

To: Policy and Resources Committee

From: Head of Service Transformation – Tamsin Mirfin

Presenting officer(s): Deputy Chief Executive Officer (DCEO) – Matthew Warren

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Date: 31 October 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 September 2023, 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.

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 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. 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 (COAG) 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 We have new risks on our risk register around emerging technologies and particularly electric vehicle (EV), hydrogel fuel and battery energy storage systems. We continue to work with the National Fire Chiefs Council (NFCC) and other partners on our response and prevention activities.
- 5.3 There are several risks around organisational skills and capacity. We have seen a decrease in the number of leavers since the last update. The general employment situation at present is still resulting in longer than average timescales to fill vacancies which impacts on our organisational capacity.
- 5.4 Risks around the current financial situation remain high on the risk register, we await next years financial settlement to better understand the situation and continue our financial business continuity planning activities.
- 5.5 There is a new risk at Very High relating to the withdrawal of Suffolk from Combined Fire Control and the impact this will have on our own budget.

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.	M 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					
One of the most significant risks 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. 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 emerging technology e.g., EV, hydrogel fuel, battery energy storage systems would present a significant challenge to our capacity and capabilities.	W Swales	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Engagement with NFCC lead groups for EV.		1.January 2024		1. S Thompson	
Comments					
The Service is engaging with NFCC and our regional working groups to ensure appropriate plans are developed and in place. An emergency technology focus group has been created with all key stakeholders.					

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.	S Newton	Service Delivery	25	25
Mitigation activities		Target completion		Owner	
1. Engagement with developers, installers, NFCC lead groups for EV. 2. Continued work with local authority planning departments. 3. Enforce Fire Safety Order where we can.		1. December 2023 2. December 2023 3. December 2023		1. S Hedger 2. S Hedger 3. S Hedger	
Comments					
The service is engaging appropriately with local authority department.					

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.	C 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. 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 - 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. 7. Take into consideration when creating the CRMP 2024/29.		1. Fallback 2. Monthly 3. Complete 4. Complete 5. March 2024 6. March 2024 7. March 2024		1. C Strickland 2. T Mirfin 3. M Warren 4. C Strickland 5. S Smith 6. C Strickland 7. T Mirfin	
Comments					
This risk remains in a Very High state.					

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/or impacting upon the service delivery.	J Fagg	Service Delivery	20	12
Mitigation activities		Target completion		Owner	
1. Regular reviews of capacity at Digital Strategy Board. 2. Project brief required to include any digital requirements so the planning can take place.		1. Ongoing 2. February 2024		1. J Fagg 2. J Fagg	
Comments					
This continues to be a Very High risk for the Service.					

6.2 These are **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 – 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.	J 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. 3. Use of third training day (risk assessment and personal development 1/2 day for each). 4. Part of Operational Review Project.	1. March 2024 2. March 2024 3. Complete 4. March 2024	1. S Smith 2. S Smith 3. S Smith 4. S Thompson
Comments		

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.	M Warren	Service Delivery	20	15
Mitigation activities		Target completion		Owner	
1. Recruitment team to research, test and evaluate new and innovative attraction methods and 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 offers for professional support colleagues. 7. Identify single points of failure in professional support and complete succession plans.		1. December 2023 2. December 2023 3. December 2023 4. Ongoing 5. Ongoing 6. Complete and ongoing 7. Ongoing - T&S structured plans in 2024		1. L Boucher 2. L Boucher 3. L Boucher 4. T Mirfin/J Fagg 5. L Boucher/M Warren 6. J Fagg/S Lingard 7. S Lingard	
Comments					
This is a new risk that has emerged during the pandemic and we continue to see the impacts of it.					

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 reductions in 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.	M Warren	Service Delivery	25	25
Mitigation activities		Target completion		Owner	
1. Review financial business continuity planning in both professional support services to ensure they remain relevant. 2. Briefing to colleagues. 3. Canvassing Home Office and local politicians.		1. Ongoing 2. Complete 3. Complete 4. Complete		1. T Mirfin/S Thompson 2. COAG/S Thompson	

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.	5. Complete	3. COG 4. U Bird 5. U Bird
Comments		

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.	J Anderson	Service Delivery	25	25
Mitigation activities		Target completion		Owner	
1. 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.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R224	There is a risk that if Hertfordshire withdraw cross border support this may negatively impact our operational response times in the south of the county.	J Anderson	Service Delivery	25	25
Mitigation activities		Target completion		Owner	
1. Continue communications with Hertfordshire. 2. Look at ways to reduce need for Hertfordshire appliances to assist.		1. Ongoing 2. Ongoing		1. J Anderson 2. S Smith	
Comments					
This is a new risk and is being monitored.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R226	There is a risk that as SFRS are terminating the successful and cost saving Combined Fire Control collaboration, resulting in the need for additional funding required to continue to fund this by CFRS alone and this will impact on the service delivery of CFRS as savings will need to be found to meet this gap.	M Warren	Service Delivery	25	25
Mitigation activities		Target completion		Owner	
1. Continue to deliver the new mobilising system into operational service. 2. Understand the funding gap to impact CFRS once SFRS withdraw. 3. Put in place plans to deliver the required savings.		1. February 2024 2. April 2024 3. December 2024		1. T Mirfin 2. T Mirfin 4. IRMP team	
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 – 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 and attract and recruit people, whilst also damaging our performance in these areas which are monitored by HMICFRS.	C Doody	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
1. Deliver equality, diversity and inclusion actions in People Excellence 2023/25, which includes HMICFRS inspection actions, HMICFRS Spotlight Report on Culture, NFCC culture action plan, London Fire Brigade gap analysis etc. In the equality, diversity and inclusion section there are actions linked to recruitment, learning and organisational learning and community engagement. 2. We are now tracking equality, diversity and inclusion data in workforce and recruitment as proportionality against the Cambridgeshire 2021 census data and this shows that it could take 80 to 110 years to have a workforce that reflects the Cambridgeshire demographics because we are a small service with a limited number of vacancies. 3. 2023 wholetime recruitment campaign includes positive action and reviews of equality, diversity and inclusion data at each stage of the process (Equality Impact Assessments).		1. December 2024 2. Complete 3. December 2023		1. S Calne 2. S Calne/BIP 3. S Calne	
Comments					

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.	W Swales	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 county. 4. Middle Manager training and recording of competencies.		1. Ongoing 2. Completed 3. Ongoing 4. March 2023		1. V Best 2. W Swales 3. S Smith 4. V Best	
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.	J 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. Review of operational resources project launched to look at how we can more effectively utilise our resources to provide operational cover. 3. Review service recognition policy with a focus on On-Call. 4. Looking at all station facilities to bring all up to a standard to allow roaming pump or standbys to use them.		1. Complete 2. March 2024 3. September 2023 4. April 2024		1. S Smith 2. S Thompson 3. K Andrews 4. M Moore	
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 (protection).	S 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 newly formed county risk analysis group. 3.Target medium buildings (under 11/18m) to understand additional cladding risks. 4. Feedback to NFCC consultations around new legislation to minimise impact (i.e., Emergency Evacuation Information Sharing Consultation). 5. Use uplift funding to change Fire Protection team structure to remove admin burden from inspecting Officers. Increase use of IT to improve efficiency and capacity.		1. April 2024 2. Ongoing 3. Ongoing 4. Ongoing 5. April 2024		1. S Hedger 2. S Hedger 3. S Hedger 4. S Hedger 5. 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.	C Strickland	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Succession planning in place with ongoing reviews. 2. Business continuity arrangements are in place for COVID-19. Staff communications and engagement with Public Health England in place and will continue to monitor the situation.		1. Ongoing 2. Complete 3. Ongoing 4. Ongoing		1. C Doody 2. S Smith 3. C Doody	

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.	5. Complete	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.	J Anderson	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. The representative bodies have launched their de-contamination campaign; they are encouraging firefighters to sign up to a national register which may well lead to links being made between cancers and employment as a firefighter. The Service will monitor this and engage in conversations with NFCC. 2. We continue to monitor this and continue to update and review our internal policy and guidance that we have in place. 3. Decontamination working group in place.		1. Ongoing 2. Ongoing 3. Ongoing		1. B Fawcett 2. B Fawcett 3. J Johnson	
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, it will lead to significant instances of poor mental health in the workplace which will impact directly on our organisational effectiveness, efficiency, costs, levels of employee engagement and resilience to change.	C Doody	Health and Safety	12	6
Mitigation activities		Target completion		Owner	
1. Embed Mental Health and Wellbeing (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). 5. TRIM review. 6. Implement ESTIP. 7. Introduction of psychological wellbeing practitioner role to replace MWHB advisor. 8. Introduction of courses to support health and wellbeing.		1. Completed 2. Completed 3. Completed 4. Ongoing 5. Ongoing 6. Ongoing 7. October 2023 8. September 2023		1. J Fagg 2. 3. H Douglas 4. J Fagg 5. G. George 6. G. George 7. J. Fagg 8. J. Fagg	
Comments					
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.	J Anderson	Service Delivery	12	12
Mitigation activities		Target completion		Owner	
1. Consideration of introducing the use of crews of 3. 2. Operational Response Review project for options. 3. Degradation policy now in place and wildfire tactical advisors, water flood incident managers to be trained.		1. Complete 2. March 2024 3. September 20023		1. K Andrews 2. S Thompson 3. V Best	
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.	J Anderson	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Operational Risk Review Project (4x4 review and rescue vehicle usage).		1. Complete			
Comments					

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 to other counties for mutual aid is limited or nonexistent meaning we and they are unable to call for assistance in these times.	J Anderson	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. We have agreed Operation Willowbeck. 2. Degradation policy in place and monitoring. 3. Duty Officer briefing sessions.		1. Complete 2. Complete 3. Ongoing		1. S Newton 2. S Thompson 3. V Best	
Comments					

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.	M 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. Monthly testing of generators by Property team and annual service. Battery backups UPS completed by ICT. 7. Working with the Local Resilience Forum to prioritise power for longer term power outages. CPLRF Emergency Plan to be completed by December 2023, this will include training and exercising the Plan.		1. Ongoing 2. ongoing 3. June 2022 4. Sept 2022 5. Completed 6. Completed 7. December 2023		1. M Warren 2. M Warren 3. M Warren/T Mirfin 4. AC Operational Response 5. B Fawcitt 6. B Fawcitt 7. B Fawcitt	
Comments					

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 can struggle to reach our vulnerable individuals.	S Newton	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Prevention to work with Business Intelligence and Performance and service groups to clearly understand rural vulnerability. 2. Working at community safety partnerships, data sharing groups to share data and effectively target. 3. Support wider service change to focus our resources in areas of need. Work with partners to source additional resources/funding to increase delivery. 4. Support CRMP work and ensure actions reflect findings of changing community risk profile.		1. April 2024 2. April 2024 3. April 2024 4. April 2024		1. R Olivier 2. R Olivier 3. R Olivier 4. 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 will not be able to achieve our objectives in driving down avoidable road traffic collisions and 'killed and seriously injured'.	S Newton	Service Delivery	12	8

Mitigation activities	Target completion	Owner
1. Actively engage with vision zero, sharing resource where possible to engage with young people. 2. Monitor the effectiveness of hosted road safety partnership post event.	1. April 2024 2. December 2023	1. P Clarke 2. P Clarke
Comments		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R217	There is a risk that the representative bodies national picture on employee/employer negotiations could impact their ability to engage in any proposed crewing changes or role maps, causing delays on progress.	J Anderson	Service Delivery	16	12
Mitigation activities		Target completion		Owner	
1. Maintaining a watching brief on the current situation and monitoring the impacts of this.		1. Ongoing		1. J Anderson	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R225	There is a risk that the focus on culture driven by HMO/HMI/NFCC in 2023/25 following the LFB report could have a detrimental impact on the employees in our Service as we already have a baseline of a good culture (HMI/Engagement Survey etc)	C Strickland	People	16	9
Mitigation activities		Target completion		Owner	
1. Updated People Excellence plan in place - Spotlight Report actions were reviewed and approach agreed as to which ones we already do, which are actions and not taking a tick-box approach. 2. Culture measurement on plan - to keep taking temperature checks of engagement/morale. 3. Close working with NFCC and implementation team to understand Spotlight Report actions that are being closed and understanding how other fire and rescue services are approaching the actions. 4. Prioritisation is to our employee engagement and this is how we measure ourselves; this needs to be communicated to our people.		1. Complete 2. April 2024 3. Ongoing 4. Ongoing		1. C Doody 2. C Doody 3. C Doody 4. C Doody	
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.	S Smith	Service Delivery	16	9

Mitigation activities		Target completion		Owner	
1. Continue to review 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. 3. Continue to improve data sharing with partners. 4. Develop further working arrangements with partners to increase reach and capacity to identify and meet needs of vulnerable people.		1. Ongoing 2. April 2024 3. April 2024 4. April 2024		1. R Olivier 2. J Ball 3. R Olivier 4. R Olivier	
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 well visits 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 Emergency Services Mobile Communications Programme solution is delayed leading to the government having to renegotiate with the supplier resulting in increased costs to the Service.	J 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. J. Anderson 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 because of cost saving activities, increase use of candles, arson etc.	S 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.		1. March 2024 2. March 2024 3. March 2024 4. March 2024 5. Ongoing		1. R Olivier 2. R Olivier 3. R Olivier 4. S Newton 5. R Olivier	

3. Use of the Multi Agency Safeguarding Hub referral processes to identify support for vulnerable people. 4. CFRS now well established in SVD group, community safety partnerships etc to work with partners and identify risk. 5. Prevention regularly monitor performance through monthly community risk management meetings and quarterly performance meetings with COAG.		
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.	M Warren	Value for Money	16	16
Mitigation activities		Target completion		Owner	
1. Budget preparation. 2. Capital Programme. 3. Reserve Strategy. 4. Replacement Integrated Communication Control System and Mobilising system in progress. 5.. Financial system - notice of support received - project to replace financial solution initiated. 6. Human Resources system - move solution to the cloud for ongoing support for software provision but overall solution will not change. 7. Full upgrade of Service Transformation and Efficiency Programme. 8. Renewed Digital Strategy identifying all systems that need to be upgraded prior to support being withdrawn.		1. Complete 2. Complete 3. Complete 4. February 2024 5. November 2023 6. December 2024 7. Complete 8. October 2023		1. M Warren 2. M Warren 3. M Warren 4. M Warren 5. M Warren 6. M Warren 7. T Mirfin/M Warren 8. J Fagg	
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.	C 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 2024 3. Complete 4. Complete 5. Reviewed quarterly at end of quarter. 6. Complete 7. Complete 8. December 2023		1. S Lingard 2. S Lingard 3. S Lingard 4. M Warren 5. HoGs 6. S Lingard 7. IRMP team 8. S Lingard	

Comments					
Work is progressing to reduce this risk. Raising awareness via Managers Seminars and COAG, IRMP Team owned work stream to communicate and plan activities to address risk.					
Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – 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.	M Warren / C Doody	Service Delivery	12	9
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 offers for professional support colleagues. 7. Identify single points of failure in professional support and complete succession plans for professional support.		1. December 2023 2. December 2023 3. December 2023 4. Ongoing 5. Ongoing 6. Complete and ongoing 7. Ongoing - T&S structured plans in 2024		1. L Boucher 2. L Boucher 3. L Boucher 4. T Mirfin/J Fagg 5.L Boucher/M Warren 6. J Fagg/S Lingard 7. S Lingard	
Comments					

GLOSSARY

CFC	Combined Fire Control
CISP	Cyber Security Information Sharing Partnership
COG	Chief Officer Group
COAG	Chief Officer Advisory Group
ESMCP	Emergency Services Mobile Communication Project
GDPR	General Data Protection Regulations
H&S	Health and Safety
IRMP	Integrated Risk Management Plan
NFCC	National Fire Chiefs Council
NCSC	National Cyber Security Centre
RTC	Road Traffic Collision
SFRS	Suffolk Fire and Rescue Service

Source Document

Strategic Risk Register

Location

Fire Service HQ
Hinchingsbrooke Cottage
Huntingdon

Contact Officer

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