member States in the ‘comitology procedure’. The Commission is then able to adopt the draft UK adequacy decisions – hopefully prior to the end of the bridging period at the end of June 2021.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that unsupportable technology in our key system deteriorate suppliers/we may no longer be able to provide support to our key systems which would leave us in a vulnerable position	M Warren	Value for Money	16	16
Mitigation activities		Target completion		Owner	
1. One of our most critical systems, has completed a full tender process and contract awarded. Anticipated deployment of a new system in Q4 2021 2. Working with existing Supplier to maintain maintenance and ongoing support 3. Further critical system identified and project initiated to review the status of this.		1. Sep 21 2. Sep 21 3. May 22		1. M Warren 2. M Warren 3. M Warren	
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 a reduction in the level of service.	S Newton	Service Delivery	10	10
Mitigation activities		Target completion		Owner	
1. Continue to provide opportunities to develop staff in CFC 2. Continual review and workforce planning to ensure sufficient staff and skills 3. Applying proactive approach to flexible working in CFC		1. Ongoing 2. Ongoing 3. Ongoing		1. S Newton 2. S Newton 3. J Illingworth	
Comments					
Recruitment Campaign(s) in place. Control Action Plan created and in place. Reviewed structure of Control function to ensure it is resilient & meets the needs of personnel. Improved resilience across the Control function by Implemented recommendation to manage Control with three Station Commanders. Over establishment to ensure resilience is available to cover for maternity leave and sickness absence has been maintained. Proactively filling as many temporary vacancies as possible to ensure stability of workforce and consistent management lines					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R091	There is a risk that there may be 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.	M Warren	Finance	12	8
Mitigation activities		Target completion		Owner	
1. Review collaborative structure of the shared service 2. Reviewing ICT Shared Service governance 3. Review of the Shared Service undertaken by SOCITM to determine future governance 4. Action Plan in place to address findings included within the SOCITM Report 5. Working through 5 year plan		1. Jun 20 Complete 2. Jun 20 Complete 3. April 20 Complete 4. 27/11/20 5. 2025		1. M Warren 2. M Warren 3. M Warren 4. M Warren 5. M Warren	

Comments					
Work is ongoing to reduce this risk. Reviewed the existing shared service structure to check it has capacity to meet the requirements and findings implemented. Implemented new technologies to reduce the system maintenance overheads. ICT Shared Services Board to monitor and work to resolve issues.					

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.	J Anderson	Service Delivery	12	2
Mitigation activities		Target completion		Owner	
1. Introduction of portfolio of roles 2. Introduction of coaching and mentoring scheme		1. Sep 21 2. Sep 21		1. S Smith 2. J Hart	
Comments					
Work is progressing to reduce this risk. Raising awareness via Managers Seminars and COAG, IRMP Team owned work stream to communicate and plan activities to address risk.					

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.	M Warren	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Working on new CSR in 2021 2. Awaiting information/understanding of impacts due to increased public spending as a result of Coronavirus pandemic 3. Aware of settlement for Year 1 (as CSR moved back 1 year)		1. Dec 20 2. Dec 20 3. Complete		1. M Warren 2. M Warren 3. M Warren	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-192	There is a risk that due to the cessation of non-life risk prevention, protection and response activities due to the coronavirus, that a large backlog is generated resulting in missed actions/referrals.	J Anderson	Service Delivery	12	12
Mitigation activities		Target completion		Owner	
Mitigation actions have all moved to control actions. This is monitored weekly					
Comments					
The COVID-19 recovery group are in operation and are actively working to ensure that our workforce, our activities and our premises are COVID-19 secure as far as reasonably practicable and that we are monitoring and responding to the latest situation updates and guidance available. As we reinitiate activities that we conduct these are subject to a risk assessment. Reduce the impact on delivery of our core functions caused by absentees, and wherever possible assist in containing the spread of the virus, including when delivering our operational response.					

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
RTC	Road Traffic Collision
SFRS	Suffolk Fire and Rescue Service
TDG	Tactical Delivery Group
WOW	Ways of Working

Bibliography

Source Document: Strategic Risk Register

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