

**TO:** Policy and Resources Committee

**FROM:** Assistant Director Service Transformation – Tamsin Mirfin

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

Telephone: 07900 267944  
[tamsin.mirfin@cambsfire.gov.uk](mailto:tamsin.mirfin@cambsfire.gov.uk)

**DATE:** 22 January 2025

---

## **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 2025, 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 provide comments on the strategic risk register extract detailed within Paragraph 5 below.

### **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 Authority's strategic risks are continuously reviewed by the Strategic Leadership Team against the following risk categories, political, economic, social, technological, legislative and environmental.

4.4 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. Risk Register Extract

5.1 We have risks on our risk register around emerging technologies and particularly electric vehicle (EV), hydrogel fuel and battery energy storage systems. Risk STA-R205 is the highest of these related to guidance and legislation. We continue to work with the National Fire Chief's Council (NFCC) and other partners on our response and prevention activities. These activities are a focus of our community risk management plan (CRMP) for 2024/29. In risk STA-R204 we look specifically at the impacts of a fire involving emerging technologies and STA-R229 considers the accessibility of these technologies and therefore the increased risks in the community and how we can incorporate information in our community safety activities to reduce the risks.

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 <b>electrical charging points and large battery energy storage</b> sites this may make regulating and enforcement activities challenging and creating a burden of prevention.	V Best	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. June 2024 2. June 2024 3. June 2024		1. S Hedger 2. S Hedger 3. S Hedger	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R204	There is a risk that a <b>fire involving emerging technology</b> 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. 2. Emerging technologies group set up internally to gather relevant parties together to consider incidents we have had and look at how to collectively reduce risk across the county in a joined-up manner. 3. Emergency technology focus group created with all key stakeholders.		1. January 2025 2. Ongoing 3. Complete		1. S Thompson 2. V Best	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R229	There is a risk that as <b>new technologies (EV)</b> are emerging, they are <b>more accessible</b> to all and therefore in domestic properties, if these are not managed and maintained appropriately that	V Best	Service Delivery	20	20

	may present a life risk, this may create a changing risk profile in our communities.				
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. Ongoing		1. BIP 2. G Boyd	

5.2 With the successful move to the new mobilising system completed, several of the risks in this area have now closed. However, the financial risk remains around Suffolk Fire and Rescue Service (SFRS) decision to move away from the highly successful collaboration. This is a significant financial implication to Cambridgeshire Fire and Rescue Service (CFRS).

A new risk has emerged that relates to the visibility and transparency of SFRS transition plans. At the time of writing, CFRS has not had sight of the plans or timetable of activities for SFRS to transition to their new system and therefore has no assurance around how transition will be managed or the impact to Combined Fire Control; this remains low as the mitigation is to continue our activities as normal until we are notified otherwise and the risk impact is to SFRS should problems arise.

Mitigations are in progress to ensure that we can meet the legal requirements of data retention around mobilising data.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R226	There is a risk that as <b>SFRS are terminating the successful and cost saving Fire Control collaboration</b> , 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.	J Anderson	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. 4. Seek clarity of the SFRS control project timelines and termination date.		1. T Mirfin 2. T Mirfin/S Newton 3. Assistant Director team 4. M Warren		1. Complete 2. Complete 3. April 2025 4. January 2025	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R235	There is a risk that the <b>legacy mobilising system will not be maintainable for the seven-year period</b> post transition to the new system to allow for data retrieval to support legal and insurance purposes, which is a legal obligation.	W Swales	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
1. Consider how data can be exported. 2. Consider if resilience arrangements could be put in place to hold data across multiple legacy servers.		1. January 2025 2. January 2025		1. C Smith 2. C Smith	

5.3 The following risks are around our resourcing; as a lean organisation we must prioritise our resources and ensure that we are focussed on the CRMP as small fluctuations in our

