

To: Policy and Resources Committee

From: Head of Service Transformation – Tamsin Mirfin

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Strategic Risk and Opportunity Management Register – Monitoring Report

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an updated strategic risk report, as at April 2022, 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 current validity and the mitigation actions have been updated or amended as necessary.
- 4.4 To provide further clarity of the status of the risks within the strategic risk register they have been categorised as Constants or Events.
- 4.5 Constants are risks we would not expect to remove but we can control them to an acceptable level for example, the risk of financial crime. These Constants then have a state of either Active or Controlled. Active denotes that we are seeing an increased threat and are initiating further reduction actions. Controlled denotes that we have sufficient measures in place and the risk does not require additional action at this time.
- 4.6 Events are risks that are initiated by an event, they are likely to arise and disappear for example, the comprehensive spending review. The risk associated with this will only be present whilst we are undertaking the review and once it is completed, they will disappear or be realised (occur). If we are aware of an event but it has not occurred, we note these risks as dormant, if the event is occurring the risks attached to it are live.
- 4.7 The state of a risk allows us to prioritise those for immediate attention and those that we should regularly monitor. It will also assist with reporting to ensure that the state of our risks is clearly understood.
- 4.8 The Authority's strategic risks are continuously reviewed by the Chief Officers Advisory Group against the following risk categories.
- Political,
 - Economic,
 - Social,
 - Technological,
 - Legislative,
 - Environmental,
 - Customer/Citizen.
- 4.9 Influencers such as legislation, the changing national focus for the fire and rescue service and suggestions made by Members and Officers are also considered. Risk exposure has then been assessed by forming a view on the probability of the risk occurring together with the impact of an occurrence.

5. Strategic Risk Review

- 5.1 Cyber-attacks remain one of the highest risks posed to the Service with a score of 20. Work continues to remain abreast of threats and continue to keep our systems protected from these and our staff educated as to the evolving threats.
- 5.2 Two new risks have been added to the risk register around electric vehicle charging and large battery power storage centres. As new technologies emerge, develop and grow these present new risks; we are working with the appropriate bodies to mitigate and reduce these risks.
- 5.3 This quarter, we have seen several of the risks relating to COVID have reduced and accordingly these risks have been closed.

- 5.4 The Emergency Services Mobile Communication Project (ESMCP) remains in our high risks however this is largely outside of our control as it is a central government run project. We are actively engaged in the project and maintain currency with ongoing developments.
- 5.5 The risk regarding our current training facilities is mitigated through our new fire station and training centre being constructed in Huntingdon.
- 5.6 There are several risks relating to our profile of leavers, diversity of our workforce and recruitment challenges as well as the impacts of changing incident profiles on our work force. These are core risks within our integrated risk management plan (IRMP) and we have several work strands looking at the different dimensions of these challenges. We have a focus on succession planning and development of our staff to enable them to progress within the Service. The core impact to most of these risks is our capacity to deliver and this may mean that we are managing priorities to ensure that we are working effectively with the resources that we have available.
- 5.7 We have also seen new risks emerge around the work generated from external sources, the key impact here is from the work of National Fire Chiefs Council or NFCC to deliver fire standards. Our mitigations are to review and conduct gap analysis against these to establish the work required to comply and build these into our plans. We have put in place oversight of these internally to ensure that we prioritise them appropriately, that we mitigate any high risks presented and schedule lower risk activities accordingly.

6. Risk Register Extract

- 6.1 The following risks are scored as **Very High** risks, they are constants with an Active status, and mitigation actions are in progress to reduce this.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R094	There is a risk that the Service is targeted by cyber-attacks and if successful these could cause serious disruption to service delivery.	Matthew Warren	Service Delivery	20	15
Mitigation activities		Target completion		Owner	
1. Regular ISO audits, to support accreditation (April 2021). 2. Internal Audits scheduled. 3. Engaged with Supplier to work with them to produce a three year cyber strategy.		1. Complete 2. Complete 3. Complete		1. J Fagg 2. D Wilkinson 3. J Fagg	
Comments					
The most significant risk posed to the Authority is the threat of external cyber-attacks. Work is ongoing to test our control actions through regular penetration testing. Our numerous controls are monitored monthly through the ICT service improvement plan to stay abreast of current threats and ensure appropriate defences are in place. There are further mitigations in place to enhance protection but it is not appropriate to list them in a public document.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R204	There is a risk that a fire involving large scale electric vehicle charging (EV) and incidents at large battery storage systems would present a significant challenge to our capacity and capabilities.	Stuart Smith	Service Delivery	25	15
Mitigation activities		Target completion		Owner	
1. Engagement with NFCC lead groups for EV.		1.December 2022		1. S Thompson	

Comments
This is a new risk to the risk register. The Service is engaging with NFCC and our regional working groups to ensure appropriate plans are developed and in place.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R205	There is a risk that due to a lack of UK national guidance and legislation for electrical charging points and large battery energy storage sites this may make regulating and enforcement activities challenging.	Stuart Smith	Service Delivery	25	25
Mitigation activities		Target completion		Owner	
1. Engagement with developers, installers, NFCC lead groups for EV. 2. Continued work with local authorities planning departments, 3. Enforce Fire Safety Order where we can.		1. December 2022 2. December 2022 3. December 2022		1. S Hedger 2. S Hedger 3. S Hedger	
Comments					
This is a new risk the Service is engaging appropriately with local authority department.					

6.2 There are four **Very High** event driven risks with a status of live; two of which have been realised and are now issues.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - 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.	Jon Anderson	Financial	25	25
Mitigation activities		Target completion		Owner	
1. Awaiting Home Office Full Business Case.		1. Ongoing		1. J Barlow	
Comments					
This risk sits outside of the control of the Authority as it is created by an external project. Engagement and monitoring of the situation is ongoing. A recent business case has been released however incomplete financial information precludes the Service being able to calculate future costs.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R183	There is a risk that the Service’s priorities e.g., ridership figures and development of staff are in direct conflict and therefore mean that we may struggle to achieve both priorities at the same time.	Jon Anderson	Service delivery	20	12
Mitigation activities		Target completion		Owner	
1. Look to balance development of staff whilst crewing of four. 2. Reviewing of targets.		1. March 2022 2. March 2022		1. S Newton 2. S Newton	
Comments					
Riding our appliances with the correct numbers must take priority.					

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 – R178	There is a risk of On-Call staff leaving the Service, meaning a lack of fire appliance availability, resulting in a reduction of fire cover, leading to a possibility of more serious fires and an increase in fire deaths.	Jon Anderson	Service Delivery	15	10
Mitigation activities		Target completion		Owner	
1. Review of operational resources project launched to look at how we can more effectively utilise our resources to provide operational cover.		1. September 2022		1. S Thompson	
Comments					
Controls already in place, utilisation of On-Call standbys, consultation with Fire Brigades Union to be able to utilise wholtime staff as an On-Call strategic reserve, provision of alternative appliances, introduced phased response, introduced 25% contracts and succession planning is in place. Work is ongoing and progressing in this area, to improve the working experience of On-Call staff and how we shorten the recruitment timescale to retain staff.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R164	There is a risk to communication resilience as emergency services network will be via a commercial bearer which may result in a potential loss of service.	Jon Anderson	Service Delivery	12	12
Mitigation activities		Target completion		Owner	
1. Network coverage testing to be undertaken with Cambridgeshire Constabulary. 2. Home Office alternative solutions / extended areas applied for.		1. May 2022 2. May 2022		1. J Barlow 2. J Barlow	
Comments					
This is a risk identified from the national project (Emergency Services Mobile Communication Programme), we have representation on the regional project team as well as chairing this group and will therefore be able to monitor the developments that are emerging in this area. We will also be working closely with our blue light partners on coverage testing and share learning and provide feedback into the central project for resolution as required.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R158	There is a risk that the current training centre is aging and has a limited capacity in the training that it can deliver, if we do not look at this it could mean we are not able to train in some capabilities.	Simon Newton	Service Delivery	15	10
Mitigation activities		Target completion		Owner	
1. Project governance is in place affording continual oversight and management of this risk. 2. This project has been identified as a Service priority for 2022/23. 3. Build in progress some supply chain issues and staff change within project team but completion estimated for September 2022 with a move date of January 2023.		1. Ongoing 2. Complete 3. January 2023		1. M Warren 2. COG 3. M Warren	
Comments					
Work is ongoing and progressing positively.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R161	There is a risk that we do not have a workforce that reflects our community's diversity and therefore we may lack the diversity of thought and approach, which would impact on our ability to improve the quality of service we deliver to our community whilst also damaging our performance in this area which is monitored by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services.	Sam Smith	Service Delivery	15	9
Mitigation activities		Target completion		Owner	
1. Deliver outcomes from agreed Inclusion Plan (refreshed and updated summer 2021). 2. Business Case to authorise additional funding for Positive Action Officer Roles until March 2024.		1. March 2024 2. Complete		1. C Doody 2. S Smith	
Comments					
Work is ongoing and progressing in this area, we have already run 'Have a Go' days and utilised dedicated resources to positive action. There is a positive action work plan in place and we have delivered disability confidence placements.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R113	There is a risk that with changing incident types and fewer calls than a decade ago operational competence is not sustained, especially on stations with low call demand.	Simon Newton	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.		1. June 2022 2. Ongoing 3. December2022		1. V Best 2. W Swales 3. S Newton	
Comments					
Work is progressing on the mitigation activities to reduce the risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R075	There is a risk that the Service is reliant on the On-Call service to maintain operational cover and with the current retention and recruitment uptake, the model is not sustainable.	Jon Anderson	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Co-responding to be expanded. 2. Crews of three and removal of 13.5m ladders.		1. July 2022 2. July 2022		1. S Newton 2. S Newton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R118	There is a risk that with the continued growth in the county, it increases the number of non-domestic properties of the type that do present an elevated risk. With our limited capacity to conduct risk visits this may increase the unknowns for the county.	Stuart Smith	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Review findings from latest version of Risk Based Audit Programme (RBAP). 2. Uplift grant project to identify further opportunities. 3. Succession planning and increasing capacity of Protection Team. 4. Working closely with Local Authority, monitoring agreed works to remove cladding from the one premise identified. 5. Target tall premises through newly formed county risk analysis group. 6. Target medium buildings (under 11/18m) to understand additional cladding risks.		1. Closed 2. July 2022 3. July 2022 4. Complete 5. Ongoing 6. Ongoing		1. S Flemming 2. S Hedger 3. S Hedger 4. S Hedger 5. S Hedger 6. S Hedger	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. RBAP in place.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R188	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.	Jon 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					
We have embedded and established engagement with local representative bodies. The processes and negotiation routes established and working well. This risk is kept under review and the situation monitored as it develops.					

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, if key staff leave or are absent this may lead to the Service being unable to deliver core services and or resilience to support incidents.	Chris Strickland	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Succession planning in place with ongoing reviews. 2. Business continuity arrangements are in place for COVID-19. Staff communications and engagement with Public Health England in place and will continue to monitor the situation. 3. Ensure the other benefits of joining a public sector		1. 31 December 2022 2. Ongoing communications in place 3. Ongoing		1. S Smith 2. S Smith 3. S Smith 4. C Strickland 5. T Mirfin	

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.	4. Ongoing 5. Complete	
Comments		
This risk has increased and has risen to a high risk. This is due to the pandemic and impacts to staffing levels as well as changes to working habits meaning more working from home has opened up greater opportunities in the job markets.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R011	There is a risk that due to negligence within the organisation, legislations i.e., Health and Safety/ asbestos exposure/legionella/operational may be breached with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage.	Jon Anderson	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. The representative bodies have launched their de-contamination campaign they are encouraging firefighters to sign up to a national register. 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.		1. Ongoing 2. Ongoing		1. B Fawcitt (OSG) 2. B Fawcitt	
Comments					
We employ specialists to provide advice and guidance in Health and Safety. Information has been disseminated to stations in the same place at each station. Raised awareness through Health and Safety representatives. Incident monitoring to review Health and Safety. Health and Safety conduct six monthly visits to stations to assess level of compliance with requirements. Conducted a mini-PEEL review to test this area to ensure that our understanding of the risk exposure is correct. Implemented action plan following mini PEEL review. Station visits to raise awareness. ISO 45001 Accreditation audit completed. Looked to see if national standard operating procedures can be utilised in Cambridgeshire (South East WOW). Resulted in new Contamination Policy. Training and assessments of competency levels available via ILearn and deployed July 2020.					

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	15	10
Mitigation activities		Target completion		Owner	
1. Inform Authority 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; comprehensive spending review project 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.		1. Fallback 2. Monthly 3. May 2022 4. March 2023 5. December 2022 6. March 2023		1. C Strickland 2. T Mirfin 3. M Warren 4. C Strickland 5. S Newton 6. C Strickland	

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.		
Comments		
This risk has increased to reflect the current position.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R178	There is a risk of On-Call staff leaving the Service, meaning a lack of fire appliance availability, resulting in a reduction of fire cover, leading to a possibility of more serious fires and an increase in fire deaths.	Jon Anderson	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
1. Review of operational resources project launched to look at how we can more effectively utilise our resources to provide operational cover.		1. September 2022		1. S Thompson	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R206	There is a risk that if we do not comply with the fire standards being released from NFCC we will not be in line with best practice and could receive challenge and national criticism especially in the event of an operational incident.	Stuart Smith	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Operational preparedness. 2. Emergency Response Driving. 3. Operational competence. 4. Operational learning. 5. Prevention. 6. Protection. 7. Safeguarding. 8. Community Risk Management Planning. 9. Code of Ethics. 10. Fire Investigation - (standard to be published as the consultation has happened). 11. Emergency Preparedness and Resilience - (standard to be published as the consultation has happened). 12. Data Requirements and Management - (standard coming May 2022). 13. Leadership and People - (standard coming September 2022).		1 – 9 December 2022 10 – 13 TBC		1. V Best 2. V Best 3. V Best 4. B Fawcitt 5. E Miller 6. S Hedger 7. D Bentley 8. T Mirfin 9. S Smith 10. K Turner 11. J Sherrington 12. N Smith 13. S Smith	
Comments					
For each fire standard published the Service is actively engaging in the consultations and completing gap analysis to understand the degree to which we comply and to identify any required actions.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R207	There is a risk that if we do not continue to actively engage with the vision zero partnership (road safety) the partnership will not be able to achieve its objectives of no road deaths or injuries.	Stuart Smith	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. Seek opportunity to enhance delivery team for vision zero by CFRS hosting a post funded by the Police and Crime Commissioner.		1. December 2022 2. May 2022		1. P Clarke 2. P Clarke	
Comments					
This is a new risk and mitigation actions are in progress. The job grading evaluation is currently underway.					

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 and to ensure that we utilise these to the maximum impact in the community we must ensure that we are effectively targeting our resources.	Stuart Smith	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Station Commander (B) to Watch Commander (B) to focus on task delivery in line with the strategy. 2. National data sets to allow us to focus our activities on the correct areas.		1. In place (two year fixed contract) 2. Ongoing		1. E Miller 2. E Miller	
Comments					
Mitigations are in place and delivering controls.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R211	There is a risk that if there is a lack of information, support, structures and signposting about good mental health in the workplace, this will lead to significant instances of poor mental health in the workplace which will impact directly on our organisational effectiveness, efficiency, costs and levels of employee engagement.	Sam Smith	Health and Safety	12	6
Mitigation activities		Target completion		Owner	

1. Embed Mental Health and Wellbeing 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 mental health and wellbeing activity (e.g., through framework such as NFCC Maturity Model, Oscar Kilo framework etc).	1. March 2023 2. March 2023 3. March 2023 4. Ongoing to be reviewed March 2023	1. J Swain & J Fagg 2. J Swain 3. H Douglas & S Smith 4. S Smith & J Fagg
Comments		
This is a new risk; mitigations are underway and delivering.		

6.4 The following risks are scored as **High** risks, all of which are constants with Controlled status; mitigation actions are in progress to reduce these.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R117	There is a risk that the aging population results in more vulnerable and isolated older people of which impacts negatively on fire deaths and injuries.	Stuart Smith	Service Delivery	16	9
Mitigation activities		Target completion		Owner	
1. Continue to increase our data sets to ensure targeting is as effective as possible. 2. Assess benefits of On-Call and Community Champions now undertaking safe and well visits which may help mitigate current and post risk scores.		1. Ongoing 2. September 2022		1. E Miller 2. J Ball	
Comments					
Targeted safe and well visits are part of routine watch activity supported by the Community Safety Team. Working with partners to identify and protect vulnerable people. Purchasing portal misting systems to be implemented in people's homes. Distributing the portable misting system to the most vulnerable to increase their safety whilst further support actions are taken by our partners. Reviewed safe and well has been evaluated, identified frailty index. Behavioural change review and implementing findings. On-Call and Community Champions now undertake safe and wells in our rural areas. Now sharing EEAST facilities at Melbourne, which allow crews greater access to an isolated community for increased community safety engagement across domestic and non-domestic premises.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R203	There is a risk that, with different experiences in signing into the ICT systems, internal communication suffers as we have lost defined channels with easy access for all staff. This could lead to communication not being received, staff not feeling informed and therefore impacting on our staff engagement.	Hayley Douglas	People	12	3
Mitigation activities		Target completion		Owner	
1. Move intranet to SharePoint. 2. Understand and utilise Office365 apps to improve internal communication. 3. Promote and encourage use of the different communication channels.		1. April 2022 2. October 2023 3. March 2023		1. H Douglas & D Reeson 2. H Douglas & D Reeson 3. H Douglas	

Comments					
This is a new risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R027	There is a risk that due to ongoing discussions/activities nationally (pay award - FBU, Government actuaries - Review of Pensions) and internal changes at CFRS there may be disputes and the potential for strikes.	Jon Anderson	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Ongoing monitoring of the situation. 2. Exercise business continuity arrangements to check that these are fit for purpose.		1.Ongoing 2. Ongoing		1. J Anderson 2. J Anderson	
Comments					
There is constant monitoring in place to understand the likelihood of this risk being realised.					

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 - 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.	Jon Anderson	Finance	15	12
Mitigation activities		Target completion		Owner	
1. Continuing delays impact upon our resources plans and the skillsets we had in place to manage this; resource plans will need to be kept under review. Indicative timeline produced, awaiting full business case and baselined plan from Home Office.		1. Ongoing until we receive more information		1. T Mirfin	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. The business case has been released and shows a new timeline for the delivery of the project, which the Service will now be working to. Engagement and monitoring of the situation is ongoing.					

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 and skills in the team to deliver the work required.	Matthew Warren	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Project Roadmap in place and reviewed at key points. 2. Ensure that appropriate testing is in place before rolling out of all ICT related projects. 3. Effective communication plan in place and reviewed. 4. Outsource of critical works, when required. 5. CBT nuggets introduced as e-learning for staff.		1. June 2020 2. June 2020 3. March 2020 4. June 2020 5. June 2020 6. June 2021		1. J Fagg 2. J Fagg 3. J Fagg 4. J Fagg 5. J Fagg 6. J Fagg	

6. Resilience plan for key individuals - discuss with J Fagg. 7. Upskill personnel in cloud technologies to enable further transitions to that technology.	7. June 2022	7. J Fagg
Comments		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R172	There is a risk that following the Brexit transition period, ending December 2020, we will be unable to share data with EU suppliers until an agreement is in place.	Danielle Wilkinson	Service Delivery	16	8
Mitigation activities		Target completion		Owner	
1. Await outcome of the consultation and review impacts.		1. June 2022		1. D Wilkinson	
Comments					
The UK has been awarded Adequacy, this means that data can continue to flow across the EU and UK. However this risk remains open as there is currently a consultation open to review the UK GDPR.					

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.	Jon Anderson	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Home Office full business case approved, however still awaiting the financial implications and implementation timetables.		1. Ongoing		1. J Barlow	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. The business case has been released and shows a new timeline for the delivery of the project, which the service will now be working to. Engagement and monitoring of the situation is ongoing.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that unsupportable technology in our key system deteriorate suppliers/we may no longer be able to provide support to our key systems which would leave us in a vulnerable position.	Matthew Warren	Value for Money	16	16
Mitigation activities		Target completion		Owner	
1. Budget preparation. 2. Capital Programme. 3. Reserve Strategy. 4. Financial System - support not being withdrawn as anticipated - notice of two years will be given by supplier when support will be withdrawn. Project to replace will then be initiated. 5. HR System - supplier has indicated withdrawal of support for our in-house product. Service to consider whether replacement product is affordable for us. Ongoing review.		1. Complete 2. Complete 3. May 2022 4. November 2022 5. June 2022		1. M. Warren 2. M Warren 3. M Warren 4. M Warren 5. M Warren	

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 – R201	There is a risk we may lose some highly skilled personnel through 'head hunting' by different industries who can now offer both benefits of working from home along with a considerably higher salary which will result in loss of knowledge, experience and resilience in professional support.	Matthew Warren	Service Delivery	12	6
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 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.		1 – 4 March 2022 5. Ongoing		1. A Grayson 2. A Grayson 3. A Grayson 4. T Mirfin/J Fagg 5. L Boucher/M Warren	
Comments					
This is a new risk that has emerged during the pandemic with employers moving to working at home models.					

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 a reduction in the level of service.	S Newton	Service Delivery	10	10
Mitigation activities		Target completion		Owner	
1. Continue to provide opportunities to develop staff in Combined Fire Control. 2. Continual review and workforce planning to ensure sufficient staff and skills. 3. Applying proactive approach to flexible working in Combined Fire Control.		1. Ongoing 2. Ongoing 3. Ongoing		1. S Newton 2. S Newton 3. J Illingworth	
Comments					
Combined Fire Control staff have attended Insight Programme, promotion processes and undertaken learning and development courses. Recognising the impact of the ICCS and mobilisation work we have increased resources into the project team, provided support from the Combined Fire Control staff and ensured close engagement between project and all Combined Fire Control staff.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
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STA – R137	There is a risk that the changing profile of the wholetime service may result in a lack of sufficient internal interest in promotion opportunities and therefore resulting in the Service not having the required leadership and management skills in place in a timely fashion.	Chris Strickland	Service Delivery	16	8
Mitigation activities		Target completion		Owner	
1. Introduction of portfolio of roles. 2. Introduction of coaching and mentoring scheme. 3. Introduce mandatory Insights Programme at initial entry. 4. Establish a forum to look at the potential for it to happen - some focus to be given to support staff how do we replace the skill sets before the skill sets leave. 5. Keeping a close eye on people's future plans as any advanced warnings will help. 6. Look at ways to identify potential and develop individuals to progress within the Service. 7. Implementation of career management processes to look at how we can continue to develop leaders of the future and continue to motivate people and how get staff to recognise they can progress. 8. Promote and embed the career management processes, development portfolios and is actively used by all staff.		1. Complete 2. May 2022 3. May 2022 4. Complete 5. Reviewed quarterly at end of quarter. 6. Complete 7. Complete 8. December 2022		1. J Hart 2. J Hart 3. J Hart 4. M Warren 5. HoGs 6. S Smith 7. IRMP Team 8. IRMP Team	
Comments					
Work is progressing to reduce this risk. Raising awareness via Managers Seminars and COAG, IRMP Team owned work stream to communicate and plan activities to address risk.					

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	16	9
Mitigation activities		Target completion		Owner	
1. Working on new comprehensive spending review in 2021. 2. Awaiting information/understanding of impacts due to increased public spending because of pandemic. 3. Aware of settlement for Year 1 (as CSR moved back 1 year). 4. Working on everything that is possible prior to announcement of funding. 5. Budget modelling work to prepare scenarios for differing funding totals. 6. Risk to be fully assessed Autumn 2022 once we know future funding from government.		1. December 2021 2. December 2021 3. Complete 4. December 2021 5. September 2022 6. November 2022		1. M Warren 2. M Warren 3. M Warren 4. M Warren 5. M Warren 6. M Warren	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R202	There is a risk that the government funding is either not extended or not renewed after the uplift grant project ends, impacting on the fire protection team's ability to deliver against the new legislation.	Stuart Smith	Service Delivery	16	8
Mitigation activities		Target completion		Owner	

1. Engagement with Home Office and PPRU (NFCC). 2. Using the uplift grant funding for automation to help drive efficiencies in the Protection Team. 3. Continue to upskill the wider workforce, around fire protection skill sets to allow us to use our staff more effectively.	1. July 2022 2. July 2022 3. March 2023	1. S Smith 2. S Hedger 3. W Pringle
Comments		
Additional funding has been received for 2022/23 however this is still a one-off funding payment.		

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

Source Document

Strategic Risk Register

Location: Fire Service HQ, Hinchbrooke Cottage, Huntingdon

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