

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 September 2019, highlighting those risks that are considered above the risk appetite of the Authority.

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to review and note the strategic risk report and the risk distribution (Appendix 1).

3. Risk Assessment

- 3.1 The strategic risk report potentially cuts across all of the criteria identified in Paragraph 4.1 below as, without effective risk management and appropriate, identified controls in place to manage the risk, any one of the risks may impact on the Authority.

4. Background

- 4.1 Risk management is a key element of corporate governance. It enables the Authority to;
- quantify the Authority's exposure to risk and take action to mitigate the risk, where the level of risk is deemed unacceptable to the Authority or the community it serves,
 - focus on priorities,
 - reinforce good practice,
 - encourage improved planning,
 - challenge poor performance.
- 4.2 It is the role of the Policy and Resources Committee to review the strategic risk report to ensure all perceived **High** and **Very High** strategic risks are included and assessed correctly with associated actions to address the identified risks.
- 4.3 The risk register has been refreshed with the current risks reviewed and assessed for their current validity and the mitigation actions have been updated or amended as necessary.

- 4.4 To provide further clarity of the status of the risks within the strategic risk register they have been categorised as Constants or Events.
- 4.5 Constants are risks we would not expect to remove but we can control them to an acceptable level for example, the risk of financial crime. These Constants then have a state of either Active or Controlled. Active denotes that we are seeing an increased threat and are initiating further reduction actions. Controlled denotes that we have sufficient measures in place and the risk does not require additional action at this time.
- 4.6 Events, are risks that are initiated by an event, they are likely to arise and disappear for example, the comprehensive spending review. The risk associated with this will only be present whilst we are undertaking the review and once it is completed they will disappear or be realised (occur). If we are aware of an event but it has not occurred we note these risks as dormant, if the event is occurring the risks attached to it are live.
- 4.7 The state of a risk allows us to prioritise those for immediate attention and those that we should regularly monitor. It will also assist with reporting to ensure that the state of our risks is clearly understood.
- 4.8 The Authority's strategic risks are continuously reviewed by the Chief Officers Advisory Group against the following risk categories;
- Political,
 - Economic,
 - Social,
 - Technological,
 - Legislative,
 - Environmental,
 - Customer/Citizen.
- 4.9 Influencers such as legislation, the changing national focus for the fire and rescue service and suggestions made by Members and Officers are also taken into account. Risk exposure has then been assessed by forming a view on the probability of the risk occurring together with the impact of an occurrence.

5. Strategic Risk Review

- 5.1 The distribution of risk from the strategic risk register is shown in Appendix 1. This shows the spread of risk scores with an accompanying short description of each risk.
- 5.2 Cyber attacks has moved again to being 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.
- 5.3 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 We have two risks sitting at high and very high around our current central training facilities; the aging facilities impact and limit the training that we are able to do and the delays in decision making are impacting on our abilities to mitigate these risks and therefore the provision of training to our staff.

- 5.5 The very high risks the reliance on, On-Call staff and our abilities to recruit and retain these staff.
- 5.6 Risks relating to health and safety remain as high risks. A detailed action plan is in place for health and safety and we have seen the first of these risks reduce with the others expected to follow as the action plan continues to drive activity over the coming months.
- 5.7 Brexit remains a risk to the Service; we have been working closely with our links with Government and the National Fire Chiefs Council (NFCC) to establish, and where possible test, various controls.
- 5.8 Community safety activities have been progressing to help reduce the risk posed by the increase in more vulnerable and isolated older people in the community and the potential for increased fire deaths and injuries. Our other risks in this area are around our effective evaluation of our activities to ensure we are effectively targeting our resources and achieving our objectives. Work is in progress to develop and implement an evaluation framework to be utilised to mitigate this.
- 5.9 Work remains ongoing for the introduction and adoption of the National Operational Guidance (NOG). A joint regional approach to introduce the NOGs is working well and has reduced the resource impact to the Service. We have dedicated a resource to the regional programme of work, which we are now leading on, and this is proving to be a successful delivery model.
- 5.10 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 just successfully completed a tender process to replace this system and implementation of this will be starting shortly, this will assist in the reduction of this risk.

