

To: Policy and Resources Committee

From: Head of Service Transformation – Tamsin Mirfin

Presenting officer(s): Deputy Chief Executive Officer (DCEO) – Matthew Warren
Telephone: 07786 023436
matthew.warren@cambsfire.gov.uk

Date: 31 January 2023

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 of January 2023, 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.

3. Risk Assessment

- 3.1 The strategic risk report potentially cuts across all 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 considered. 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 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 we continue to keep our systems protected from these and our staff educated as to the evolving threats.
- 5.2 There are several risks around organisational skills and capacity. Two risks have increased. This is primarily due to staff reductions and gapped posts that we are currently recruiting for. The general employment situation at present is resulting in longer than average timescales to fill vacancies.
- 5.3 The Emergency Services Mobile Communication Project (ESMCP) is a central government run project, this has been delayed, therefore risks relating to this have decreased or been closed until further information is known.
- 5.4 Risks around the current financial situation remain high on the risk register.

- 5.5 The impact of the wider workforce strikes that are occurring have been added to our risk registers due to the impacts that these may have on our service delivery. We maintain a watching brief on the wider strikes.
- 5.6 STA – R158 is soon to close as the new training centre and Huntingdon fire station is due to be fully operational later this quarter.

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	15
Mitigation activities		Target completion		Owner	
1. Regular ISO audits, to support accreditation. 2. Internal audits scheduled. 3. Engaged with supplier to work with them to produce a three-year cyber strategy.		1. Complete 2. Complete 3. Complete		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 (Information and Communication Technology) service improvement plan to stay abreast of current threats and ensure appropriate defences are in place. There are further mitigations in place to enhance protection but it is not appropriate to list them in a public document.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R204	There is a risk that a fire involving large scale electric vehicle charging (EV) and incidents at large battery storage systems would present a significant challenge to our capacity and capabilities.	Stuart Smith	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Engagement with NFCC lead groups for EV		1.December 2022		1. S Thompson	
Comments					
The Service is engaging with NFCC and our regional working groups to ensure appropriate plans are developed and in place.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R205	There is a risk that due to a lack of UK national guidance and legislation for electrical charging points and large battery energy storage sites this may make regulating and enforcement activities challenging and create a burden on prevention.	Stuart Smith	Service Delivery	25	25
Mitigation activities		Target completion		Owner	

1. Engagement with developers, installers, NFCC lead groups for EV. 2. Continued work with local authorities planning departments, 3. Enforce Fire Safety Order where we can.	1. December 2022 2. December 2022 3. December 2022	1. S Hedger 2. S Hedger 3. S Hedger
Comments		
This is a new risk the Service is engaging appropriately with local authority department(s).		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R032	There is a risk that owing to resource levels it may take the Service longer to achieve its aims and goals which may become unachievable.	Chris Strickland	Service Delivery	20	12
Mitigation activities		Target completion		Owner	
1. Inform Members of any potential delay. 2. Programme Board applying scrutiny to forward plans to test realism of ambitions 3. Plans in place for how we will manage impacts on our revenue budget planning. Financial business continuity planning is up and running. 4. Review the draft IRMP action plan to ensure that our resources are prioritised and we are clear on our realistic expectations within our resource constraints. 5. Review of operational review project that will consider all areas of operational delivery to look for flexibility and efficiency. 6. Prioritisation of activities in the IRMP and review regularly at COAG to be clear about what we can and cannot achieve with our resources.		1. Fallback 2. Monthly 3. Complete 4. Complete 5. March 2023 6. March 2023		1. C Strickland 2. T Mirfin 3. M Warren 4. C Strickland 5. S Smith 6. C Strickland	
Comments					
This risk has increased further to reflect the current position.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R218	There is a risk that we do not have the digital capacity to meet our digital demands leading to breaches in our digital strategy and impacting upon the service we deliver.	John Fagg	Service Delivery	20	12
Mitigation activities		Target completion		Owner	
1. Conduct digital engagement session across the service to establish the full scope of digital requirements for 2023/24. 2. Digital requirements prioritised for delivery.		1. Complete 2. April 2023		1.T Mirfin and J Fagg 2. T Mirfin and J Fagg	
Comments					
This is a new risk on the risk register					

