

**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:** 9 July 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 June 2025, highlighting those risks that are considered above the risk appetite of the Authority.

### 2. Recommendation

2.1 The 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 (SLT) 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, 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 authority planning departments. 3. Enforce Fire Safety Order where we can.		1. Ongoing 2. Ongoing 3. Ongoing		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. Emerging technology focus group created with all key stakeholders.		1. Ongoing 2. Ongoing 3. Complete		1. S Thompson 2. V Best 3. V Best	

5.2 Growth is a new area of risk on the strategic risk register. Growth coupled with the financial uncertainties and the fact that Cambridgeshire Fire and Rescue Service (CFRS) is one of the lowest funded per head of population fire and rescue services in the country, presents CFRS with significant challenges. The Vision 30 project looks to plan how the organisation could evolve the way in which it delivers its services, using innovation to ensure value for money. We are investing in a specialist growth Officer role to work with local authorities to

establish an understanding of the projected growth in the county. We are also seeking to bid for community infrastructure levy (CIL) and Section 106 funding to further assist us to grow to meet the needs of our communities.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R245	There is a risk that as our <b>county grows and changes the ability of the Service to reach the communities</b> within the response standards diminishes impacting on the service delivered to the public.	S Thompson	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
<ol style="list-style-type: none"> <li>1. Understand the data to establish impacts and affected areas.</li> <li>2. Vision 30 project to establish different ways to meet the attendance standards. (including service wide modelling based on demand and risk).</li> <li>3. Put in place the community growth post to establish the full growth picture to inform the Vision 30 project and future planning.</li> <li>4. Seek grant funding from new developments to meet new service demands.</li> <li>5. Increase availability of On-Call through the On-Call Improvement Board.</li> <li>6. Increasing the wholetime establishment to improve appliance availability.</li> </ol>		<ol style="list-style-type: none"> <li>1. December 2025</li> <li>2. June 2026</li> <li>3. December 2025</li> <li>4. December 2025</li> <li>5. Ongoing</li> <li>6. Ongoing</li> </ol>		<ol style="list-style-type: none"> <li>1. S Thompson</li> <li>2. S Smith</li> <li>3. V Best</li> <li>4. V Best</li> <li>5. S Thompson</li> <li>6. S Thompson</li> </ol>	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R246	There is a risk that as our <b>funding formula is not linked to growth</b> , the current growth plans outlined by Government could place significant pressures on CFRS and impact the services that it delivers to the public.	S Smith	Service Delivery	25	16
Mitigation activities		Target completion		Owner	
<ol style="list-style-type: none"> <li>1. Put in place the community growth post to establish the full growth picture to inform the Vision 30 project and future planning.</li> <li>2. Seek grant funding from new developments to meet new service demands.</li> <li>3. Understand the data to establish impacts and affected areas.</li> <li>4. Vision 30 project to establish different ways to deliver the service and utilise the funding gained.</li> </ol>		<ol style="list-style-type: none"> <li>1. July 2025</li> <li>2. Ongoing</li> <li>3. December 2025</li> <li>4. December 2025</li> </ol>		<ol style="list-style-type: none"> <li>1. V Best</li> <li>2. V Best</li> <li>3. S Thompson</li> <li>4. S Smith</li> </ol>	

5.3 Devolution is another new risk area to the strategic risk register. These risks consider the impact to CFRS in terms of our currently successful collaborations, decision making and financial uncertainties. At present with little certainty on the future plans, the mitigations are limited to engaging in the ongoing conversations and monitoring the situation.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R240	There is a risk that <b>devolution could impact on existing and future collaborations</b> as the council organisations change and restructure, impacting CFRS service delivery.	M Warren	Service Delivery	15	15

Mitigation activities	Target completion	Owner
1. Monitor collaborations and identify any impacts caused by the devolution. 2. Maintain a view of the devolution plans for the county and feed these to SLT to disseminate to teams as required.	1. December 2025 2. December 2025	1. Assistant Directors 2. M Warren

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R242	There is a risk that whilst the <b>devolution activities are ongoing it could impact political decision making</b> due to the uncertainties this could delay CFRS activities.	M Warren	Service Delivery	16	16
Mitigation activities		Target completion	Owner		
1. Identify where decisions have been delayed and record the impacts of these to the work and to the CRMP.		1. December 2025	1. Assistant Directors		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R243	There is a risk that <b>devolution brings about changes to the way that CFRS budget</b> is allocated and managed impacting the future budget allocation and certainties.	M Warren	Financial	15	15
Mitigation activities		Target completion	Owner		
1. Maintain a view of the devolution plans for the county and engage in the conversations to seek to protect the fire service funding position.		1. December 2025	1. M Warren		

5.4 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. New mitigations have been introduced relating to the launch of the Fulfilling Potential project, which looks to mitigate this risk through effective succession planning and supporting the development of our people. 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		1. Fallback 2. Monthly 3. February 2026 4. Quarterly 5. November 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		

contract variation. 6. Prioritisation of activities in the CRMP and review regularly at SLT level to be clear about what we can and cannot achieve with our resources. 7. Take into consideration when creating the CRMP 2024/29.		
---	--	--

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
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
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. 5. Introduced P155 Fulfilling Potential project to investigate and redevelop processes across the organisation in relation to performance development reviews, career pathways and the promotion process.		1. Ongoing 2. Ongoing 3. Ongoing 4. Quarterly 5. August 2026		1. S Newton 2. C Raaff 3. M Warren 4. T Mirfin 5. S Newton	

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
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Talent and succession planning in place with ongoing reviews - key criteria areas identified. 2. Project being prioritised to meet available resources/skill set. 3. Project office review and restructure to meet future demands. 4. Fulfilling Potential project launching to look at talent management and succession planning.		1. April 2026 2. Ongoing 3. Complete 4. December 2025		1. S Newton 2. T Mirfin 3. T Mirfin 4. S Newton	

5.5 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. 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 Vision 30 project 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

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. 2. Review service recognition policy with a focus on 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 trialed. 5. Vision 30 project will also look at flexible fire cover including the On-Call model.	1. Complete 2. Complete 3. July 2026 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

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. 3. Vision 30 project to understand the sustainability and ways of working for the On-Call (On-Call Improvement Board). 4. Further negotiations with Fire Brigades Union (FBU) around annual leave and flexibility within contracts following the success during the trial.	1. Completed 2. Completed 3. March 2026 4. March 2026	1. S Thompson 2. S Thompson 3. S Thompson 4. 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

Mitigation activities	Target completion	Owner
1. Ongoing investment to upgrade training facilities within county focused on Peterborough. 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.	1. Ongoing 2. Ongoing 3. Ongoing 4. Completed 5. Completed	1. M Moore 2. V Best 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	16
Mitigation activities		Target completion		Owner	
1. Look to balance development of staff whilst crewing to four. 2. Reviewing of productivity and efficiency. 3. Introduction of Vision 30 project. 4. Review current impact to our current wholetime shift system.		1. March 2026 2. March 2026 3. March 2026 4. Completed		1. S Thompson 2. S Thompson 3. S Thompson 4. 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.	S Smith	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. S Smith	

5.6 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	
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 Cyber Information Sharing Partnership and have signed up to the early warning service.		1. Annual process 2. Complete 3. Complete 4. Ongoing 5. Ongoing 6. Complete		1. B Thacker 2. J Fagg 3. J Fagg 4. J Fagg 5. J Fagg 6. J Fagg	

6. CAF assessment carried out under direction of Home Office. All recommendations in process of being implemented.

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>Regular reviews of capacity at Digital Strategy Board.</li> <li>Project brief required to include any digital requirements so the planning can take place.</li> <li>Digital works request process is in place to monitor demand and prioritise work.</li> <li>Review of digital teams to ensure sufficient capacity in areas of bottlenecks.</li> </ol>		<ol style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Complete</li> <li>Complete</li> </ol>		<ol style="list-style-type: none"> <li>J Fagg/T Mirfin</li> <li>J Fagg/T Mirfin</li> <li>N Smith/D Reeson</li> <li>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	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
<ol style="list-style-type: none"> <li>Replacement ICCS and mobilisation system in progress.</li> <li>HR system - move to cloud.</li> <li>Asset database project launched.</li> <li>Review of way forward for hydrant information.</li> <li>Review of TRaCS and consider how we improve our data gathering and recording.</li> <li>Introduction of phase two of the TRaCS project.</li> <li>CFRMIS move to cloud project.</li> </ol>		<ol style="list-style-type: none"> <li>Completed</li> <li>Completed</li> <li>January 2026</li> <li>January 2026</li> <li>Complete</li> <li>July 2026</li> <li>Completed</li> </ol>		<ol style="list-style-type: none"> <li>M Warren</li> <li>L Hutchcraft</li> <li>W Swales</li> <li>V Best (TBC)</li> <li>W Swales</li> <li>W Swales</li> <li>J Fagg</li> </ol>	