resourcing can have huge implications. These remain **High** risks due to our funding and inability to increase our resources.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R032	There is a risk that owing to <b>resource levels it may take the Service longer to achieve</b> its aims and goals which may become unachievable.	M Warren	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 CRMP 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. Trials implemented for On-Call weekend availability and contract variation. 6. Prioritisation of activities in the CRMP and review regularly at strategic leadership team level to be clear about what we can and cannot achieve with our resources. 7. Take into consideration when creating the CRMP 2024/29.		1. Fallback 2. Monthly 3. February 2025 4. Quarterly 5. July 2025 6. Complete 7. Complete		1. M Warren 2. T Mirfin 3. U Bird 4. M Warren 5. S Smith 6. M Warren 7. T Mirfin	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R001	There is a risk that <b>reliance on key staff</b> , 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.	M Warren	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 CRMP to help focus workforce activities.		1. Ongoing 2. Ongoing 3. Ongoing 4. Quarterly		1. S Newton 2. C Raaff 3. M Warren 4. T Mirfin	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R046	There is a risk that the <b>skills/resources required to deliver the Programme</b> are not available in the right quantities within the Service.	J Anderson	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. March 2025 2. Ongoing 3. Complete		1. S Newton 2. T Mirfin 3. T Mirfin	

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

5.4 This collection of **Very High** risks relates to our operational excellence. They cover our reliance on and the sustainability of the current On-Call delivery model, changes to our incident types and numbers, impacts on our operational capacity and competency as well as the financial impact of the recent National Joint Council (NJC) changes to On-Call payment bandings. We have many mitigations in progress for these risks, considering different ways of working, how we record our activities and opportunities to deliver training differently, the Project Vision 2030 will be looking at long term mitigations for these risks.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R075	There is a risk that the <b>Service is reliant on the On-Call service</b> to maintain operational cover and with the current retention and recruitment uptake, impact on our operational cover.	S Smith	Service Delivery	20	12
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1 Review of operational resources project launched to look at how we can more effectively utilise our resources to provide operational cover. 2. Review service recognition policy with a focus On-Call. 3. Looking to bring all stations up to standard to facilitate the roaming pumps considering the long-term impact on the organisation. 4. Considering flexible contract arrangements for On-call with different bandings being trialled. 5. Project Vision 30 will also look at flexible fire cover including the On-Call model.		1. Complete 2. January 2025 3. July 2025 4. Complete 5. March 2026		1. S Thompson 2. N Burgess 3. M Moore 4. S Thompson 5. S Thompson	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R112	There is a risk that with <b>On-call availability declining</b> our availability is not aligned to incident call demand meaning during the daytime we do not have sufficient On-call fire cover.	S Smith	Service Delivery	20	20
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Operational Response Review project for options. 2. More flexible contracts and rewards being considered to improve attractiveness of the role and retention 3. Project Vision 30 to understand the sustainability and ways of working for the On-Call (On-Call Improvement Board)		1. Completed 2. July 2025 3. March 2026		1. S Thompson 2. S Thompson 3. S Thompson	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R113	There is a risk that with <b>changing incident types and fewer calls</b> than a decade ago operational competence is not sustained, especially on stations with low call demand.	W Swales	Health and Safety	20	20
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Ongoing investment to upgrade training facilities within county focused on Peterborough.		1. Ongoing		1. M Moore 2. V Best	

2. Middle manager training and recording of competencies. 3. Focus on command hours for operational commanders to ensure operational competencies. 4. Consider how we provide additional support to On-Call training and Phase 2 recruits; introduced two temporary posts. 5. TRaCS project review taking place and initial phase completed.	2. March 2025 3. March 2025 4. Completed 5 December 2024	3. V Best 4. V Best 5. J Ball
---	---	-------------------------------------

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. <b>ridership figures and development</b> of staff are in direct conflict and therefore mean that we may struggle to achieve both priorities at the same time.	S Smith	Service delivery	20	12
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Look to balance development of staff whilst crewing to four. 2. Reviewing of productivity and efficiency. 3. Introduction of Project Vision 30.		1. March 2026 2. March 2026 3. March 2026		1. S Thompson 2. S Thompson 3. S Thompson	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R238	There is a risk that the <b>changes that the NJC have made to the On-Call bandings</b> will negatively impact on our On-call availability, impacting on the service that we deliver to the public.	S Smith	Service Delivery	20	16
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Positive engagement with On-Call colleagues around the changes. 2. Understanding the financial impact of the change. 3. Project Vision 30 which will look into flexible ways of working.		1. January 2025 2. January 2025 3. March 2026		1. S Thompson 2. S Thompson 3. S Thompson	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R217	There is a risk that the <b>representative bodies national picture</b> 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
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Maintaining a watching brief on the current situation and monitoring the impacts of this.		1. Ongoing		1. J Anderson	

5.5 One of the most significant risks posed to the Authority is the threat of external cyber-attacks. There is regular penetration testing to identify any vulnerabilities. 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.

The advances and reliance on technologies as well as the ability to deliver efficiencies through technology, means that our digital teams are constantly in demand. The Service must manage and prioritise digital works effectively to ensure that work is appropriately focused and that systems are appropriately refreshed, updated and maintained.

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 <b>cyber-attacks</b> and if successful these could cause serious disruption to service delivery.	J Fagg	Service Delivery	20	15
Mitigation activities		Target completion		Owner	
<ol style="list-style-type: none"> <li>1. Regular ISO audits, to support accreditation.</li> <li>2. Implement security additional technologies.</li> <li>3. Implementation of new monitoring tool.</li> <li>4. Increased patching and monitoring.</li> <li>5. Receive notifications from CISP (Cyber Information Sharing Partnership) and have signed up to the early warning service.</li> <li>6. CAF assessment carried out under direction of Home Office. All recommendations in process of being implemented.</li> </ol>		<ol style="list-style-type: none"> <li>1. Annual process</li> <li>2. Complete</li> <li>3. Complete</li> <li>4. Ongoing</li> <li>5. Ongoing</li> <li>6. Complete</li> </ol>		<ol style="list-style-type: none"> <li>1. B Thacker</li> <li>2. J Fagg</li> <li>3. J Fagg</li> <li>4. J Fagg</li> <li>5. J Fagg</li> <li>6. J Fagg</li> </ol>	

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 <b>digital capacity</b> 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	
<ol style="list-style-type: none"> <li>1. Regular reviews of capacity at Digital Strategy Board.</li> <li>2. Project brief required to include any digital requirements so the planning can take place.</li> <li>3. Digital works request process is in place to monitor demand and prioritise work.</li> <li>4. Review of digital teams to ensure sufficient capacity in areas of bottlenecks (digital transformation)</li> </ol>		<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Ongoing</li> <li>3. Complete</li> <li>4. Complete</li> </ol>		<ol style="list-style-type: none"> <li>1. J Fagg/T Mirfin</li> <li>2. J Fagg/T Mirfin</li> <li>3. N Smith/D Reeson</li> <li>4. J Fagg/T Mirfin</li> </ol>	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that the <b>support for the key systems collapses</b> through either 'out of support' or due to 'business failure' which would leave us in a vulnerable position.	S Smith	Value for Money	20	15
Mitigation activities		Target completion		Owner	
<ol style="list-style-type: none"> <li>1. Replacement mobilisation and ICCS system in progress.</li> <li>2. HR system - move to cloud.</li> <li>3. Review of way forward for asset database and hydrant information.</li> <li>4. Review of TRACS and consider how we improve our data gathering and recording.</li> </ol>		<ol style="list-style-type: none"> <li>1. Completed</li> <li>2. December 2024</li> <li>3. January 2025</li> <li>4. April 2025</li> </ol>		<ol style="list-style-type: none"> <li>1. M Warren</li> <li>2. L Hutchcraft</li> <li>3. W Swales</li> <li>4. W Swales</li> </ol>	

5.6 The next risks focus on our changing population profiles, impacts of the cost of living and the community safety activities that we deliver. We continue to focus on effective data sharing and usage to allow us to target our activities as well as looking for opportunities to

