

**TO:** Policy and Resources Committee

**FROM:** Service Transformation Manager – Tamsin Mirfin

**PRESENTING OFFICER(S):** Service Transformation Manager – Tamsin Mirfin

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**DATE:** 25 January 2018

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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 January 2018, 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 The highest risk posed to the Service remains ICT cyber-attacks; mitigation actions are in place and these are tested regularly through system penetration testing. The ICT service improvement plan monitors the mitigations on a monthly basis and stays abreast of current threats, ensuring appropriate defences are in place.
- 5.3 The Service has a collection of risks that detail the threat posed to the organisation through the decline of operational calls that has been seen historically. This decline has meant a lack of operational experience and a higher turn-over of staff, this coupled with the reliance on On-Call staff to maintain our operational cover and the retention and recruitment challenges presented here mean that this is a significant risk area for the organisation. Mitigation actions are in progress in all areas to control and reduce the risks. These include

the implementation of the new training records system to enable better understanding and visibility of staff competency levels, the On-Call review project considering different approaches to crewing and appliances, succession planning, increased assurance checks through station inspections, enhanced training and the risk assurance review conducted on training.

- 5.4 The introduction of the General Data Protection Regulations pose a significant risk to the Service, mitigations are in progress and this work is recognised as a priority to ensure we are appropriately compliant within the May 2018 introduction date.
- 5.5 The Emergency Services Mobile Communications Programme (run by the Home Office) continues to present risk to the Service. A lack of clarity on the projected schedule for the project presents a level of uncertainty for the Service as well as the potential for costs to increase to support the existing system. We continue to monitor this and seek clarity and updates however until the revised schedule is released in spring 2018 the uncertainty remains and we cannot build in to our plans any of the resources required to support and deliver this project until this clarity is given. Potential for disruption to other priority deliverables is a consequence.
- 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 should see some of these risks reduced over the coming year.
- 5.7 There are two risks relating to the ICT shared service, these relate to the joint administration and also to the continued investment required in ICT to maintain currency that in turn may present capacity issues with the team. A recent review of the ICT shared service recommended a restructure of the team to help alleviate the risks and this has since been accepted by both services (Bedfordshire and Cambridgeshire) who are working to progress its implementation.
- 5.8 Our reliance on key members of staff and resources levels mean delays may be caused to the achievement of our deliverables if they are absent from the Service; this remains a high risk to the organisation. Mitigations are in place and well established in this area. There is regular monitoring of single points of failure and mitigation discussions around these. It is also acknowledged in our risk register that a major incident would divert resources away from the rest of the business and may have a long recovery time for the organisation. Again, mitigations are in progress to manage these situations should they occur.
- 5.9 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. Portable misting systems have been procured and are deployed in discussion with and for the support of, our partners.
- 5.10 Work remains ongoing for the introduction and adoption of the National Operational Guidance (NOG). The internal operational assurance plan and strategy are in place to sample our performance against the NOG. This work assists in the reduction of the organisational exposure should there be an accident or injury in service.
- 5.11 The new Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspectorate process presents a reputational risk to the organisation should we not perform well during the inspection. This has been mitigated through work to understand the process to be deployed and engagement with HMICFRS communication events. Work is ongoing as further information is released to prepare the organisation for the new HMICFRS process.

- 5.12 The ongoing discussions around a national pay award do present a financial risk to the organisation. The risk is currently rated as high, we continue to monitor the situation and identify plans for various scenarios.
- 5.13 As a service 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. We are currently investigating systems where the risk may be higher and looking at fall back plans for these systems. Once this work is complete we will have a more accurate view of this risk.

