

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER(S): Deputy Chief Executive Officer - Matthew Warren

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STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER - MONITORING REPORT

1. Purpose

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

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to review and note the strategic risk report and the risk distribution.
- 2.2 The Policy and Resources Committee is also asked to note the Strategic Risk Review which is attached 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 section 5.8. This shows the spread of risk scores with an accompanying short description of each risk.
- 5.2 The detail of all **High** and **Very High** risks is included below for the review of the Policy and Resources Committee.
- 5.3 The following two risks are scored as **Very High** risks, all of which are constants with an active status, mitigation actions are in progress to reduce these;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R094	There is a risk that the Service is targeted by cyber-attacks and if successful these could cause serious disruption to service delivery.	Matthew Warren	Service Delivery	25	20
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 an brought up to the latest editions of protective software 11. Implementation of additional ICT Security toolsets		1. Annually set date (not published to ensure test is realistic) 2 - 9 Ongoing reviewed and incorporated in the ICT Service Improvement plan - Reviewed Monthly. 10. Complete 11. August 2017		1-11. 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 – 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.	John Anderson	Service Delivery	20	20
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.		1. Ongoing 2. Ongoing 3. Ongoing		1. K Napier 2. K Napier 3. 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.					

5.4 The ICT shared Service and the introduction of the General Data Protection Regulations (GDPR) trigger three **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 – R100	There is a risk that the ICT shared services BFRS and CFRS 2 employers causing friction between members of staff leading to a loss of productivity and staff directly affecting the ability of ICT shared Service to deliver to meet the needs	John Fagg	Service Delivery	25	20
Mitigation activities		Target completion		Owner	
1. Continued negotiations with Bedfordshire to attempt to find a resolution. 2. Re-evaluation of posts to ensure that they are reflective of the role and pay is appropriate 3. Independent review of pay conducted.		1. Ongoing 2. Ongoing 3. Complete		1. J Fagg 2. J Fagg 3. J Fagg	
Comments					
This risk is live the negotiations are ongoing with Bedfordshire to seek an effective resolution.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – 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	15
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 3 staff		1. End July 2017 2. December 2107 3. August 2017 4. July 2017 5. June 2017 6. June 2107		1. J Fagg 2. J Fagg 3. J Fagg 4. J Fagg 5. J Fagg 6. J Fagg	
Comments					
This risk will remain very high until further information is gathered from the Practitioner training in June. Once completed this will inform the project of the required steps to enable the Service to move towards compliance.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R091	There is a risk that due to difficulties in the joint administration of the ICT shared Service, it may need to be re-in sourced causing a budgetary increase and loss of resilience	Matthew Warren	Finance	20	12
Mitigation activities		Target completion		Owner	
1. ICT Shared Service Board to monitor and work to resolve issues 2. Review the existing Shared Service structure to check it has capacity to meet the requirements 3. Implement new technologies to reduce the system maintenance overheads.		1. Ongoing 2. Complete 3. Ongoing		1. M Warren 2. J Fagg 3. J Fagg	
Comments					
This is a risk has been increased to a very high from a 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 Shared Services Board. agreement is still awaited.					

5.5 The Emergency Services Mobile Communication (ESMCP) Project triggers three **Very High** event driven risks with a status of live;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R093	There is a risk that the ESMCP solution being offered is not sustainable leading to the government having to renegotiate with Airwave leading to increased costs to the Service	Matthew Warren	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Maintain a watching brief on this as it is outside of our control		1. Ongoing		1. M Warren	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. The Home made an announcement regarding the ESMCP project timescales slippage in September 2016 however there is still no clarity on dates for the project moving forward. Engagement and monitoring of the situation is ongoing.					