collaborate. Our recent CRMP community engagement activities provided us with evidence that our communities do not fully understand our activities. The mitigation of this risk is further community engagement activities.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R117	There is a risk that the <b>aging population</b> results in more vulnerable and isolated older people of which impacts negatively on fire deaths and injuries.	V Best	Service Delivery	16	9
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Continue to review data sets to ensure targeting is as effective as possible. 2. Assess the value of using the online HFSV tool (Safe Lincs) with third parties to improve reach of prevention activity. 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 2025 3. April 2025 4. April 2025		1. R Olivier 2. S Fretwell 3. R Olivier 4. R Olivier	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R118	There is a risk that with the <b>continued growth in the county</b> and changes in legislation, with our limited capacity to conduct risk visits this may increase risk to the most vulnerable in the county, impacting our prevention, protection and response resources.	V Best	Service Delivery	16	16
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Succession planning and increasing capacity of protection team considering future uplift grants; must 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 administrative burden from inspecting Officers. Increase use of IT to improve efficiency and capacity.		1. December 2024 2. Ongoing 3. Ongoing 4. Complete		1. S Hedger 2. S Hedger 3. S Hedger 4. S Hedger	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R207	There is a risk that <b>without actively engaged partners in road safety initiatives</b> will not be able to achieve our objectives in driving down avoidable road traffic collisions and killed and seriously injured.	V Best	Service Delivery	16	12
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Loss of Road Safety Partnership (RSP) Officer and no guaranteed funding moving forwards. Will impact on ability to work alongside RSP/Vision Zero. 2. Supporting initiatives with available resources. 3. Whilst value was added with role, the post is currently vacant with questions over funding moving forward.		1. April 2025 2. R Olivier 3. On hold		1. P Clarke 2. R Olivier 3. P Clarke	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R208	There is a risk that we have <b>limited resources for community activities</b> in rural areas, meaning that we can struggle to reach our vulnerable individuals.	V Best	Service Delivery	16	12
Mitigation activities		Target completion		Owner	
<ol style="list-style-type: none"> <li>1. Prevention to work with BIP and service groups to clearly understand rural vulnerability.</li> <li>2. Working at CSP's, data sharing groups to share data and effectively target.</li> <li>3. Support wider service change to focus our resources in areas of need. Work with partners to source additional resources/funding to increase delivery.</li> <li>4. Support CRMP work and ensure actions reflect findings of changing community risk profile.</li> </ol>		<ol style="list-style-type: none"> <li>1. April 2025</li> <li>2. April 2025</li> <li>3. April 2025</li> <li>4. April 2025</li> </ol>		<ol style="list-style-type: none"> <li>1. R Olivier</li> <li>2. R Olivier</li> <li>3. R Olivier</li> <li>4. R Olivier</li> </ol>	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R228	There is a risk that the <b>communities that we serve do not understand the range of activities and services that we offer</b> and therefore are missing out on important prevention and protection information and opportunities.	S Newton	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
<ol style="list-style-type: none"> <li>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.</li> <li>2. Consider the languages that we publish information in and how this needs to be reflective of our communities.</li> <li>3. Consideration to be given to how we can ensure maximum productivity of our resources appropriate to the risks that are presented.</li> <li>4. Develop productive relationships with community groups, partners and NGOs to help raise awareness of our activities.</li> </ol>		<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. January 2025</li> <li>3. April 2025</li> <li>4. January 2025</li> </ol>		<ol style="list-style-type: none"> <li>1. H Douglas/ R Olivier</li> <li>2. H Douglas/R Olivier</li> <li>3. R Olivier</li> <li>4. R Olivier</li> </ol>	

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 <b>increase in the cost of living, we may see more primary and secondary fires</b> as a result of cost saving activities, increase use of candles, arson etc.	V Best	External environment	12	8
Mitigation activities		Target completion		Owner	
<ol style="list-style-type: none"> <li>1. Targeted safe and well visits to provide safety information and prevention of fires in the home.</li> <li>2. Fire prevention activities and campaigns especially as we approach winter and cooler, darker weather.</li> <li>3. Use of the MASH referral processes to identify support for vulnerable people.</li> <li>4. CFRS now well established in Serious Violence Duty Group, CSP's etc to work with partners and identify risk.</li> </ol>		<ol style="list-style-type: none"> <li>1. March2025</li> <li>2. March 2025</li> <li>3. March 2025</li> <li>4. March 2025</li> <li>5. Ongoing</li> </ol>		<ol style="list-style-type: none"> <li>1. R Olivier</li> <li>2. R Olivier</li> <li>3. R Olivier</li> <li>4. S Newton</li> <li>5. R Olivier</li> </ol>	

5. Prevention regularly monitor performance through monthly community risk management meetings and quarterly performance meetings with SLT.		
---	--	--

5.7 We have plans in place for operating in periods of extreme weather conditions and therefore increased incidents. We liaise with partners to ensure we are prepared to manage incidents in Cambridgeshire but to also request and deliver aid from/to other counties if required.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R214	There is a risk that if we <b>experience periods of extreme weather conditions</b> there is an increase in the potential for wildfires, flooding or events that will create an increase demand and/or spate conditions that will significantly increase demand on our resources and lead to increases in major incidents.	J Anderson	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Weather warnings monitored and communicated. 2. Severe weather TCG are operated in advance of situations arising.		1. Ongoing 2. Ongoing		1. B Fawcett 2. B Fawcett	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R215	There is a risk that if we <b>experience periods of extreme weather conditions</b> 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 warnings monitored and communicated. 2. Severe weather TCG are operated in advance of situations arising.		1. Ongoing 2. Ongoing		1. B Fawcett 2. B Fawcett	

