

TO: Policy and Resources Committee

FROM: 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 2020, 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 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 Also in our very high risks is our reliance on, On-Call staff and our abilities to recruit and retain these staff.
- 5.5 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, despite the current COVID-19 situation this project remains largely on schedule; this will assist in the reduction of this risk.

- 5.6 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.
- 5.7 As you would anticipate the largest change to our risk register is the COVID-19 pandemic and the risks that this presents to our organisation and our critical functions. The mitigations are in place with business continuity plans and recovery cells in operation, monitoring and responding to the changing situation.

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	20	12
Mitigation activities		Target completion		Owner	
1. Regular ISO audits, to support accreditation. March 2019 passed with a "Good". Expect next audit within a year. 2. Internal Audit scheduled.		1. 31/03/2020 2. May 2020		1 J Fagg 2 D Wilkinson	
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.					

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.	Simon Newton	Service Delivery	20	10
Mitigation activities		Target completion		Owner	
1. Planning permission to be submitted for alternative land to build a new training centre and fire station within Huntingdon. 2. Planning outcome anticipated October 2020.		1. 30/07/2020 2. 30/10/2020		1. M Warren 2. M Warren	
Comments					
This risk has been very high, but we should start to see this reducing with the current work that is in progress. Controls are in place to overcome current impacts whilst work is conducted to progress with works to create a new training facility and fire station.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
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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	20	15
Mitigation activities		Target completion		Owner	
1. Network testing to be undertaken with Cambridgeshire Constabulary.		1. December 2020		1. 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.					

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	20	15
Mitigation activities		Target completion		Owner	
1. Increased training places for On-Call recruits.		1. June 2020		1. C Parker	
Comments					
Work is underway to mitigate this risk and we already have in place, utilisation of On-Call standbys, consultation with FBU to be able to utilise wholtime staff as an On-Call strategic reserve, provision of alternative appliances. Also introduced phased response and 25% contracts.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R140	There is a risk that changes to pensions and pay may lead to leavers from the fire service resulting in a lack of experience for both wholetime and On-Call leading to a reduction in competency levels that could result in a major incident causing fire fighter injury, death and legal / financial implications.	CFO	Health and Safety	20	15
Mitigation activities		Target completion		Owner	
1. Ensure appropriate resource is provided to support local and national training - review of training resources project. 2. Put in place Risk Assurance review to identify any areas for improvement. 3. Implement the action plan from the Risk Assurance review. 4. Based on the outcome of the Employee Tribunal - (FBU/Gov), need to review the outcomes from this and what impacts this will have on the Service both in terms of funding to pay for this and the profile of predicted leavers on this.		1. Ongoing 2. Complete 3. Ongoing 4. October 2020		1. C Parker 2. T Mirfin 3. C Parker 4. M Warren and S Smith	
Comments					
Acquisition of competence for new and existing staff is given high priority, a system of monitoring competence and identifying and addressing weaknesses is established (i.e. no notice exercises, station inspections). The training and competency recording system (TRaCS) is in place to monitor competency.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R001	There is a risk that reliance on key staff, in the event that key staff leave or are absent this may lead to the Service being unable to deliver	CFO	Service Delivery	20	16

	core services and or resilience to support incidents.				
Mitigation activities		Target completion		Owner	
1. Succession planning in place with ongoing reviews. 2. Business continuity arrangements are in place for COVID-19. Staff communications and engagement with Public Health England in place and will continue to monitor the situation.		1. 31/12/2020 2. Ongoing		1. S Smith 2. R Stacey	
Comments					

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 – R195	There is a risk that with staff off sick or diverted to different activities/restrictions in activities there will be a back log of work that will take us a long period to recover from and delay our progress as a service.	CFO	Service Delivery	25	25
Mitigation activities		Target completion		Owner	
1. Monitor the impacts through the IRMP action plan. 2. Put in place plans for catching up on important activities and how we will recover. 3. Resourcing cell established to identify and monitor business areas affected by the COVID-19 emergency.		1. Weekly 2. End April 2020		1. IRMP Team 2. HoGS	
Comments					
COVID-19 is currently the highest risk posed to the Service. The organisation is transitioning from business continuity to recovery phase and continues to monitor the impacts on resourcing and activities.					