## 6. Risk Register extract

- 6.1 The following risk is scored as **Very High** risks, it is a constant with an active status, 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	25	16
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 Cyber Security Information Sharing Partnership 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 and 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 - Ongoing 3 - Complete 4 - Complete 5 - Complete 6 - Ongoing 7 - Ongoing 8 - Complete 9 - Complete 10. Complete 11. Complete		1-11. John 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 – R140	There is a risk that changes to pensions, pay and decreasing demand for fire calls results in high staff turnover for both wholetime and On-Call leading to a reduction in competency levels that could result in a major incident causing firefighter injury, death and legal / financial implications.	Chris Strickland	Health and Safety	20	15

Mitigation activities	Target completion	Owner
1. Ensure acquisition of competence for new and existing staff is given high priority. 2. Ensure a system of monitoring competence and identifying and addressing weaknesses is established (no notice exercises, station inspections). 3. Ensure the new system of record for competence (TRaCS) is delivered to the required specification and within timescales. 4. Ensure appropriate resource is provided to support local and national training. 5. Put in place risk assurance review to identify any areas for improvement.	1. Ongoing 2. Ongoing 3. November 2018 4. Ongoing 5. December 2017	1. Chris Strickland 2. Callum Faint 3. John Sherrington 4. Callum Faint 5. Tamsin Mirfin
Comments		
This is a new risk and work is ongoing to establish an accurate picture of the risk exposure for the organisation.		

6.2 The ICT shared service and the introduction of the General Data Protection Regulations (GDPR) trigger two **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 – 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	10
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 Chief Officers Group 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 three staff.		1. Complete 2. February 2018 3. Complete 4. Complete 5. Complete 6. Complete		1-6. John Fagg	
Comments					
Following the Practitioner training in June 2017, the target dates have been updated to reflect planned project activities. Mitigation actions are progressing, delivered through project governance.					

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 insourced 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. 4. Review of ICT shared service structure.	1. Ongoing 2. Complete 3. Ongoing 4. April 2018	1. Matthew Warren 2-4. John Fagg
<b>Comments</b>		
This risk has been increased from High to Very 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 ICT Shared Services Board; agreement to proceed has been granted and is anticipated to be implemented April 2018.		

6.3 The Emergency Services Mobile Communication (ESMCP) Project triggers three **Very High** event driven risks with a status of live; two of which have been realised and are now issues.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R093	There is a risk that the ESMCP solution being offered will not be sustainable leading to the government having to renegotiate with Airwave leading to increased costs to the Service.	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	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. John Barlow and Matthew Warren 2. 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 - 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. Representatives attending briefings and monitoring the situation carefully. 2. Considering wider regional engagement. 3. Continuing delays impact upon our resource plans and the skillsets we had in place to manage this; resource plans will need to be kept under review.		1. Ongoing 2. Ongoing 3. Ongoing		1. John Barlow and Matthew Warren 2. Matthew Warren 3. Tamsin Mirfin and Matthew Warren	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. We have been advised that there will be no transition activities during 2018; a new schedule will be advised in Quarter 4 2017. Engagement and monitoring of the situation is ongoing.					

6.4 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 - 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.	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 Health and Safety team and Property Group staff to determine compliance and confidence levels. 3. BSI OHSAS 18001:2007 held since 2011 and reaccredited on a rolling three 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 Police Effectiveness, Efficiency and Legitimacy Programme review to test this area to ensure that our understanding of the risk exposure is correct and determine action plan from this. 6. Implement action plan following mini Police Effectiveness, Efficiency and Legitimacy Programme review.		1. Complete 2. Annual 3.Complete 4. Ongoing 5. Complete 6. December 2019		1. Rick Hylton 2. Callum Faint 3-4. Health and Safety team 5. Tamsin Mirfin 6. Callum Faint	
Comments					
The mini Police Effectiveness, Efficiency and Legitimacy Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around Health and Safety. 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. Complete		1. Tamsin Mirfin 2. Chief Officers Group 3. Rick Hylton 4. Jon Anderson	
Comments					
Work on the mitigation activities is progressing. Collective Agreement signed, two additional roving appliances will be in service by January 2018.					

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. Complete 2. April 2019		1. Jon Anderson 2. Gary Mitchley	
Comments					
Work is ongoing with the mitigations and Collective Agreement signed, two additional roving appliances will be in service by January 2018.					

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 On-Call Review Project 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 tactical delivery group may be able to provide support. 1c. Review of equipment used on On-Call appliances. 1d. Review the types of appliance used by the On-Call. 1e. Investigate the option of On-Call tactical delivery group. 1f. Review secondary contracts for wholetime. 2. Implement recommendations from the On-Call Review		1a-f. Ongoing 2. April 2019 3. Complete 4. Ongoing 5. Ongoing		1. Rick Hylton and Gary Mitchley 2. Rick Hylton 3. Ryan Stacey 4. Maurice Moore 5. Simon Newton	



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.		
<b>Comments</b>		
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. British Standard achieved. 4. ICT shared services 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 Authority 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. 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. March 2018 7. December 2017 8. Complete 9. Ongoing 10. Ongoing 11. Ongoing 12. Complete		1-3. Chris Parker 4. Matthew Warren 5. Sam Smith 6. Matthew Warren 7-9. Chief Officers Group 10-11. Heads of Group 12. Sam Smith	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. The action plan has been shared and progress will be reviewed in Quarter 3; this is also referenced in the upcoming update on progress against the Integrated Risk Management Plan action plan. No change to the risk at this time.					

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	12	9
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	

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. Integrated Risk Management Plan 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. Ongoing	1. Chief Officers Advisory Group 2. Tamsin Mirfin 3-4. Chris Strickland 5. Tamsin Mirfin
<b>Comments</b>		
This risk had increased over the past 12 months due to a number of personnel changes. 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 six weekly 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.	Jon Anderson	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 - training days under review as part of implementation of wholetime shift system project. 4. Wholetime 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. John Sherrington 2. Dave Lynch 3. John Sherrington 4. Ryan Stacey 5. Simon Newton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Risk reviewed with Maurice Moore; enhanced training action updated and it was noted that the need to monitor this risk has increased due to turnover of operational staff.					

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 skillsets before the skillsets leave? 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 people's 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. Matthew Warren 2. Rick Hylton 3. Heads of Group 4. Sam 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 – 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.	Chris Parker	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		1-3. Brennan 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 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.	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 Health and Safety team and Property Group staff to determine compliance and confidence levels. 3. BSI OHSAS 18001:2007 held since 2011 and recredited on a rolling three 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 Police Effectiveness, Efficiency and Legitimacy Programme review to test this area to ensure that our understanding of the risk exposure is correct and determine action plan from this. 6. Implement action plan following mini Police Effectiveness, Efficiency and Legitimacy Programme review.		1. Complete 2. Annual 3. Complete 4. Ongoing 5. Complete 6 December 2019		1. Rick Hylton 2. Callum Faint 3-4. Health and Safety team 5. Tamsin Mirfin 6. Callum Faint	
Comments					
The mini Police Effectiveness, Efficiency and Legitimacy Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around health and safety. 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 for example, 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 Cambridgeshire (South East Ways of Working). 7. Incident monitoring to review health and safety. 8. Health and safety conduct six monthly visits to stations to assess level of compliance with requirements. 9. Conduct a mini Police Effectiveness, Efficiency and Legitimacy Programme review to test this area to ensure that our understanding of the risk exposure is correct. 10. Implement action plan following mini Police Effectiveness, Efficiency and Legitimacy Programme review.		1. Complete 2. Ongoing 3. Ongoing 4. Complete 5. Ongoing 6. Ongoing 7. Ongoing 8. Ongoing 9. Complete 10. December 2019		1. Callum Faint 2-4. Health and Safety team 5-6. Operational Support Group 7-8. Health and Safety team 9. Tamsin Mirfin 10. Callum Faint	
Comments					
The mini Police Effectiveness, Efficiency and Legitimacy 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.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R132	There is a risk that should there be a major incident the priority would divert resources from the rest of the business and mean that there may be longer recovery times for the organisation post the major incident.	Chris Strickland	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Ensure that the Deputy Chief Executive role is contracted to be on permanent recall to duty. 2. Pursue fall back arrangements with neighbouring Fire and Rescue Services. 3. Review scheme of delegations to ensure Area Commander level leaders have appropriate delegated authorities.		1. Complete 2. April 2018 3. April 2018		1. Chris Strickland 2. Rick Hylton 3. Rick Hylton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk.					

6.5 The following risks are scored as **High** risks, all of which are constants with and 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.	Chris Parker	Service Delivery	15	12
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 portable misting systems to be implemented in people's homes. 4. Distributing the portable misting system to the most vulnerable to increase their safety whilst further support actions are taken by our partners.		1. Ongoing 2. Ongoing 3. Complete 4. Complete		1-4. Kevin 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. Work has been completed and has seen this risk reduce from a Very High to a High.					