5.7 To deliver changes in how the Service operates and looks after its people we continually review and update our policies and procedures. To do this we must also engage with our representative bodies. A significant risk has been identified with our local representative bodies capacity to engage in this process, potentially slowing down the changes that are required and impacting on the service delivery and our people.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R251	There is a risk that the <b>representative bodies do not have the resource or the capacity</b> to work with the Service to deliver changes required to policies, procedures and changes to how the Service delivers its functions, leading to delays in the changes being made, inhibiting improvements to the operational delivery of the Service.	S Smith	Service delivery	20	20
Mitigation activities		Target completion		Owner	

1. Meeting with the representative bodies to discuss. 2. Write to the regional representative bodies with regards to the capacity of local representative bodies.	1. Completed 2. September 2025	1. S Smith 2. S Smith
--	-----------------------------------	--------------------------

5.8 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 home fire safety visit 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. 5. Currently working with Application Support Group to create a master dataset which incorporates and categorises risks and information from all sources.		1. Ongoing 2. October 2025 3. October 2025 4. October 2025 5. October 2025		1. J Ball 2. S Fretwell 3. J Ball 4. J Ball 5. J Ball	

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; has to be reviewed annually as linked to funding. 2. Target tall premises through county risk analysis group (along with CA and LA for LRAP). Additional MHCLG funding for CA will assist management of this action, following development of post. 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. Also increase use of IT to improve efficiency and capacity.		1. Ongoing 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> we 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
Mitigation activities		Target completion		Owner	
1. Loss of Road Safety Partnership Officer and no guaranteed funding moving forwards. Will impact on ability to work alongside the partnership and Vision Zero. 2. Supporting initiatives with available resources and exploring opportunities with community champions. 3. Whilst value was added with role, the post is currently vacant with questions over funding moving forward.		1. Closed 2. Ongoing 3. Closed		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	
1. Prevention to work with the business, intelligence and performance team 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. 5. Review community welfare Officers success in reaching vulnerable individuals. 6. On-Call weekend appliances will deliver home fire safety visits from July 2025 increasing access to vulnerable people in more rural areas.		1. October 2025 2. October 2025 3. October 2025 4. October 2025 5. December 2025 6. December 2025		1. J Ball 2. J Ball 3. J Ball 4. J Ball 5. J Ball 6. J Ball	

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	
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		1. Complete 2. October 2025 3. October 2025 4. October 2025		1. H Douglas/ R Olivier 2. H Douglas/J Ball 3. J Ball 4. J Ball	

presented. 4. Develop productive relationships with community groups, partners and NGOs to help raise awareness of our activities.		
---	--	--

5.9 Fire protection is a highly skilled and specialist department within CFRS. This team is under significant pressure to deliver business as usual activities as well as tall buildings work and the Local Remediation Plan. Key mitigations are engagement with key stakeholders, detailed planning of activities and prioritisation.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R202	There is a risk that the <b>government funding is either not extended</b> or not renewed after the Uplift Grant project ends, impacting on the fire protection team's ability to deliver against the new legislation.	V Best	Service Delivery	12	6
Mitigation activities		Target completion		Owner	
1. Using the Uplift Grant funding to build capacity and capability within our fire protection team (2024/25) to support the planned increase in work demand from the Building Safety Act and the Fire Safety Act. 2. Continue to seek opportunities to regionally collaborate fire safety skill sets.		1. Ongoing 2. Ongoing		1. S Hedger 2. S Hedger	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R239	There is a risk that the requirements from the <b>MHCLG Local Remediation Acceleration Plan will place greater demand on fire protection Officers</b> considering the outlined timescales and the inclusion of all 11+metre buildings. This is likely to have an impact on the ability for fire protection to deliver other business critical work.	V Best	Community Safety	16	16
Mitigation activities		Target completion		Owner	
1. Engagement with Combined Authority and MHCLG around workload/capacity. 2. Understanding the scale of the impact on business as usual within fire protection. 3. Funding requirements to meet targets to support additional post within fire protection - exploring option for Combined Authority to fund additional post through MHCLG grant.		1. Completed 2. Completed 3. October 2025		1. V Best 2. V Best 3. V Best	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R247	There is a risk that due to our <b>resourcing and other critical activities we are unable to meet the MHCLG deadlines</b> set for the remediation leading to criticism from MHCLG and wider government bodies.	V Best	Service Delivery	12	12
Mitigation activities		Target completion		Owner	
1. Put in place plans for delivery of the work. 2. Monitor and report achievement against the plan keeping SLT fully informed.		1. Complete 2. Ongoing		1. V Best 2. V Best	

5.10 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. 3 Vision 30 project will look at future resilience and resourcing.		1. Ongoing 2. Ongoing 3. December 2025		1. B Fawcett 2. B Fawcett 3. S Thompson	

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. 3 Vision 30 project will look at future resilience and resourcing.		1. Ongoing 2. Ongoing 3. December 2025		1. B Fawcett 2. B Fawcett 3. S Thompson	

5.11 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. The Fulfilling Potential project has now been launched 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 London Fire Brigade 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. Completed 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	20	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 London Fire Brigade gap analysis etc, 1.5 Learning and organisational development work plan. 1.6 Focus on recruitment activities and community engagement. 2. Fulfilling Potential project will look at how we diversify our future leaders in the promotion process.		1. March 2029 1.1 March 2027 1.2 - 1.6 March 2026 2. December 2025		1.1 -1.5 L Hutchcraft/S Newton/H Douglas 1.6 C Raaff/L Hutchcraft 2. S Newton	

5.12 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	M Warren	Financial	12	12

	that performance improvements are not sustained, new initiatives cannot be taken forward.				
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 2025 2. December 2025 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	15	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. August 2025		1. S Smith 2. V Best	

5.13 Financial crime is an ever-present risk, mitigations for this are in place, ongoing and constant reminders to our people to be vigilant and have an attention to detail.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R017	There is a risk that the Service fails to protect itself against becoming the <b>victim of financial crime from an external</b> source leading to budgetary shortfalls, loss of reserves, a reduction in service delivery and a negative impact upon the reputation of the Service.	U Bird	Financial	15	1
Mitigation activities		Target completion		Owner	
1. Programme for more pro-active training for budget holders to be implemented early 2021. 2. Programme of workshops to train on general finance (finance for non-finance managers). Relevant guidance around the risk to be included. Training undertaken to senior managers as part of leadership days will be ongoing process. 3. Internal ICT raising awareness of phishing emails. 4. Ensuring checking of bank details of the supplier supported by company letter head and/or bank statement. 5. Checking of bank details and process for changing these with payroll for peoples' payments to prevent fraudulent changes to payment details.		1. Complete 2. Complete 3. Ongoing 4. Ongoing 5. Ongoing		1. U Bird 2. U Bird 3. ICT Service Desk 4. Finance Team 5. Payroll	

5.14 As a data driven organisation data quality is important to ensure that good decisions are made. Through the Community and Operational Intelligence project potential data quality risks have been identified. The project has put in place work to identify and prioritise cleansing activities as well as seeking ways to improve the speed of data transmission through various systems within CFRS.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R249	There is a risk that <b>data quality issues identified</b> as part of the Community Operational Intelligence (COI) project may impact the data quality provided to crews.	S Smith	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Put in place work strand within the COI project to create and deliver a plan for data cleansing activities. 2. Data activities to be prioritised for cleansing.		1. Completed 2. September 2025		1. N Hoad 2. N Hoad	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R250	There is a risk that <b>delays in information processing</b> may have a negative impact to those reliant on those data sets impacting service delivery.	W Swales	Service Delivery	15	9
Mitigation activities		Target completion		Owner	
1. Plan to be put in place to streamline and provide resilience to the process.		1. July 2025		1. K Andrews	

5.15 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</b> /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 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. 4. Concept appliance being trialled at A27 to reduce contaminants.		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing		1. M Hodges 2. K Andrews 3. M Hodges 4. W Swales	

5.16 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	
<p>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.</p> <p>2. PPE project - working with existing supplier to ensure current provision is fit for purpose until the new contract can be placed.</p> <p>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.</p> <p>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.</p>		<p>1. December 2028</p> <p>2. June 2025</p> <p>3. December 2028</p> <p>4. June 2025</p>		<p>1. S Standen</p> <p>2. S Standen</p> <p>3. S Standen</p> <p>4. S Standen</p>	

5.17 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	
<p>1. DBS vetting processes to be implemented across the Service.</p> <p>2. Audit conducted on CFRS current status regarding safeguarding and an action plan is in place to address areas of concerns.</p> <p>3. New audit on CFRS current status regarding safeguarding and an action plan is in place to address areas of concerns.</p>		<p>1. In progress</p> <p>2. Complete</p> <p>3. September 2025</p>		<p>1. L Hutchcraft</p> <p>2. S Newton</p> <p>3. Simon Newton</p>	

## BIBLIOGRAPHY

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