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. The Home made an announcement regarding the ESMCP project timescales slippage in September 2016 however there is still no clarity on dates for the project moving forward. Engagement and monitoring of the situation is ongoing.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R085	There is a risk that the timescales continue to slip on the ESMCP project and impact upon the time available for CFRS to complete the required actions to meet the cutover target dates leading to policies and procedures not being able to be followed and cost implications	Matthew Warren	Finance	20	16
Mitigation activities		Target completion		Owner	
1. Representatives attending briefings and monitoring the situation carefully. 2. Considering wider regional engagement. 3. Continuing delays impact upon our 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. The Home made an announcement regarding the ESMCP project timescales slippage in September 2016 however there is still no clarity on dates for the project moving forward. Engagement and monitoring of the situation is ongoing.					

5.6. The following fourteen 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 i.e. Health and Safety/ Asbestos exposure/Legionella, which may lead to breach's 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 H&S team and Property Group staff to determine compliance and confidence levels 3. BSI OHSAS 18001:2007 held since 2011 and reaccruited on a rolling 3 yearly cycle by external specialist auditors, due again in April 2017 4. Monitoring of incidents conducted and reporting undertaken, putting in place rectification actions where required. 5. Conduct a mini PEEL review to test this area to ensure that our understanding of the risk exposure is correct and determine action plan from this.		1. Complete 2. Annual 3.Complete 4. Ongoing 5. Complete		1. R Hylton 2. C Faint 3. H&S Team 4. H&S Team 5. T Mirfin	
Comments					

The mini PEEL review conducted by the Service has highlighted a number of opportunities to improve the controls around Health and Safety. For this reason the risk score has been increased and the risk moved to an active status. Work is in progress to implement an action plan to improve the Health and safety controls and therefore reduce the risk.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R075	There is a risk that the Service is reliant on the On-Call service to maintain operational cover and with the current retention and recruitment uptake, the model is not sustainable.	Rick Hylton	Service Delivery	16	8
Mitigation activities		Target completion		Owner	
1. Streamline and improve the recruitment process through STEP 2. Improving attractiveness of roles through use of more flexible employment terms. 3. On call review project to look at the Service as a whole 4. Negotiations with the Union regarding the rescue vehicle crewing		1. Complete 2. Complete 3. April 2018 4. June 17		1. T Mirfin 2. Chief Officers Group (COG) 3. R Hylton 4. J Anderson	
Comments					
Work on the mitigation activities is progressing.					

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. June 17 2. April 19		1. J Anderson 2. G Mitchley	
Comments					
Work is ongoing with the mitigations and more should be known about the crewing negotiations in June which will impact to this risk.					

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 Project Review On-Call 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		1a-f. Ongoing 2. TBC 3. Complete 4. Ongoing 5. Ongoing		1. R Hylton/G Mitchley 2. R Hylton 3. R Stacey 4. M Moore 5. S Newton	

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R001	There is a risk of reliance on key staff; in the event that key staff leave or are absent this may lead to the Service being unable to deliver core services and/or resilience to support incidents.	Matthew Warren	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Business Continuity Plans in place for critical areas. 2. Pre planning for Pandemics/Flu. - Influenza Management team set up and in place. 3. BS standard achieved 4. Shared Services for ICT 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 FA 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 the document management system (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. Dec 17 7. Dec 17 8. Dec 17 9. Ongoing 10. Ongoing 11. Ongoing 12. August 17		1. C Parker 2. C Parker 3. C Parker 4. M Warren 5. S Smith 6. M Warren 7. COG 8. COG 9. COG 10. HoGs 11. HoGs 12. S Smith	
Comments					
The post mitigation score has been reduced slightly and work is ongoing to mitigate this risk. This means that we should start to see this risk decrease.					