6.6 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 – R109	There is a risk that if we do not move to National Operational Guidance 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 National Operational Guidance documents as they are released to determine required actions. 2. Audit completed by the National Operational Assurance Group. 3. Taking part in the regional collaboration group looking at National Operational Guidance. 4. Internal Operational Assurance plan and strategy in place to sample performance against National Operational Guidance. 5. Exercise schedule to test National Operational Guidance. 6. Two year action plan for health and safety (DMS 481250) to be implemented.		1. Complete 2. Complete 3. Ongoing 4. Complete 5. Ongoing 6. December 2019		1-6. Wayne Swales	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Operation Support Group, health and safety and training now co-located to ensure policy is influenced by National Operational Guidance, risk assessed and delivered to the organisation.					

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. January 2018 2. All ICT projects 3. Ongoing 4. Complete 5. Ongoing 6. Ongoing 7. Complete 8. Complete		1-6. John Fagg	
Comments					
A programme of required work is in place and an ICT Project Manager has been appointed 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 prioritise this effectively across the shared service. An Infrastructure Manager has been appointed.					

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 reputational 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 Police Effectiveness, Efficiency and Legitimacy Programme review. 4. Work with the police to undertake a mini Police Effectiveness, Efficiency and Legitimacy Programme review at CFRS. 5. Volunteer to take part in the formation work for the Police Effectiveness, Efficiency and Legitimacy Programme. 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 6-7. Complete		1-4. Tamsin Mirfin 5. Chris Strickland 6. Tamsin Mirfin and Hayley Douglas 7. Tamsin Mirfin	
Comments					
This risk has reduced over the last six 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 six months.					



Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R008	There is a risk that government funding is insufficient to meet the current service delivery needs, which may lead to a reduction of the service delivered, local performance improvements not sustained and/or delivered.	Matthew Warren	Service Delivery	15	9
Mitigation activities		Target completion		Owner	
1. Robust finance planning integrated into business planning. 2. Efficiency planning / targets. 3. Programme management. 4. Budget holder training - buddy system, budget holders' support. 5. CFRS seeking independent assessments through the operational assurance, peer assessment and also working with the Audit Commission. 6. Continue comprehensive spending review work for 2018/19 years savings. 7. Reserves could be utilised in specific circumstances.		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. Complete 6. Complete 7. Ongoing		1. Matthew Warren 2. Budget holders 3. Tamsin Mirfin 4. Matthew Warren 5. Rick Hylton 6. Callum Faint 7. Matthew Warren	
Comments					
Risk reviewed and probability increased due to increased pay award.					

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 wholtime 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.	Rick Hylton	Service Delivery	16	6
Mitigation activities		Target completion		Owner	
1. Raising awareness via Managers Seminars and Chief Officers Advisory Group. 2. Integrated Risk Management Plan Group owned work stream to communicate and plan activities to address risk. 3. Talent management work stream in place. 4. Review of assessment process. 5. Review of development plans. 6. Staff engagement.		1. Complete 2-5. January 2018 6. Ongoing		1. Callum Faint 2. Integrated Risk Management Plan Group 3. Tamsin Mirfin 4. Sam Smith 5. Callum Faint 6. Hayley Douglas	
Comments					
This is a new risk; work is ongoing.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that should our relationship with our key system suppliers deteriorate they may no longer be willing to provide support to our key systems which would leave us in a vulnerable position.	Matthew Warren	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
1. Ensure appropriate resilience arrangements are in place for our key systems. 2. Put in place alternative support arrangements to support systems if support is withdrawn.		1. April 2018 2. Jan 2018		1. Callum Faint 2. John Fagg	
Comments					



## BIBLIOGRAPHY

Source Document	Location	Contact Officer
Strategic Risk Register September 2016	Fire Service HQ Hinchingsbrooke Cottage Huntingdon	Matthew Warren 01480 444619 <a href="mailto:matthew.warren@cambsfire.gov.uk">matthew.warren@cambsfire.gov.uk</a>