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. Mar 2019 passed with a "Good". Expect next audit within a year | | 1. 31/03/2020 | | 1 John Fagg | |
| Comments | | | | | |
| The most significant risk posed to the Authority is the threat of external cyber-attacks. Work is ongoing to test our control actions through regular penetration testing. Our numerous controls are monitored monthly through the ICT service improvement plan to stay abreast of current threats and ensure appropriate defences are in place. | | | | | |

| 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 | Simon Newton | Service Delivery | 20 | 5 |

| | | | | | |
|---|--|---|--|--|--|
| | could mean we are not able to train in some capabilities | | | | |
| Mitigation activities | | Target completion | | Owner | |
| 1. Look at alternative ways to upgrade the facilities. 2. Arrangements put in place with Northampton for Hot fire Training. Reviewed gaps but no other provider required at this time. 3. Run 6 (2day) live scenario days at FS College (30 people each 2 days) to support operational competencies & give access to better facilities. | | 1. 30/09/19 2. 30/06/19 3. 31/12/19 | | 1. M. Warren 2. J. Sherrington 3. S Newton | |
| Comments | | | | | |
| The risk has been increased and now sits as a very high risk. Work is ongoing to consider the options available to the service to resolve this. | | | | | |

| Risk Number | Risk Description | Risk Owner | Impact Type | Pre-mit score | Post-mit score |
|---|---|-------------------|------------------|---------------|----------------|
| STA – R164 | There is a risk to communication resilience as Emergency Services Network will be via a commercial bearer which may result in a potential loss of service | Jon Anderson | Service Delivery | 20 | 15 |
| Mitigation activities | | Target completion | | Owner | |
| 1. Network testing to be undertaken with Cambridgeshire Police | | 1. Dec 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 – R174 | There is a risk of on call staff leaving the service, which may have an impact on fire appliance availability, resulting in a reduction of fire cover, leading to a possibility of more serious fires and an increase in fire deaths. | Jon Anderson | Service Delivery | 20 | 15 |
| Mitigation activities | | Target completion | | Owner | |
| 1. Introduction of Phased response 2. Introduction of daytime contracts 3. Increased training places for On Call Recruits | | 1. Sep 2019 2. Sep 2019 3. Dec 2019 | | 1. S Hedger 2. K Bowden 3. C Parker | |
| Comments | | | | | |
| We continue to work in this area to recruit and retain on call staff, recent developments have been the utilisation of on call standbys, which has been in place for 18 months and proving effective in supporting retention on call. The strategic reserve policy now agreed at ENCC and letter of approval issued. | | | | | |

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 – R184 | There is a risk that the delays in resolving our governance may begin to impact on our ability to progress future service training improvements in a timely fashion, impacting on the training competency of our staff leading to an increase risk of accidents, injury and death. | Chris Strickland | Service Delivery | 20 | 10 |
| Mitigation activities | | Target completion | | Owner | |
| 1. Service needs to be ready with options that can be progressed as soon as possible once a decision is made. | | 1. End Nov 2019 | | 1. C. Strickland | |
| Comments | | | | | |
| This is a new risk this period | | | | | |

| Risk Number | Risk Description | Risk Owner | Impact Type | Pre-mit score | Post-mit score |
|---|---|-------------------|------------------|-------------------|----------------|
| STA - R093 | There is a risk that the ESMCP solution being offered will not be sustainable leading to the government having to renegotiate with Airwave leading to increased costs to the Service. | Matthew Warren | Service Delivery | 20 | 20 |
| Mitigation activities | | Target completion | | Owner | |
| 1. Maintain a watching brief on this as it is outside of our control. | | 1. Ongoing | | 1. Matthew Warren | |
| Comments | | | | | |
| This risk sits largely outside of the control of the Authority as it is created by an external project. Engagement and monitoring of the situation is ongoing and it has been agreed that this risk has been realised and should be regarded as an issue. | | | | | |