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.	Chris Strickland	Service Delivery	12	9
Mitigation activities		Target completion		Owner	

1. Redefine the activities that must be delivered by the Service through the Service planning process. 2. Inform members of potential delay. 3. Consider Programme control to further enhance the use of forward planning to minimise resource clashes 4. 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. Monthly	1. COAG 2. T Mirfin 3. C Strickland 4. C Strickland 5. T Mirfin
Comments		
This risk had increased over the past 12 months due to a number of changes with personnel. 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 monthly monitoring of this risk.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R113	There is a risk that with declining incident numbers operational competence is not sustained, especially on stations with low call demand.	Maurice Moore	Health and Safety	12	9
Mitigation activities		Target completion		Owner	
1. No notice exercises to test skills 2. Station inspections to review skills, training and operations 3. Enhanced training 4. Wholtime supporting on call in training activities 5. Operational Assurance plan and strategy in place		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. Complete		1. J Sherrington 2. D Lynch 3. J Sherrington 4. R Stacey 5. S Newton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – 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 individuals' plans as any advanced warnings will help. 4. Where appropriate contract notice periods for posts were extended to 3 months.		1. Ongoing 2. Ongoing 3. Ongoing 4. Complete		1. M Warren 2. R Hylton 3. HoGs 4. 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 – R115	There is a risk that the private finance initiative (PFI) buildings in the country do not meet the fire safety requirements and as we have limited capacity to conduct risk review visits this is a large unknown for the county.	Jon Anderson	Reputation	12	12
Mitigation activities		Target completion		Owner	
1. Risk based inspection programme in place 2. Visits have been conducted to the known PFI buildings 3. Raised awareness with our partners - to enable them to identify any concerns with us to help inform inspection visits.		1. Ongoing 2. Complete 3. Complete		1. B Morgan 2. B Morgan 3. B Morgan	
Comments					
Work is progressing on the mitigation activities. No change to the risk at this time. This risk sits largely outside of our organisational control, our mitigation activities are focused around raising awareness and increasing awareness.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R009	There is a risk that there may be a lack of awareness of legislations i.e. Health and Safety/ Asbestos exposure/Legionella which may lead to breach's 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 H&S team and Property Group staff to determine compliance and confidence levels 3. BSI OHSAS 18001:2007 held since 2011 and reaccredited on a rolling 3 yearly cycle by external specialist auditors, due		1. Complete 2. Annual 3. April 2017 4. Ongoing 5. Complete		1. R Hylton 2. C Faint 3. H&S Team 4. H&S Team 5. T Mirfin	

again in April 2017 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.		
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Comments

The mini PEEL review conducted by the Service has highlighted a number of opportunities to improve the controls around Health and Safety. For this reason the risk score has been increased and the risk moved to an active status. 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 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.	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 Cambs (South East WOW) 7. Incident monitoring to review Health and Safety. 8. Health and safety conduct 6 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.		1. Complete 2. Ongoing 3. Ongoing 4. Complete 5. Ongoing 6. Ongoing 7. Ongoing 8. Ongoing 9. Complete		1. C Faint 2. H&S Team 3. H&S Team 4. H&S Team 5. OSG 6. OSG 7. H&S Team 8. H&S Team 9. T Mirfin	

Comments

The mini PEEL 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, however the mitigation activities have been updated.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R114	There is a risk that we do not have the capacity to conduct Risk visits to non-domestic premises meaning that we have a large proportion of premises to which we do not understand the risk profile.	Jon Anderson	Service Delivery	10	10

Mitigation activities	Target completion	Owner
1. Officer embedded within the training team to ensure that we have trained staff available to conduct the risk visits 2. A team of dedicated officers to manage and to audit premises 3. Fire Fighters are trained to conduct business engagement visits 4. Succession planning being conducted to ensure continuity of service capability	1. Ongoing 2. Ongoing 3. Ongoing 4. March 2018	1. B Morgan 2. B Morgan 3. B Morgan 4. B Morgan
Comments		
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – 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 4. Internal Operational Assurance plan and strategy in place to sample performance against NOGs 5. Exercise schedule to test NOGs		1. Complete 2. Complete 3. Ongoing 4. Complete 5. Ongoing		1. S Newton 2. S Newton 3. S Newton 4. S Newton 5. S Newton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time. With the work progressing at a regional level we may be in a position to reduce this risk over the next 6 months.					