5.8 STA-R225 is a risk related to the impact of the negative cultural findings in other services nationally and directly to CFRS. CFRS actively works to continually evolve its culture. We monitor the ongoing national picture and action recommendations as required. Our engagement survey towards the end of 2024, has enabled us to understand from our people the current perceptions and focus for future work. Talent identification and succession planning is a key focus of the CRMP and activities are planned to mitigate this risk. STA-R161 is about our workforce diversity with the focus of mitigations aiming to help move towards improved diversity to reflect the communities that we serve.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
-------------	------------------	------------	-------------	---------------	----------------

STA-R225	There is a risk that the focus on <b>culture driven by HMO/HMI/NFCC in 2023/25</b> 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)	M Warren	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 of 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. L Hutchcraft 2. L Hutchcraft 3. H Douglas	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R230	There is a risk that we do not have <b>effective development, talent and succession</b> management strategies in place and delivering them we will not have the next generation of leaders to progress through the Service, impacting on the quality of our service.	S Newton	Service Delivery	16	12
Mitigation activities		Target completion		Owner	
1. Put in place fulfilling potential project which will provide more focus and structure to talent management and progression.		1. March 2026		1. S Newton	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R161	There is a risk that we <b>do not have a workforce that reflects our community's diversity</b> 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.	J Anderson	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 - 1.6 March 2026 1		1.1 -1.5 L Hutchcraft/S .Newton/ H.Douglas 1.6 C Raaff/L Hutchcraft	

5.9 Work continues to prepare should risk STA-R007 materialise with financial business continuity planning and budget sensitivity modelling. STA-R027 relates to the outcomes of national pay discussions and the risk of strike action.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R007	There is a risk that <b>Government funding is insufficient</b> to meet the new demands meaning that performance improvements are not sustained, new initiatives cannot be taken forward.	M Warren	Financial	12	12
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. October 2024 (deferred to January 2025) 2. December 2024 3. December 2025 4. Annual cycle 5. December 2025		1. T Mirfin 2. U Bird 3. U Bird 4. U Bird 5. U Bird	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R027	There is a risk that the outcome of the <b>national pay discussions</b> may be strike action which will disrupt our service both internally and externally.	S Smith	Service Delivery	10	10
Mitigation activities		Target completion		Owner	
1. Ongoing monitoring of the situation to enable timely activation of business continuity plans as required. 2. Review and testing of the business continuity industrial action plan.		1. Ongoing 2. March 2025		1. S Smith 2. V Best	

5.10 STA-R011 is a health and safety risk due to negligence.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R011	There is a risk that due to <b>negligence within the organisation, legislations i.e., health and safety/asbestos exposure/legionella/operational</b> 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 decontamination 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 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. M Hodges 2. K Andrews 3. M Hodges	

5.11 We have a risk around the maintenance of our operational equipment, the main impact identified is the PPE and workwear, both of which are covered under a project within the business development programme to consider new contracts.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R227	There is a risk that if we <b>do not maintain our operational equipment</b> 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 into 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 can be 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 can be put in place.		1. December 2028 2. March 2025 3. December 2028 4. March 2025		1. S Standen 2. S Standen 3. S Standen 4. S Standen	

5.12 The final risk is regarding our external safeguarding. Mitigations are in progress to complete DBS checks and to implement the actions required as part of our recent audit.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R231	There is a risk that if we <b>do not have effective and followed safeguarding processes</b> 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. 2. Audit conducted on CFRS current status regarding safeguarding and an action plan is in place to address areas of concerns.		1. In progress 2. In Progress		1. L Hutchcraft 2. S Newton	

## BIBLIOGRAPHY

Source Document	Location	Contact Officer
Strategic Risk Register	Fire Service HQ Hinchingsbrooke Cottage Huntingdon	Tamsin Mirfin Assistant Director Service Transformation 07900 267944 <a href="mailto:tamsin.mirfin@cambsfire.gov.uk">tamsin.mirfin@cambsfire.gov.uk</a>