| Risk Number | Risk Description | Risk Owner | Impact Type | Pre-mit score | Post-mit score |
|---|---|--------------------------|------------------|--|----------------|
| STA - R084 | There is a risk that the information regarding required actions to meet the ESMCP timescales are not released in sufficient time to allow for planning leading to reactive work and the Services other priorities being impacted. | Matthew Warren | Service Delivery | 20 | 20 |
| Mitigation activities | | Target completion | | Owner | |
| 1. Representatives attending briefings and monitoring the situation carefully. 2. Considering wider regional engagement. | | 1. Ongoing 2. Ongoing | | 1. John Barlow/M Warren 2. M Warren | |
| Comments | | | | | |
| This risk sits largely outside of the control of the Authority as it is created by an external project. Engagement and monitoring of the situation is ongoing and it has been agreed that this risk has been realised and should be regarded as an issue. | | | | | |

| Risk Number | Risk Description | Risk Owner | Impact Type | Pre-mit score | Post-mit score |
|--|--|-------------------|-------------|----------------------|----------------|
| STA - R085 | There is a risk that the timescales continue to slip on the ESMCP project and impact upon the time available for the Service to complete the required actions to meet the cutover target dates leading to policies and procedures not being able to be followed and cost implications. | Matthew Warren | Finance | 20 | 16 |
| Mitigation activities | | Target completion | | Owner | |
| 1. 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 | | 1. T Mirfin/M Warren | |
| 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 this will detail release dates and costs of technology, it is hoped. 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 the HMICFRS. | Sam Smith | Service Delivery | 16 | 9 |
| Mitigation activities | | Target completion | | Owner | |
| 1. Re-run Have a Go days (W/T completed, On Call progressing) 2. Review Maternity support. 3. Reviewing impact of Positive Action officers on W/T recruitment, once application window closes. | | 1. 31 Mar 2020 2. 31 Mar 2020 3. 31 Mar 2020 | | 1. H. Douglas 2. S. Smith and T. Mirfin 3. 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. | Simon Newton | Health and Safety | 16 | 9 |
| Mitigation activities | | Target completion | | Owner | |

| | | |
|---|--------------------------|----------------------------------|
| 1. Review/evaluate the multi operational training to develop core competencies quarterly programme. 2. Renegotiation of Training Centre instructor hours of availability to ensure it meets operational/personal needs. Review training model to ensure Training Centre is providing the best training for operational staff. | 1.Dec 2019 2.Jul 2020 | 1. J. Sherrington 2. 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. | Jon 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 to look at the Service as a whole | | 1. Ongoing 2. 31/12/19 | | 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 2 years | | | | | |

| Risk Number | Risk Description | Risk Owner | Impact Type | Pre-mit score | Post-mit score |
|--|---|---|------------------|--|----------------|
| STA – R155 | There is a risk that we do not measure the impact of our community safety activities meaning that we cannot demonstrate the value for money or the public value that we are delivering. | Paul Clarke | Service Delivery | 16 | 4 |
| Mitigation activities | | Target completion | | Owner | |
| 1. Looking to build an evaluation framework 2. Engagement of University Placements to provide feedback on the current delivery model for Community Safety 3. Create customer conversations - Post fire engagement with those who have had a fire to understand causation factors/measure of response to indicate direction of future work. | | 1. Dec 2019 2. Dec 2020 3. Dec 2020 | | 1. P. Clarke 2. P. Clarke 3. P. Clarke | |
| Comments | | | | | |
| Work is ongoing to reduce this 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, 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. | Ryan Stacey | Programme | 12 | 12 |
| Mitigation activities | | Target completion | | Owner | |

| | | |
|---|---------------|-------------|
| 1. Awaiting any related recommendations from Grenfell Public Enquiry | 1. 31/12/2019 | 1. D. Lynch |
| Comments | | |
| Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time. Risk based inspection programme in place. Working with local authorities to raise awareness of the proposed developments throughout the county. Utilising operational crews to increase capacity with visits to business premises. Introduced 2 Roaming Pumps to undertake additional Community Safety activity | | |