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 – R183	There is a risk that the Services priorities e.g., 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 four. 2. Reviewing of targets.		1. March 2022 2. March 2022		1. S Smith 2. S Smith	
Comments					
Riding our appliances with the correct numbers must take priority.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R201	There is a risk we may lose some highly skilled personnel through 'head hunting', post pandemic resignations, inflationary financial pressures on households and increased working from home. Different employers are able to offer both benefits of working from home along with a considerably higher salary which will result in loss of knowledge, experience and resilience in professional support.	Matthew Warren	Service Delivery	20	15
Mitigation activities		Target completion		Owner	
1. Recruitment team to research, test and evaluate new and innovative attraction methods and to explore searching for candidates in a broader geographical area. 2. Recruitment team to highlight all 'terms and conditions' (particularly cultural benefits) of working for CFRS when advertising vacancies – using data and quotes from engagement survey research to showcase our cultural position. 3. Recruitment team to update employee profiles on external careers site - greater range of professional support roles to be added (showcasing some of the more technical/in-demand skillsets in particular) and to talk about the cultural/agile working benefits. 4. Ensure appropriate cross-skilling to mitigate risk and increase resilience across relevant teams. 5. Flexibility and review of market premiums where possible/flexible pay structure if market conditions dictate. 6. Wellbeing and coaching offer for professional support colleagues. 7. Identify single points of failure in professional support and complete succession plans for professional support.		1. March 2023 2. March 2023 3. March 2023 4. March 2023 5. Ongoing 6. December 2022 7. September 2022		1. L Boucher 2. L Boucher 3. L Boucher 4. T Mirfin and J Fagg 5. L Boucher and M Warren 6. J Swain and J Hart 7. J Hart	
Comments					
This is a new risk that has emerged during the pandemic and we continue to see the impacts of this.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
-------------	------------------	------------	-------------	---------------	----------------

STA – R213	There is a risk that with the increased financial burdens caused by uncertainty of government grants, inflation, nationally negotiated pay increases and capped precept the Service will no longer be able to meet its financial commitments impacting on service delivery.	Matthew Warren	Service Delivery	25	25
Mitigation activities		Target completion		Owner	
1. Implement financial business continuity planning in both professional support services and the operational review project. 2. Briefing to colleagues. 3. Canvassing Home Office and local politicians. 4. Scenario planning and sensitivity analysis to understand the potential impacts. 5. Review consistent over and underspends to identify better budget management or removal of excess budgets.		1. March 2023 2. Complete 3. Complete 4 Complete 5. Complete		1. T Mirfin and S Thompson 2. COAG and S Thompson 3. COG 4. U Bird 5. U Bird	
Comments					
This risk has reduced but has not yet been reviewed with the risk owner. Budget information has now been received and this is being worked through.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R221	There is a risk that other public sector industrial action will have a negative impact on our capacity and service deliverables.	Jon Anderson	Service Delivery	25	25
Mitigation activities		Target completion		Owner	
2 Monitoring of the national picture to understand the potential impacts.		1. Ongoing		1. E Miller	
Comments					
This is a new risk and is being monitored.					

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 – 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	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 2022/23. 3. Build in progress, some supply chain issues and staff change within project team but completion estimated for September 2022 with a move date of January 2023.		1. Ongoing 2. Complete 3. January 2023		1. M Warren 2. COG 3. M Warren	
Comments					
Work is ongoing and progressing positively.					

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 His Majesty's Inspectorate of Constabulary and Fire and Rescue Services.	Christine Doody	Service Delivery	15	9
Mitigation activities		Target completion		Owner	
1. Deliver outcomes from agreed Inclusion Plan (refreshed and updated summer 2021) and people excellence in the IRMP.		1. March 2024		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 and fewer calls than a decade ago operational competence is not sustained, especially on stations with low call demand.	Stuart Smith	Health and Safety	16	9
Mitigation activities		Target completion		Owner	
1. Fire safety scenario (multi operational training) for core competencies and delivered (quarterly). Evaluation to see how successful these are moving forward. 2. As part of the Training Centre Review what duty system (model) needs to be provided to be able to deliver the programme. 3. Ongoing investment to upgrade training facilities within the county.		5. September 2022 6. December 2022 7. December 2022		5. V Best 6. W Swales 7. S Newton	
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, impact on our operational cover.	Jon Anderson	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Co-responding to be expanded. Two new stations now live and still looking to expand. 2. Crews of three. 3. Review of operational resources project launched to look at how we can more effectively utilise our resources to provide operational cover.		1. March 2023 2. March 2023 3. September 2023		1. S Smith 2. S Smith 3. S Thompson	
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 – R118	There is a risk that with the continued growth in the county and changes in legislation, with our limited capacity to conduct risk visits, this may increase risk to the most vulnerable in the county.	Stuart Smith	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Succession planning and increasing capacity of Protection Team considering future uplift grants. 2. Target tall premises through county risk analysis group. 3. Target medium buildings (under 11/18m) to understand additional risks. 4. Feedback to NFCC consultations around new legislation to minimise impact (i.e., Emergency Evacuation Information Sharing Consultation).		1. September 2022 2. Ongoing 3. Ongoing 4. Ongoing		1. S Hedger 2. S Hedger 3. S Hedger 4. S Hedger	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Risk based audit programme in place.					