5.7 The following two **High** risks are event driven and categorised as live;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R072	There is a risk that due to the investment required to upgrade and enhance the ICT infrastructure there may be an insufficient capacity in the team to deliver the work required.	Matthew Warren	Service Delivery	16	12
Mitigation activities		Target completion		Owner	

1. Ensure that we have a proper roll out plan for the implementation of technologies. 2. Ensure that appropriate testing is in place before roll out 3. Robust evaluation of the way forward and senior management engagement in decision making to ensure it is business focussed. 4. Effective communication planning. 5. Consider Programme plans and impacts on these to consider scheduling 6. Outsource critical works. 7. Increase Server team by two additional staff to ease bottle neck. 8. Project Manager in place and ensuring that appropriate project governance and planning is in place.	1. August 17 2. All ICT projects 3. Ongoing 4. August 17 5. August 17 6. Ongoing 7. Complete 8. Complete	1 – 6 J Fagg
Comments		
A programme of required work is in place and with the appointment of the ICT Project manager 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 priorities this effectively across the shared service.		

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 reputation damage and unnecessary resources being expended to fix the damage.	Chris Strickland	Reputation	15	10
Mitigation activities		Target completion		Owner	
1. Working to understand the current process in the Police 2. Commit appropriate resources to understand the Police process 3. Take part in a Police Internal mini 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		1. Complete 2. Ongoing 3. Complete 4. Complete 5. March 2018 6. Sept 17 7. Sept 17		1. T Mirfin 2. T Mirfin 3. T Mirfin 4. T Mirfin 5. C Strickland 6. T Mirfin/ H Douglas 7. T Mirfin	
Comments					
This risk has reduced over the last 6 months with the work that we have been conducting to understand the Police Inspectorate process. The mitigation actions are now moving towards preparing the organisation for an inspection process. We may see this risk reducing further over the next 6 months.					

5.8 Distribution of all risks across the scoring matrix;

I M P A C T	Very High	5		R011 - Negligence with regards to H&S R109 - National Operational Guidance R114 - Capacity to deliver risk visits to non domestic premises	R074 - Assurance of On-call skills R121 - Inspectorate processes	R093 - ESMCP sustainability	R094 - Cyber attacks R100 - ICT Shared Service terms and conditions R130 - Unknown impacts of the GDPR
	High	4	R003 - Unable to respond to Government initiatives R082 - SFRS desire to continue with CFC	R046 - Skill sets to deliver Programme R069 - Mis- mobilisation of SFRS R069 - Effective use of resources R108 - Secure email R119 - Increase in RTCs	R115 Fire Safety requirements and PFI buildings R118 - Growth in the County	R010 - Lack of Controls around H&S Legislation R072 - Investment required in ICT and insufficient capacity to deliver R075 - Sustainability of On-call model R112 - Availability vs. Demand	R084 - Lack of information from ESMCP R085 - Timescales of ESMCP R091 - ICT Shared Service Joint administration R117 - Aging population
	Medium	3	R013 - Do not articulate clear plans for long term vision R014 - Planned steps to achieve the vision are not in place R034 - Government cuts impact organisation relationships -internal R040 - Bullying and harassment due to government cuts R056 - Lack of awareness of legislation E&D R057 - Lack of controls around legislation E&D R058 - Negligence causes breach of E&D legislation	R033 - Media speculation causes unease R111- Changing profile of the wholetime Service	R007 - Insufficient funding for the new demands of Government R008 - Insufficient funding for the current Service R027 - National union discussion lead to disputes R126 Capacity to deliver Service Delivery plans	R001 - Reliance on key staff to deliver the core Service R032 - Lack of resources make goals unachievable R113 - Declining incidents impact to competence R127 - Succession planning	
	Low	2		R077 - Media speculation around government cuts	R083 - National power supplies R089 - Organisational restructure	R068 - Changes in the Fire Authority	R009 - Lack of awareness of H&S legislation
	Very Low	1	R016 - Internal financial crime R017 - External financial crime				
			1 Very Low	2 Low	3 Medium	4 High	5 Very High
PROBABILITY							

BIBLIOGRAPHY

Source Document	Location	Contact Officer
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