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. Maintain a watching brief on this as it is outside of our control.		1. Ongoing		1. J Anderson	
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
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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 other organisational priorities being impacted.	J Anderson	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Representatives attending briefings and monitoring the situation carefully.		1. Ongoing		1. J Anderson	
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.	J Anderson	Finance	20	16
Mitigation activities		Target completion		Owner	
1. Continuing delays impact upon our resource plans and the skillsets we had in place to manage this; resource plans will need to be kept under review.		1. Ongoing		1. T Mirfin	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. We are now anticipating the full business case to be delivered in the new year; it is hoped this will detail release dates and costs of technology. 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 – 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. Positive Action two year plan agreed and launched.		1. 31/10/2020		1. S Smith and L Boucher	
Comments					
Work is ongoing and progressing in this area, we have already run have a go days, utilised dedicated resources to positive action. There is a positive action work plan in place and we have delivered disability confidence placements. We have delivered menopause awareness training and reviewed our maternity package and					

improvements have been made.

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) developed for core competencies and delivered (quarterly) for last two years (18/19). Evaluation to see how successful these are moving forward. 2. Training Centre Review to look at what needs to be delivered. 3. As part of the Training Centre Review what duty system (model) needs to be provided to be able to deliver the programme.		1. January 2020 2. September 2020 3. December 2020		1. J Sherrington 2. C Parker 3. C Parker	
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 – 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	16	8
Mitigation activities		Target completion		Owner	
1. Look to improve attractiveness of roles through use of more flexible employment terms. 2. On-Call Review project closing, agree roles and responsibilities of Operational Excellence Board replacing the project.		1. Ongoing 2. June 2020		1. K Bowden 2. K Bowden	
Comments					
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.	R Stacey	Programme	12	8
Mitigation activities		Target completion		Owner	
1. Proposed change to Risk Based Audit Process, with beta version being trialled alongside current process and findings to be identified. 2. Evaluate desktop audits to lower risk premises.		1. March 2021 2. March 2021		1. D Lynch	
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 – 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.	CFO	Service Delivery	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 leave. 2. Keeping a close eye on peoples future plans as any advanced warnings will help. 3. Look at ways to identify potential and develop individuals to progress within the Service. 4. Implementation of career management processes to look at how we can continue to develop leaders of the future and continue to motivate.		1. Ongoing 2. Ongoing 3. Complete 4. Complete		1. M Warren 2. HoGs 3. S Smith 4. IRMP Team	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time. Succession planning processes are in place and monitored on an ongoing basis. Single points of failure document is in place and is monitored on a 6 monthlv basis by the IRMP Team.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R032	There is a risk that owing to resources levels it may take the Service longer to achieve its aims and goals which may become unachievable.	CFO	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Inform Members of potential delay. 2. Programme Board applying scrutiny to forward plans to test realism of ambitions. 3. Need to put plans in place for how we will manage impacts on our revenue budget planning being conducted as part of IRMP 2020-24 4. Review the IRMP to ensure that our resources are prioritised and we are clear on our realistic expectations within our resource constraints.		1. Fallback 2.Ongoing 3. December 2020 4. Complete		1. CFO 2. T Mirfin 3. M Warren 4. CFO	
Comments					
Service has in place an annual planning process aligned to the IRMP that ensures all activities are linked to the achievement of the Service vision. Programme planning conflicts are taken to the Chief Officers Advisory Group (COAG) to prioritise projects and communicated through the IRMP action plan to enable staff to focus on key activities. The impact of COVID-19 on our ability to achieve our delivery plans as part of the IRMP are kept under review by COAG.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
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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 Services ability to recruit to the On-Call service in these areas. In addition, due to an ageing population there is a risk that the demand for the Service will increase.	S Newton	Service Delivery	12	4
Mitigation activities		Target completion		Owner	
1. Training On-Call personnel to deliver community fire safety work where risks in rural areas are identified. 2. Through the Resource Management Unit ensure that standbys are sent to the strategic stations to maintain appliance availability to support On-Call recruitment in these areas.		1. December 2020 2. Review October 2020		1. E Miller 2. S Beaton	
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 - 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. July 2020		1. Health and Safety Team	
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.					