| 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 | 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. Mar 2020 4. Mar 2020 | | 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 is monitored on an ongoing basis Single points of failure document is in place and is monitored on a 6 monthly 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. | Chris Strickland | 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 draft 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. Dec 2020 4. Dec 2020 | | 1. C. Strickland 2. T.Mirfin 3. M. Warren 4. C. Strickland | |
| 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 COAG to priorities projects and communicated this through the IRMP action plan to enable staff to focus on key activities. | | | | | |

| Risk Number | Risk Description | Risk Owner | Impact Type | Pre-mit score | Post-mit score |
|---|---|-------------------|------------------|---------------|----------------|
| STA – R180 | There is a risk that the statistics are showing a decrease in the working age population in all districts across Cambridgeshire apart from Cambridge, this could impact upon the 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. | Simon Newton | Service Delivery | 12 | 4 |
| Mitigation activities | | Target completion | | Owner | |
| 1. Continually working with the On Call Provision to look at increased flexibility in ways of working to meet needs. 2. Using existing operational resources in flexible ways. 3. Constantly review risks to understand where high risk vulnerable risks are located. 4. Identified within current IRMP. | | Sep 2020 | | S Newton | |
| 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 - R010 | There is a risk that due to a potential lack of controls around the application of legislations for example, health and safety/ asbestos exposure/legionella, which may lead to breaches with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage. | Jon Anderson | Health and Safety | 12 | 4 |
| Mitigation activities | | Target completion | | Owner | |
| 1. BSI OHSAS 18001:2007 to be reaccredited on a rolling 3 yearly cycle by external specialist auditors 2. Implement action plan following mini PEEL review | | 1. Apr 2020 2. Dec 2019 | | 1. H&S team 2. Chris Parker | |
| Comments | | | | | |
| The mini PEEL Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around health and safety. Work is progressing on the mitigations for this risk and this has been reflected in the risk score which has reduced from 16 to 12. | | | | | |

| 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. Training and assessments of competency levels available via ILearn - further work required to develop these. | 1. 31/12/19 | 1. H&S 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. | Ryan Stacey | Service Delivery | 16 | 12 |
| Mitigation activities | | Target completion | | Owner | |
| 1. Acting on the outcomes from the Community Safety Review | | 1. 31/12/2019 | | 1. P Clarke / P Middleton / D Lynch | |
| Comments | | | | | |
| This community risk informs the Integrated Risk Management Plan and therefore has a high priority with appropriate actions in place, monitored on a regular basis. Work has been completed and has seen this risk reduce from a Very High to a High. | | | | | |

6.5 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 – 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 | Matthew Warren | Service Delivery | 16 | 16 |
| Mitigation activities | | Target completion | | Owner | |
| 1. One of the key system which is the most critical system, has just completed a full tender process with a new contract to be awarded. Anticipated deployment of a new system in 12 months | | Sep 2020 | | 1. M. Warren | |
| 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 – R144 | There is a risk that with the current sickness, Maternity Leave and resignations we may not be able to deliver adequate call handling and | Simon Newton | Service Delivery | 15 | 10 |

| | | | | | |
|--|--|---|--|---|--|
| | mobilisation services, leading to a reduction in the level of service. | | | | |
| Mitigation activities | | Target completion | | Owner | |
| 1. Training and Development of Managers in Control 2. Review structure of Control function to ensure it is resilient & meets the needs of personnel 3. Currently looking to improve resilience across the Control function by enhancing 1 role within the Day Watch & providing more resilience across the Station Command Group | | 1. Mar 2020 2. April 2020 3. April 2020 | | 1. G. Coop 2. S Newton 3. S. Newton | |
| 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 – R145 | There is a risk that the final arrangements for Brexit may affect certain aspects of Service Delivery | Matthew Warren | Service Delivery | 12 | 12 |
| Mitigation activities | | Target completion | | Owner | |
| 1. Monitoring information as it emerges and reviews of the risk information released is ongoing within the service. | | 1. Dec 2019 | | 1. Per Middleton | |
| 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 – R165 | There is a risk that with Brexit there will be delays to imports and exports leading to lack of supplies in service while we await deliveries. | Wayne Swales | Service Delivery | 10 | 10 |
| Mitigation activities | | Target completion | | Owner | |
| 1. Procurement leads working with all HofG's for lead in times. TS created spreadsheet to monitor | | Oct 2019 | | 1. W. Swales / T. Stradling | |
| 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 – 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. | Jon Anderson | Service Delivery | 12 | 4 |
| Mitigation activities | | Target completion | | Owner | |
| 1. Conducting staff engagement surveys | | 1. Ongoing | | 1. H Douglas | |
| Comments | | | | | |