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 having challenges in the delivery of core services and/or resilience to support incidents.	Chris Strickland	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Succession planning in place with ongoing reviews. 2. Business continuity arrangement are in place for Covid 19. Staff communications and engagement with Public Health England in place and will continue to monitor the situation. 3. Ensure the other benefits of joining a public sector organisation as part of the job attraction rather than pay. 4. Continue to be open with the organisation about current challenges and offer support where required. 5. Prioritisation of activities in the IRMP to help focus workforce activities.		1. 31 December 2022 2. Complete 3. Ongoing 4. Ongoing 5. Complete		1. C Doody 2. S Smith 3. C Doody 4. C Strickland 5. T Mirfin	
Comments					

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.	Jon Anderson	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. The representative bodies have launched their decontamination campaign they are encouraging fire fighters to sign up to a national register. The Service will monitor this and engage in conversations with NFCC.		1. Ongoing 2. Ongoing		1. B Fawcett 2. B Fawcett	

2. We continue to monitor this and continue to update and review our internal policy and guidance that we have in place.		
Comments		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R211	There is a risk that if there is a lack of information, support, structures and signposting about good mental health in the workplace, this will lead to significant instances of poor mental health in the workplace which will impact directly on our organisational effectiveness, efficiency, costs and levels of employee engagement and resilience to change.	Christine Doody	Health and Safety	12	6
Mitigation activities		Target completion		Owner	
1. Embed MHWB Advisor role, ensuring understanding of the purpose of the role is clear (not an in-house counsellor). 2. Delivery and evaluation of dedicated wellbeing action plan. 3. Build wellbeing related questions directly into future employee engagement survey model. 4. External review and validation of MHWB activity (e.g., through framework such as NFCC Maturity Model, Oscar Kilo framework etc).		1. March 2023 2. March 2023 3. March 2023 4. Ongoing to be reviewed March 2023		1. J Fagg 2. J Fagg 3. H Douglas and C Doody 4. C Doody and J Fagg	
Comments					
This is a new risk; mitigations are underway and delivering.					

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 daytime we do not have sufficient On-Call fire cover.	Jon Anderson	Service Delivery	12	12
Mitigation activities		Target completion		Owner	
1. Consideration of introducing the use of crews of three. 2. Operational Response Review project for options.		1. March 2023 2. September 2022		1. K Andrews 2. S Thompson	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R214	There is a risk that if we experience periods of extreme weather conditions there is an increase in the potential for wildfires, flooding or events that will create an increase demand and/or spate conditions that will significantly increase demand on our resources and lead to increases in major incidents.	Jon Anderson	Service Delivery	16	16
Mitigation activities		Target completion		Owner	

1. We have agreed Operation Willowbeck	1. Complete	
2. Degradation policy in place and monitoring.	2. Complete	
Comments		
This is a new risk		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R215	There is a risk that if we experience periods of extreme weather conditions that there is an increase in the potential for wildfires, flooding or events will create increase demand and/or spate conditions meaning that resources and support from and too other counties for mutual aid is limited or non-existent meaning we and they are unable to call for assistance in these times.	Jon Anderson	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. We have agreed Operation Willowbeck 2. Degradation policy in place and monitoring.		1. Complete 2. Complete			
Comments					
This is a new risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R83	There is a risk that due to the national position relating to power suppliers there may be an increase in the number of power outages experienced impacting on our operational and support services.	Matthew Warren	Service Delivery	12	12
Mitigation activities		Target completion		Owner	
1. Increase in fuel costs and vulnerability of power suppliers now considered. 2. Direct link to Environmental/Sustainability Strategy - looking to making stations/premises more efficient and cost effective. 3. Link to the outcomes of the Ways of Working project - building this into business as usual. 4. Re-educating personnel. 5. Business continuity planning initiated for potential power outages. 6. Testing of generators and battery backups. 7. Working with the local resilience forum to prioritise power for longer term power outages.		1. Ongoing 2. Ongoing 3. June 2022 4. September 2022 5. December 2022 6. December 2022 7. January2023		1.M Warren 2. M Warren 3.M Warren and T Mirfin 4. C Doody 5. E Miller 6. E Miller 7. E Miller	
Comments					
This risk has been increased.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R208	There is a risk that we have limited resources for community activities in rural areas, meaning that we may struggle to reach our vulnerable individuals.	S Newton	Service Delivery	12	9
Mitigation activities		Target completion		Owner	

1. Station Commander (B) to Watch Commander (B) to focus on task delivery in line with the strategy. 2. Monitor and respond to national data sets	1. Review Spring 2024 (two-year fixed contract) 2. Ongoing	1. R Olivier 2. R Olivier
Comments		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R207	There is a risk that without actively engaged partners in road safety initiatives we will not be able to achieve our objectives in driving down avoidable road traffic collisions and killed seriously injured.	Simon Newton	Service Delivery	12	16
Mitigation activities		Target completion		Owner	
1. Actively engage with vision zero, sharing resource where possible to engage with young people. 2. Seek opportunity to enhance delivery team for vision zero. by CFRS hosting a post funded by the Police and Crime Commissioner to be in post by Autumn 2022.		1. December 2022 2. October 2022		1. P Clarke 2. P Clarke	
Comments					

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.	Stuart Smith	Service Delivery	16	9
Mitigation activities		Target completion		Owner	
1. Continue to 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. Ongoing 2. September 2022		1. E Miller 2. J Ball	
Comments					
Targeted safe and well visits are part of routine watch activity supported by the community safety team. Working with partners to identify and protect vulnerable people. Purchasing portal misting systems to be implemented in people's homes. Distributing the portable misting system to the most vulnerable to increase their safety whilst further support actions are taken by our partners. Reviewed safe and well has been evaluated, identified frailty index. Behavioural change review and implementing findings. On-Call and Community Champions now undertake safe and wells in our rural areas. Now sharing EEAST facilities at Melbourne, which allow crews greater access to an isolated community for increased community safety engagement across domestic and non-domestic premises.					

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 – R093	There is a risk that the ESMCP solution is delayed leading to the government having to renegotiate with the supplier resulting in increased costs to the Service.	Jon Anderson	Financial	15	15
Mitigation activities		Target completion		Owner	
1. Home Office full business case approved however still awaiting the financial implications and implementation timetables. JA attending all national meetings.		1. Ongoing		1. J Anderson	
Comments					
This risk has reduced but still maintaining a view of it.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R212	There is a risk that as people feel the pressure from the increase in the cost of living we may see more primary and secondary fires as a result of cost saving activities, increased use of candles, arson etc.	Simon Newton	External environment	12	8
Mitigation activities		Target completion		Owner	
1. Targeted safe and well visits to provide safety information and prevention of fires in the home. 2. Fire prevention activities and campaigns especially as we approach winter and cooler, darker weather. 3. Use of the MASH referral processes to identify support for vulnerable people. 4. We are working towards a collaboration with Beds/Herts and Cambridgeshire Police to ensure we align our fire investigation to the new ISO accreditation. This joint working approach should help to secure greater efficiency and effectiveness for prosecution of arson cases where required.		1. March 2023 2. March 2023 3. March 2023 4. December 2022		1. R Olivier 2. R Olivier 3. R Olivier 4. S Newton	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that the support for the key systems collapses through either 'out of support' or due to 'business failure' which would leave us in a vulnerable position.	Matthew Warren	Value for Money	16	16
Mitigation activities		Target completion		Owner	
1. Budget preparation. 2. Capital Programme. 3. Reserve Strategy. 4. Financial System - support not being withdrawn as anticipated - Notice of two years will be given by supplier when support will be withdrawn. Project to replace will then be initiated. 5. HR System - supplier has indicated withdrawal of support for our in-house product. Service to consider whether replacement product is affordable for us. Ongoing review. 6. Full upgrade of STEP.		1. Complete 2. Complete 3. Complete 4. July 2023 5. July 2023 6. Complete		1. M Warren 2. M Warren 3. M Warren 4. M Warren 5. T Mirfin	
Comments					
Technology is kept under review at the digital strategy boards to allow for forward planning of resources and budgets.					

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.	Chris Strickland	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Introduction of portfolio of roles. 2. Introduction of coaching and mentoring scheme. 3. Introduce mandatory Insights programme at initial entry. 4. 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. 5. Keeping a close eye on people's future plans as any advanced warnings will help. 6. Look at ways to identify potential and develop individuals to progress within the Service. 7. Implementation of career management processes to look at how we can continue to develop leaders of the future and continue to motivate people and how get staff to recognise they can progress. 8. Promote and embed the career management processes, development portfolios and is actively used by all staff.		1. Complete 2. May 2022 3. May 2022 4. Complete 5. Reviewed quarterly at end of quarter. 6. Complete 7. Complete 8. December 2022		1. L&OD Manager 2. L&OD Manager 3. 4. M Warren 5. HoGs 6. L&OD Manager 7. IRMP Team 8. IRMP Team	
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.					

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

Source Document:
Strategic Risk Register

Location:
Fire Service HQ
Hinchingsbrooke Cottage
Huntingdon

Contact Officer:
Matthew Warren
01480 444619
matthew.warren@cambsfire.gov.uk