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.	R Stacey	Service Delivery	16	12
Mitigation activities		Target completion		Owner	

1. Behavioural change review and implementing findings.	1. September 2020	1. Head of Community Fire Safety
Comments		
This community risk informs the IRMP 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 – R091	There is a risk that due to difficulties in the joint administration of the ICT shared service, it may need to be re-in sourced causing a budgetary increase and loss of resilience.	M Warren	Finance	16	4
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.		1. June 2020 2. June 2020 3. April 2020		1. M Warren 2. M Warren 3. 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 – R144	There is a risk that with the current sickness, maternity leave and resignations in Combined Fire Control 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	15	10
Mitigation activities		Target completion		Owner	
1. Training and Development of Managers in Control. 2. Implement recommendation to manage Control with three Station Commanders. 3. Recruit to maintain over establishment to ensure resilience is available to cover for maternity leave and sickness absence.		1. August 2020 2. August 2020 3. December 2020		1. G Coop 2. S Newton 3. S Newton	
Comments					
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 – 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	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. One of the core critical systems has just completed a full tender process and contract awarded. Anticipated deployment of a new system in May 2021 – work is well in		1. May 2021 2. May 2021		1. M Warren 2. M Warren	

progress to complete this. 2. Working with existing supplier to maintain maintenance and ongoing support.		
Comments		
As the project progresses this risk score will be kept under review.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R165	There is a risk that with the exit from the EU there will be delays to imports and exports leading to lack of supplies in service while we await deliveries.	T Stradling	Service Delivery	10	6
Mitigation activities		Target completion		Owner	
1. Procurement leads working with all HoG's for lead in times and any potential Brexit impacts compounded by COVID-19; spreadsheet created to monitor 2. All key suppliers now have confirmed Brexit strategies are in place. Assurances have also been provided for our ability to be able to purchase key operational equipment through ongoing Brexit period. Monitoring required for any further potential impacts to suppliers Brexit strategy plans, being compounded by COVID-19.		1. September 2020 2. September 2020		1. T Stradling	
Comments					
Work is well in progress to understand the risk and to manage any impacts from this.					

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. Staff engagement and introduction of moving all Station Commanders to B level. 2. Introduction of portfolio of roles. 3. Embedding the Directors Advisory Board opportunities. 4. Introduction of coaching and mentoring scheme.		1. June 2020 2. September 2020 3. December 2020 4. September 2020		1. S Newton 2. S Smith 3. C Parker 4. G Coop	
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 – R157	There is a risk that our crews do not have the right skills and knowledge to deliver quality and consistent community fire safety or safe and well activities meaning that we are not realising the full benefits from these activities.	P Clarke	Service Delivery	12	2
Mitigation activities		Target completion		Owner	

1. Delivery of maintenance training to operational crews. 2. Evaluation of delivered training to assess impact on risk.	1. On hold due to COVID-19 2. 31/07/2020	1. E Miller 2. E Miller
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 – R149	Following the fire in Grenfell House there is a risk high rise premises in Cambridgeshire may not have satisfactory fire safety measures in place.	D Lynch	Health and Safety	10	5
Mitigation activities		Target completion		Owner	
1. Working closely with Local Authority. 2. Target high rise premises through newly formed County risk analysis group.		1. December 2020 2. December 2020		1. D Lynch 2. D Lynch	
Comments					
All high rise residential premises have been audited and placed on the Risk Based Audit Programme. Joint audits completed with housing teams. Fire safety leaflet dropped to every flat in a high rise building in Cambridgeshire. Additionally, all high rise hotel premises have been audited, with no cladding confirmed.					

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.	M Warren	Service Delivery	12	12
Mitigation activities		Target completion		Owner	
To be determined once fully understood/confirmed.		N/A		N/A	
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-187	There is a risk if the Incident Command Unit (ICU) continues to run unsupported in Win 7, that it may be open to a potential cyber-attack which could impact on its ability to support a major incident effectively and securely.	S Newton	Service Delivery	12	4
Mitigation activities		Target completion		Owner	
1. Project to review technology used within ICU in progress; options appraisal and recommendation to be delivered. 2. Recommendations implemented.		1. June 2020 2. April 2021		J Tyrell J Tyrell	
Comments					

This project is in progress an options are being reviewed.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-190	There is a risk that during the COVID-19 pandemic, through action or non-actions by the Service, there is a fatality of a member of staff or the public.	CFO	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. Monitoring of guidance and advice published as well as Prime Minsters press releases. 2. Core Crisis Team to review guidance and make appropriate decisions on actions or non-actions to be carried out by staff. 3. Communications channels to be set up with staff and partners to inform them of key decisions and impacts of these to normal service delivery. Daily communication updates to be sent. 4. Service doctor engaged to provide advice to those considering long term isolation to shield those at home. 5. Activities conducted to ensure risks reduced. 6. Limiting visitors to stations to essential only across the Service so only crews and Control are in physical locations at present.		1. Daily 2. Daily 3. Daily 4. Daily 5. Daily 6. Ongoing		1. Core Crisis Team 2. Core Crisis Team 3. Media and Communications Team 4. Occupational Health Unit 5. Core Crisis Team 6. Chief Officers Group	
Comments					
The COVID-19 business continuity and recovery cells 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.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – 191	There is a risk that during the COVID-19 pandemic, the Service has a significant loss or reduction of our critical delivery staff, which leads to the Service failing to deliver its statutory functions.	CFO	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
1. Core Crisis Team in place and business continuity arrangements in operation. 2. Key resourcing requirements understood and resourcing team meeting daily to review resources available and plan these across departments and the county. 3. Volunteers sought to cover the Control Room should shortages of staff occur. Training to be provided to these staff to enable them to operate. 4. Retired operational staff contacted to see if they would be willing to support the Service in crisis times. 5. Resilience resources training refreshed to enable them to be operational when required. 6, Protection of the health and wellbeing of our staff as outlined in risk STA-R190.		1. Daily 2. Daily 3. Complete 4. Complete 5. Complete 6. Daily		1. -6. Core Crisis Team	
Comments					
The COVID-19 business continuity and recovery cells 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.					

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	16	16
Mitigation activities		Target completion		Owner	
1. Core Crisis Team to meet and act on guidance from Government to inform decision on activities to ease and reduce to protect the community and the staff of CFRS. 2. Continue response and activities where a life risk is identified. 3. Initiate pre-screening telephone calls with those to be visited to risk assess impact of the visit. 4. Recovery Cell set up to capture the impacts of activities not being completed and to understand how these will be reinitiated.		1. Daily 2. Daily 3. Daily 4. Weekly		1. Daily 2.Group Commander for Fire Prevention and Community Fire Safety 3. Business Support Group 4. Recovery Cell	
Comments					
The COVID-19 business continuity and recovery cells 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.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-193	There is a risk that due to coronavirus the supply chain that we are reliant on to supply us with critical safety equipment etc. fails and we are unable to locate stocks that we require to conduct or work safely.	T Stradling	Service Delivery	12	12
Mitigation activities		Target completion		Owner	
1. Speak with key suppliers to understand their business continuity arrangements and vulnerabilities to their supply chain. 2. Ensure equipment and supplies are distributed effectively across the Service and stock piling is avoided. 3. Contact with suppliers to understand their stocks and future supplies. 4. Working with suppliers to find viable alternatives and alternative methods of working.		1. Weekly 2. Weekly 3. Weekly 4. Weekly		1 - 4 HoG Procurement	
Comments					
The COVID-19 business continuity and recovery cells 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. The logistic cell sits as part of the business continuity structure and actively monitors the supply chain.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA 194	There is a risk that with depleted staff and cessation of site visits etc. work required to deliver our IRMP will be delayed impacting on the Services progress.	CFO	Service Delivery	15	15
Mitigation activities		Target completion		Owner	

1. Monitor the impacts through the IRMP action plan. 2. Business critical and core activities to continue with additional safe guards in place. 3. Recovery Cell in place to collate information regarding any work delayed/deferred.	1. Weekly 2. Weekly 3. Weekly	1. IRMP Team 2. IRMP Team 3. Recovery Cell
Comments		
This situation is regularly monitored and all activities that are ceased or delayed are recorded and the impact assessed.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-196	There is a risk that with other emergency services struggling to deal with the corona virus fire and rescue service staff will step in to assist reducing available resources for response activities. This includes support for the Community Hub and Ambulance Service.	CFO	Service Delivery	10	10
Mitigation activities		Target completion		Owner	
1. Monitor resources daily at the Resources Cell to ensure sufficient resources are available. To provide support to our partners and to ride fire appliances. 2. Dedicated resources added to the Resources Cell to manage the additional support work. 3. Ensure support activities are risk assessed and shared with stakeholders. 4. Put in place measures to ensure appropriate PPE and quarantine periods dependent on the activities to be completed to support others.		1. Daily 2. Daily		1. K Bowden 2. Core Crisis Team/Resources Cell	
Comments					
The COVID-19 business continuity and recovery cells 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.					

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