Work is progressing to reduce this risk, new mitigations are in place and this has seen the risk score reduce from 16 to 12. Raising awareness via Managers Seminars and COAG, IRMP team owned workstream to communicate and plan activities to address risk, career management work stream in place, review of assessment process completed and revised processes are in place, A Review of development plans has been conducted and a development advisory board in place

| 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 | 12 | 4 |
| Mitigation activities | | Target completion | | Owner | |
| 1. Review collaborative structure of the shared service 2. Reviewing ICT Shared Service governance | | 1. Jun 2020 2. Jun 2020 | | 1. 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 - 5 year agreement in place | | | | | |

| 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. | Kevin Napier | Service Delivery | 12 | 2 |
| Mitigation activities | | Target completion | | Owner | |
| 1. Delivery of maintenance training to operational crews 2. Evaluation of delivered training to access impact on risk | | 1. 31/03/2020 2. 31/03/2020 | | 1. Kevin Napier 2. Kevin Napier | |
| 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 – R109 | There is a risk that if we do not move to National Operational Guidance (NOGs) 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 | Chris Parker | Health and Safety | 10 | 10 |
| Mitigation activities | | Target completion | | Owner | |
| 1. 2 year action plan for H&S (DMS481250) to be implemented | | 1. Dec 2019 | | 1. W Swales | |
| Comments | | | | | |
| Work is progressing on the mitigation activities to attempt to reduce the risk. Team established to review the NOGs as released to determine required actions. Audit completed by the National Operation Assurance Group. Taken the lead of the regional collaboration group looking at NOGs, which is now established. Internal | | | | | |

Operational Assurance plan and strategy in place to sample performance against NOGs. Exercises scheduled to test NOGs. Reviewed operational risk. HMICFRS have also reviewed of Operation 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 | Dave Lynch | Health and Safety | 10 | 5 |
| Mitigation activities | | Target completion | | Owner | |
| 1. Working closely with Local Authority, monitoring agreed 2. Target at risk premises | | 1. Dec 2019 2. Mar 2020 | | 1. Dave Lynch 2. Dave Lynch | |
| Comments | | | | | |
| All High Rise residential premises have been audited and placed on 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 | | | | | |

GLOSSARY

| | |
|-------|---|
| CFC | Combined Fire Control |
| CISP | Cyber Security Information Sharing Partnership |
| COG | Chief Officer Group |
| COAG | Chief Officer Advisory Group |
| E&D | Equality and Diversity |
| ESMCP | Emergency Services Mobile Communication Project |
| GDPR | General Data Protection Regulations |
| H&S | Health and Safety |
| IRMP | Integrated Risk Management Plan |
| NCSC | National Cyber Security Centre |
| PEEL | Police Effectiveness, Efficiency and Legitimacy (Programme) |
| PFI | Private Finance Initiative |
| RTC | Road Traffic Collision |
| SFRS | Suffolk Fire and Rescue Service |
| TDG | Tactical Delivery Group |
| WOW | Ways of Working |

BIBLIOGRAPHY

| Source Document | Location | Contact Officer |
|-------------------------|---|--|
| Strategic Risk Register | Fire Service HQ Hinchingbrooke Cottage Huntingdon | Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk |