

**TO:** Policy and Resources Committee

**FROM:** Deputy Chief Executive – Matthew Warren

**PRESENTING OFFICER(S):** Deputy Chief Executive – Matthew Warren

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**DATE:** 25 April 2019

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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 April 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 As an outcome of the recent risk Audit it was recommended that we introduce Inherent risk scoring, to outline the impact of the risk, should we cease to implement the controls and mitigations. Work is currently ongoing to engage with risk owners and capture this information in the Strategic Risk Register.
- 5.3 The previously highest risk posed to the Service was ICT cyber-attacks at 25; however with the additional controls put in place the score has since reduced to 12. The ICT Shared Service monitor the mitigations on a monthly basis to stay abreast of current threats, ensuring appropriate defences are in place.

- 5.4 The 5 highest risks now are scoring 20, 4 of which are related to the Emergency Services Mobile Communications Programme (run by the Home Office)
- 5.5 From the previous period, there is just one risk showing an upward trend, (lack of resources making goals unachievable) from a 10 to the current 12. Nine risks have reduced whilst all other risks have remained stable
- 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 NFCC to establish, and where possible test, various controls.
- 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 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.
- 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.
- 5.10 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.
- 5.11 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.
- 5.12 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.
- 5.13 The decline in incidents having an impact on operational staff maintaining competencies is a risk being managed down with a focus on exercises and station inspections. Multi operational training was undertaken at the Fire Service College, with further sessions now being planned.
- 5.14 We have closed 4 risks in this period.
- 2 for Community Safety (capacity whilst dealing with Grenfell for Home Fire Safety activity and for inspecting non domestic premises ).
  - Egress is in place now providing a secure email link with partners
  - And the Inspection process has been completed
- A fifth risk, media attention on Government cuts, is currently Dormant

## **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-R164	There is a risk to communication resilience as ESN will be via a MNO commercial bearer, resulting in loss of service	J. Anderson	Service Delivery	20	15
Mitigation activities		Target completion		Owner	
Network testing to be undertaken with Cambs Police		Oct 2019		J. Barlow	
Comments					
A risk new to the Strategy Risk log, having been escalated from the ESMCP Project Risk Log in Jan 2019					
The Assure 2 network specifically for testing ESN, along with associated testing devices, are anticipated to be available late summer. Testing will comprise of “fit and forget” devices which will be installed in vehicles which travel across the County such as the Courier vans or driver training vehicles. “Hand held” devices will be taken to specific areas, locations, roads and premises. Additionally over 50 operational critical sites have been identified and will be tested for network connections. We will be working closely with Cambridgeshire Police to share the testing across the County. Once completed the level of network coverage will be understood. If there is no ESN coverage in a location or area, the risk is another contingency device on another network is likely to have the same problems					

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 (i.e. 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 6. Implement the action plan from the Risk Assurance review		1. Ongoing 2. Ongoing 3. Complete 4. Ongoing 5. Complete 6. Jan 2020		1. C Strickland 2. C Faint 3. J Sherrington 4. C Faint 5. T Mirfin 6. C Faint	
Comments					
No change to current score					
Work is ongoing to establish an accurate picture of the risk exposure for the organisation.					

6.2 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					
No change to current score 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					
Post Mitigating score has been increased from 16 on review, pending specific actions. No change to current score					
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 resources plans and the skillsets we had in place to manage this, resource plans will need to be kept under review.		1. Ongoing 2. Ongoing 3. Ongoing		1. J Barlow/M Warren 2. M Warren 3. T Mirfin/M Warren	
Comments					
No change to current score					

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; we had been told a new schedule will be advised in Quarter 1 2019, whilst we are also now awaiting the full business case to be delivered; 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 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	12
Mitigation activities		Target completion		Owner	
1. Re-run Have a Go days 2. Engagement with our hard to reach communities to understand and remove barriers. 3. Review Maternity support. 4. Progressing with a further Positive Action post		1. 31 Mar 2020 2. Ongoing 3. 31st Mar 2020 4. Sep 2019		1. H. Douglas 2. F. Raoufi 3. S. Smith and T. Mirfin 4. S. Smith	
Comments					
New Strategic risk added December 2018					
Have a go days completed. A Positive Action Officer in post now working alongside a Station Commander also in a dedicated Positive Action role. Together they have created a Positive action work plan. Also delivered disability confidence placements and menopause awareness training. Maternity Package reviewed and improvements made.					
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. Evaluate the model through the Community Safety Review		1. Ongoing		1. K Napier / P Middleton / D Lynch	
Comments					
No change to current score					
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. Purchased and distributed the portable misting system to the most vulnerable to increase their safety whilst further support actions are taken by our partners.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R158	There is a risk that the current training centre is aging and has a limited capacity in the training that it can deliver, if we do not look at this it could mean we are not able to train in some capabilities	Simon Newton	Service Delivery	15	5
Mitigation activities		Target completion		Owner	
1. Look at alternative ways to upgrade the facilities - Monks Wood 2. Put in place arrangements with other providers to cover any gaps -		1. 30/06/19 2. 30/06/19		1. M. Warren 2. J. Sherrington	
Comments					
New Strategic risk added January 2019					
Arrangements in place with Northampton FRS for using their Hot fire Training facility					

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	12	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 J. Fagg	
Comments					
There has been considerable focus to reduce this risk, and as such the current score has been significantly reduced down from 25					
Concentrated efforts to mitigate this risk. Annual ICT penetration testing carried out to determine vulnerabilities which are then patched. A series of presentations given to staff to raise user awareness of threats. Members of CISP to understand the current risks					

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. Awaiting any related recommendations from Grenfell Public Enquiry	1. 30/06/2019	1. D. Lynch
<b>Comments</b>		
No change to current score		
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	Programme	12	9
Mitigation activities		Target completion		Owner	
1. Establish a forum to look at the potential for it to happen - some focus to be given to support staff - how do we replace the skill sets before the skill sets leaves. 2. Consider if this should be factored in to the collaboration plans with the police to see where resilience can be gained. 3. Keeping a close eye on peoples future plans as any advanced warnings will help. 4. Contract notice periods for posts were extended to three months and consider all contracts be extended to three months. 5. Put in place robust succession planning and ongoing monitoring. 6. Look at ways to identify potential and develop individuals to progress within the Service. 7. Review the single points of failure document and identify mitigation actions. Reviewed every 6-12 months.		1. Ongoing 2. Ongoing 3. Ongoing 4. Complete 5. Ongoing 6. Ongoing 7. Ongoing		1. M Warren 2. J. Anderson 3. HoGs 4. S Smith 5. S Smith 6. T Mirfin 7. S Smith	
Comments					
No change to the risk at this time.					
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 - 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
<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. IRMP in place to look at plans across the organisations to ensure activities are effectively prioritised. 5. Programme Board applying scrutiny to forward plans to test realism of ambitions 6. Need to put plans in place for how we will manage impacts on our revenue budget	1. April 2019 2. Fallback 3. Ongoing through Project Boards 4. Ongoing 5. Ongoing 6. April 2019	1. COAG 2. T. Mirfin 3. C. Strickland 4. C. Strickland 5. T. Mirfin 6. M. Warren
<b>Comments</b>		
This risk has increased from 10, with a number of issues that are coming at present, such as CSR, Pay dispute, Pension contributions		

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 DCEO role is contracted to be on permanent recall to duty 2. Pursue fall back arrangements with neighbouring FRS 3. Review scheme of delegations to ensure AC level leaders have appropriate delegated authorities		1. Complete 2. Complete 3. Apr 2019		1. C Strickland 2. R Hylton 3. J. Anderson	
Comments					
No change to the risk at this time.					
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
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	

1. BSI OHSAS 18001:2007 to be reaccredited on a rolling 3 yearly cycle by external specialist auditors 2. Implement action plan following risk assurance review.	1. Apr 2020 2. Dec 2019	1. H&S team 2. Callum Faint
<b>Comments</b>		
No change to the risk at this time.		
Employment of specialists to provide advice and guidance in Health and Safety. Internal specialist staff and external specialist auditors undertake annual management system reviews, through interviews with H&S team and Property Group staff to determine compliance and confidence levels. BSI OHSAS 18001:2007 held since 2011 and reaccredited on a rolling 3 yearly cycle by external specialist auditors, due again in April 2020 Monitoring of incidents conducted and reporting undertaken, putting in place rectification actions where required. Conducted a risk assurance review to test this area to ensure that our understanding of the risk exposure is correct and determined an action plan from this.		

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.	Kevin Napier	Service Delivery	12	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. Kevin Napier 2. Kevin Napier 3. Kevin Napier	
Comments					
New Strategic risk added December 2018					
Processes identified & being put in place to evaluate & measure the impact of activities					

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.	Jon Anderson	Health and Safety	10	10
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	

1. Training and assessments of competency levels available via ilearn - further work required to develop these. 2. Looked to see if National Standard operating procedures can be utilised in Cambs (South East WOW). Resulted in new Contamination Policy to be reviewed and produced	1. 31/12/19 2. May 19	1. H&S team 2. W. Swales
<b>Comments</b>		
No change to the risk at this time.		
The risk assurance 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 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 – R145	There is a risk that the final arrangements for Brexit may affect certain aspects of Service Delivery	Matthew Warren	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Monitoring information as it emerges and reviews of the risk information released is ongoing within the service. When details are understood, further activities can be confirmed		1. Ongoing		1. Per Middleton	
Comments					
No change to the risk at this time					

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 mobilisation services, leading to death and injury of the general public.	Simon Newton	Service Delivery	15	10
Mitigation activities		Target completion		Owner	
1. Training and Development of Managers in Control		1. Mar 2020		1. G. Coop	
Comments					
No change to the risk at this time.					
Recruitment Campaign(s) in place, Control Action Plan created and in place					
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. Staff engagement		1. Ongoing		1. H Douglas	
Comments					

No change to the risk at this time.

Raising awareness via Managers Seminars and COAG. IRMP team owned workstream to communicate and plan activities to address risk. Talent Management work stream in place. Review of Assessment Process  
Review of development plans. Development Advisory Board in place

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R109	There is a risk that if we do not move to National Operational Guidance (NOG) policies and procedures that are considered best practice, if we have an incident it may lead to the death or injury of an individual and the organisation exposed to corporate manslaughter.	Callum Faint	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1.2 year action plan for H&S (DMS481250) to be implemented		1. Dec 2019		1. W Swales	
Comments					
No change to the risk at this time.					
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					
New risk to the Strategic Risk Log in December 2018 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 Hinchingsbrooke Cottage Huntingdon	Matthew Warren 01480 444619 <a href="mailto:matthew.warren@cambsfire.gov.uk">matthew.warren@cambsfire.gov.uk</a>