To: Policy and Resources Committee

From: Head of Service Transformation – Tamsin Mirfin

Presenting officer(s):   Deputy Chief Executive (DCEO) – Matthew Warren
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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 of January 2024, 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;

- o 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,
- o focus on priorities,
- o reinforce good practice,
- o encourage improved planning,
- o 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. 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;

        i.   Political
        ii.   Economic
        iii. Social
        iv.   Technological
        v.   Legislative
        vi.   Environmental
        vii. 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   The risk around the current financial situation is one of our highest risks on the risk register. At the time of writing, we await further information on next years (2024/25) financial settlement to better understand the situation and continue our financial business continuity planning activities. This will continue to be a high risk until we gain longer term financial settlements.

5.2   The financial risk above is compounded by another of the highest risks impacting the Service; this is the risk relating to Suffolk Fire and Rescue Service withdrawing from the Combined Fire Control arrangement. This arrangement has enabled considerable financial efficiencies to be made by both organisations over the past 12 years, the withdrawal of Suffolk will add a significant funding burden that will contribute to the challenges of the overall financial situation for Cambridgeshire Fire and Rescue Service.

5.3   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 employees educated as to the evolving threats.

5.4   We have risks on our risk register around emerging technologies and particularly EV (electric vehicle), hydrogel fuel and battery energy storage systems. We continue to work

with the National Fire Chiefs Council and other partners on our response and prevention activities. These activities will form a focus of our Community Risk Management Plan (CRMP) for 2024/29.

5.5   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. Organisational capacity impacts on our ability to deliver changes and this can then impact against our CRMP delivery and improvements required as part of our inspection report recommendations. Again, a compound impact is the financial situation, within predicted budgets there is no capacity to increase resourcing to enable us to meet the expanding demands placed on the Service.

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 - R007	There is a risk that Government funding is insufficient to meet the new demands meaning that performance improvements are not sustained, new initiatives cannot be taken forward.	M Warren	Financial	25	25
Mitigation activities		**Target completion**		**Owner**	
1. Financial business continuity planning done annually. 2. Budget sensitivity modelling work to prepare scenarios for differing funding amounts. 3. Risk to be fully assessed once we know future funding from Government. 4. Review consistent over and underspends to identify better budget management or removal of excess budgets, budget preparation includes a two year look back. 5. Deep dive review of under and overspends.		1. February 2024 2. February 2024 3. December 2024 4. Annual cycle 5. December 2025		1. T Mirfin 2. U Bird 3. U Bird 4. U Bird 5. U Bird	
Comments					

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 creating a burden of prevention.	S 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 are able to.		1. December 2024 2. December 2024 3. December 2024		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 - 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. Implement security additional technologies. 3. Implementation of new monitoring tool. 4. Increased patching and monitoring. 5. Receive notifications from CISP (Cyber Information Sharing Partnership) and have signed up to the early warning service. 6. CAF assessment carried out under direction of Home Office. All recommendations in process of being implemented.	1. Annual process 2. February 2024 3. Mach 2024 4. Ongoing 5. Ongoing 6. March 2024	1. D Wilkinson 2. J Fagg 3. J Fagg 4. J Fagg 5. J Fagg 6. 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 (Information and Communication Technology) 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-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. Annual financial planning. 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.	1. Fallback 2. Monthly 3. February 2024 4. Complete 5. July 2024	1. C Strickland 2. T Mirfin 3. M Warren 4. C Strickland 5. S Smith

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.	6. March 2024 7. March 2024	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. 3. Digital works request process is in place to monitor demand and prioritise work.	1. Ongoing 2. Ongoing 3. Complete	1. J Fagg/T Mirfin 2. J Fagg/T Mirfin 3. N Smith/D Reeson

Comments
This continues to be a very high risk for the Service.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R229	There is a risk that as new technologies (EV) are emerging, they are more accessible to all and therefore in domestic properties, if these are not managed and maintained appropriately that may present a life risk, this may create a changing risk profile in our communities.	S Newton	Service Delivery	20	20

Mitigation activities	Target completion	Owner
1. Gather more detailed information regarding electrical fires. 2. Campaign underway to promote safety information relating to EV in the home.	1. Ongoing 2. April 2024	1. BIP 2. G Boyd

Comments

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 – R226	There is a risk that as Suffolk Fire and Rescue Service (SFRS) is 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/ S Newton 3. IRMP team
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 – 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 to four. 2. Reviewing of productivity and efficiency. 3. Part of operational risk review project.		1. March 2024 2. March 2024 3. March 2024		1. S Smith 2. S Smith 3. S Thompson	
Comments					

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 the services we deliver to our community and attract and recruit, whilst also damaging our performance in these areas which are monitored by HMICFRS.	C Doody	Service Delivery	15	12
Mitigation activities		**Target completion**		**Owner**	
1. Deliver People group actions in People Excellence 2023/29, which includes implementation of; 1.1 HMI inspection actions, 1.2 HMI Spotlight Report on Culture, 1.3 NFCC culture action plan, 1.4 LFB gap analysis etc, 1.5 Learning and Organisational Development work plan, 1.6 Focus on recruitment activities and community engagement.		1. March 2029 1.1 March 2027 1.2 March 2026 1.3 March 2026 1.4 March 2026 1.5 March 2026 1.6 March 2026		1. C. Doody 1.1 -1.6 C Doody	
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.VBest 2.WSwales 3.MMoore 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, dependent on demand from the ambulance service. 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 to bring all stations up to standard to facilitate the roaming pumps. 5. Considering flexible contract arrangements for On-call staff to make the role more attractive.	1. Complete 2. January 2025 3. April 2024 4. April 2024 5. April 2025	1. S Smith 2. S Thompson 3. N Burgess 4. M Moore 5. S Thompson
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; has to be reviewed annually as linked to funding. 2. Target tall premises through county risk analysis group. 3.Target medium buildings (under 11/18m) to understand additional cladding risks. 4. 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. February 2024	1. S Hedger 2. S Hedger 3. S Hedger 4. 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. Ensure the other benefits of joining a public sector organisation as part of the job attraction rather than pay. 3. Continue to be open with the organisation about current challenges and offer support where required. 4. Prioritisation of activities in the IRMP to help focus workforce activities.	1. Ongoing 2. Ongoing 3. Ongoing 4. Complete	1. S Lingard 2. C Raaff 3. C Strickland 4. 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. K Andrews 2. K Andrews 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 psychological wellbeing role, ensuring understanding of the purpose of the role is clear. 2. Delivery and evaluation of dedicated wellbeing action plan. 3. TRIM replacement project. 4. Working with Firefighters Charity to introduce courses to support health and wellbeing.	1. November 2024 2. Ongoing 3. December 2024 4. Complete	1. J Fagg 2. H Collins 3. G George 4. J Fagg/S Lingard
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. Operational Response Review project for options. 2. More flexible contracts and rewards being considered to improve attractiveness of the role and retention.		1. January 2025 3. April 2025		1. S Thompson 2. S Thompson	
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 that 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). 2. Weather warning monitored and communicated. 3. Severe weather TCG are operated in advance of situations arising.		1. Complete 2. Ongoing 3. Ongoing		1. S Thompson 2. B Fawcett 3. B Fawcett	
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 non-existent meaning we and they are unable to call for assistance in these times.	J Anderson	Service Delivery	12	12
Mitigation activities		**Target completion**		**Owner**	

1. Weather warning monitored and communicated. 2. Severe weather TCG are operated in advance of situations arising.	1. Ongoing 2. Ongoing	1. B Fawcett 2. B Fawcett
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. Direct link to Environmental/Sustainability Strategy - looking to making stations/premises more efficient and cost effective. 2. Business continuity planning initiated for potential power outages. 3. Monthly testing of generators by Property team and annual service. Battery back-ups UPS completed by ICT. 4. Working with the Local Resilience Forum to prioritise power for longer term power outages. CPLRF Emergency Plan to be completed, this will include training and exercising the Plan.	1. Ongoing 2. Completed 3. Completed 4. TBC	1. M Warren 2. B Fawcitt 3. B Fawcitt 4. 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 BIP 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 we 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	16

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. Culture measurement on plan - to keep taking temperature checks of engagement/morale. 2. 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. 3. Prioritisation is to our employee engagement and this is how we measure ourselves; this needs to be communicated to our people.	1. April 2025 2. Ongoing 3. Ongoing	1. C Doody 2. C Doody 3. H Douglas

Comments

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R227	There is a risk that if we do not maintain our operational equipment to the required standards we may not be in the best position to manage the risks at emergencies and other situations.	W Swales	Service Delivery	10	10

Mitigation activities	Target completion	Owner
1. PPE Project - contract up for renewal - engaging with national procurement so extending existing contract and awaiting new standards to come in to place before issuing our new contract. 2. PPE Project - working with existing supplier to ensure current provision is fit for purpose until the new contract placed. 3. Workwear Project - contract up for renewal - existing contract to be extended in line with the PPE so that the uniforms can be purchased at the same time to ensure that they are compatible. 4. Workwear Project - working with the existing supplier to ensure the current provision is fit for purpose until the replacement contract is put in place.	1. December 2028 2. April 2024 3. December 2028 4. April 2024	1. S Standen 2. S Standen 3. N Burgess 4. N Burgess

Comments

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R228	There is a risk that the communities that we serve do not understand the range of activities and services that we offer and therefore are missing out on important prevention and protection information and opportunities.	S Newton	Service Delivery	15	15

Mitigation activities	Target completion	Owner
1. Our recent community engagement activities identified that people are not aware of our activities. Consideration to be given to our community communication strategy for the next CRMP period. 2. Consider the languages that we publish information in and how this needs to be reflective of our communities. 3. Consideration to be given to how we can ensure maximum productivity of our resources appropriate to the risks that are presented. 4. Develop productive relationships with community groups, partners and NGO's to help raise awareness of our activities.	1. April 2024 2. December 2024 3. April 2025 4. December 2024	1. H Douglas/ R Olivier 2. H Douglas/ R Olivier 3. R Olivier 4. R Olivier

Comments

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R230	There is a risk that if we do not have effective development, talent and succession management strategies in place then we will not have the next generation of leaders to progress through the Service, impacting on the quality of our service delivery.	C Doody	Service Delivery	16	12

Mitigation activities	Target completion	Owner
1. Put in place talent management and succession planning strategies.	1. March 2026	1. S Lingard
Comments		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R231	There is a risk that if we do not have effective and followed safeguarding processes in place for when working with the public, the Service is at risk from legal challenge and missed opportunities for intervention by appropriate agencies.	J Anderson	Service Delivery	10	10
Mitigation activities		**Target completion**		**Owner**	
1. DBS vetting processes to be implemented across the Service.		1. July 2024		1. 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 which impacts negatively on fire deaths and injuries.	S Newton	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. S Fretwell 3. R Olivier 4. R Olivier	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R046	There is a risk that the skills/resources required to deliver the programme are not available in the right quantities within the Service.	M Warren	Programme	12	4
Mitigation activities		**Target completion**		**Owner**	
1. Talent and succession planning in place with ongoing reviews - key criteria areas identified. 2. Project being prioritised to meet available resources/skill set.		1. Ongoing 2. Ongoing 3. April 2024		1. C Doody 2. T Mirfin 3. T Mirfin	

3. Project office review and restructure to meet future demands.					

Comments
This risk has increased in score and work is ongoing to reduce this again.

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 (ESMCP) solution is delayed leading to the Government having to renegotiate with the supplier resulting in increased costs to the Service.	J Anderson	Financial	12	12

Mitigation activities	Target completion	Owner
1. Awaiting further information from the national project.	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 as a result 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. 3. Use of the MASH referral processes to identify support for vulnerable people. 4. CFRS now well established in serious violence duty group, community safety partnership's 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.	1. Mar 2024 2. Mar 2024 3. Mar 2024 4. Mar 2024 5. Ongoing	1. R Olivier 2. R Olivier 3. R Olivier 4. S Newton 5. R Olivier

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. Replacement mobilisation and ICCS system in progress. 2. Human resources system - move to cloud environment. 3. Review of way forward for asset database and hydrant information.	1. April 2024 2. December 2024 3. December 2024	1. M Warren 2. C Doody 3. W Swales
Comments		
Technology is kept under review at 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. Reintroduction of coaching and mentoring scheme. 2. Being aware of people's future plans as any advanced warnings will help planning for this within the resources management board. 3. Review and implement succession and talent management planning.	1. March 2026 2. Ongoing 3. April 2026	1. S Lingard 2. RMUB 3. S Lingard
Comments		
Work is progressing to reduce this risk. Raising awareness via manager seminars and COAG; IRMP team owned work stream to communicate and plan activities to address risk.		

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 Documents

Strategic Risk Register

Location
Hinchingbrooke Cottage
Brampton Road
Huntingdon

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