To: Policy and Resources Committee

From: Head of Service Transformation – Tamsin Mirfin

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Date: 15 December 2021

Strategic Risk and Opportunity Management Register – Monitoring Report

1.   Purpose

1.1   The purpose of this report is to provide the Policy and Resources Committee with an updated strategic risk report, as at December 2021, highlighting those risks that are considered above the risk appetite of the Authority.

2.   Recommendation

2.1   The Policy and Resources Committee is asked to review and note the strategic risk report and the risk distribution scoring matrix at Appendix 1.

3.   Risk Assessment

3.1   The strategic risk report potentially cuts across all of the criteria identified in Paragraph 4.1 below as, without effective risk management and appropriate, identified controls in place to manage the risk, any one of the risks may impact on the Authority.

4.   Background

4.1   Risk management is a key element of corporate governance. It enables the Authority to;

- quantify the Authority's exposure to risk and take action to mitigate the risk, where the level of risk is deemed unacceptable to the Authority or the community it serves,
- focus on priorities,
- reinforce good practice,
- encourage improved planning,
- challenge poor performance.

4.2   It is the role of the Policy and Resources Committee to review the strategic risk report to ensure all perceived *High* and *Very High* strategic risks are included and assessed correctly with associated actions to address the identified risks.

4.3   The risk register has been refreshed with the current risks reviewed and assessed for their current validity and the mitigation actions have been updated or amended as necessary.

4.4   To provide further clarity of the status of the risks within the strategic risk register they have been categorised as Constants or Events.

4.5   Constants are risks we would not expect to remove but we can control them to an acceptable level for example, the risk of financial crime. These Constants then have a state of either Active or Controlled. Active denotes that we are seeing an increased threat and are initiating further reduction actions. Controlled denotes that we have sufficient measures in place and the risk does not require additional action at this time.

4.6   Events, are risks that are initiated by an event, they are likely to arise and disappear for example, the comprehensive spending review. The risk associated with this will only be present whilst we are undertaking the review and once it is completed they will disappear or be realised (occur). If we are aware of an event but it has not occurred we note these risks as dormant, if the event is occurring the risks attached to it are live.

4.7   The state of a risk allows us to prioritise those for immediate attention and those that we should regularly monitor. It will also assist with reporting to ensure that the state of our risks is clearly understood.

4.8   The Authority's strategic risks are continuously reviewed by the Chief Officers Advisory Group against the following risk categories;

- Political,
- Economic,
- Social,
- Technological,
- Legislative,
- Environmental,
- Customer/Citizen.

4.9   Influencers such as legislation, the changing national focus for the fire and rescue service and suggestions made by Members and Officers are also taken into account. Risk exposure has then been assessed by forming a view on the probability of the risk occurring together with the impact of an occurrence.

5.   Strategic Risk Review

5.1   The distribution of risk from the strategic risk register is shown in Appendix 1. This shows the spread of risk scores with an accompanying short description of each risk.

5.2   Cyber-attacks remain one of the highest risks posed to the Service, with a score of 20. Work continues to remain abreast of threats and continue to keep our systems protected from these and our staff educated as to the evolving threats.

5.3   We had seen a decrease in the impact of the coronavirus risks upon the Service, however these have increased once again due to the rising numbers in this county and also the emergence of the Omicron variant. The immediate impact(s) are predominantly staff absences across both our operational and support services. The longer term impact will be on the achievement of activities in our Integrated Risk Management Plan (IRMP) as we prioritise resources to front line delivery. These impacts are regularly monitored with the Chief Officers Advisory Group.

5.4 The Emergency Services Mobile Communication Project (ESMCP) remains in our very high risks however this is largely outside of our control as it is a central government run project. We are actively engaged in the project and maintain currency with ongoing developments.

5.5 As an organisation we are reliant on several suppliers to provide core ICT systems to us. The potential for support to be withdrawn by suppliers leaves the Service vulnerable should there be a system failure and is therefore a high risk. We continually monitor the status of our systems and engage with our suppliers to understand their forward plans to allow us to plan accordingly.

5.6 There are several risks relating to our profile of leavers, diversity of our workforce and recruitment challenges as well as the impacts of changing incident profiles on our work force. These are core risks within our IRMP and we have a number of work strands looking at the different dimensions of these challenges. We have a focus on succession planning and development of our staff to enable them to progress within the Service.

5.7 We have also seen new risks emerge around the new culture of working from home that is allowing people to expand the geographical boundaries that they would normally operate in meaning that we are losing resources to other organisations that although further away pay higher salaries.

6. Risk Register Extract

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R164	There is a risk to communication resilience as emergency services network will be via a commercial bearer which may result in a potential loss of service.	J Anderson	Service Delivery	25	12
Mitigation activities		Target completion		Owner	
1. Network coverage testing to be undertaken with Cambridgeshire Constabulary. 2. Home Office alternative solutions / extended areas applied for.		1. March 2022 2. March 2022		1. J Barlow 2. J Barlow	
Comments					
This is a risk identified from the national project (Emergency Services Mobile Communication Programme), we have representation on the regional project team as well as chairing this group and will therefore be able to monitor the developments that are emerging in this area. We will also be working closely with our blue light partners on coverage testing and share learning and provide feedback into the central project for resolution as required.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - 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. March 2020 a positive recommendation for continued certification achieved with two minor non-conformities and 1one opportunity for improvement.		1. Complete 2. Complete 3. December 2021		1 J Fagg 2. D Wilkinson 3. J Fagg	

2. Internal audits scheduled. 3. Engaged with supplier to work with them to produce a three year cyber strategy.					

Comments
The most significant risk posed to the Authority is the threat of external cyber-attacks. Work is ongoing to test our control actions through regular penetration testing. Our numerous controls are monitored monthly through the ICT service improvement plan to stay abreast of current threats and ensure appropriate defences are in place. There are further mitigations in place to enhance protection but it is not appropriate to list them in a public document.

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R191	There is a risk that during the coronavirus pandemic, the Service has a significant loss or reduction of our critical delivery staff, which leads to the Service failing to deliver its statutory functions.	C Strickland	Service Delivery	20	12

Mitigation activities	Target completion	Owner
1. Core crisis team in place and business continuity arrangements in operation. 2. Key resourcing requirements understood and resourcing team meeting daily to review resources available and plan these across departments and the county. 3. Volunteers sought to cover the control room should shortages of staff occur. Training to be provided to these staff to enable them to operate. 4. Retired operational staff contacted to see if they would be willing to support the Service in crisis times. 5. Resilience resources training refreshed to enable them to be operational when required. 6, Protection of the health and well-being of our staff as outlined in risk STA-R190. 7. Consideration of redistributing On-Call staff to ensure whole time appliances are available as far as possible.	1. Daily 2. Daily 3. Complete 4. Complete 5. Complete 6. Daily 7. 6 December 2021	1. -6. Business continuity team 7. S Newton

Comments
This risk has increased with the Omicron variant and the rising case numbers across the county.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R093	There is a risk that the ESMCP solution being offered will not be sustainable leading to the government having to renegotiate with Airwave leading to increased costs to the Service.	J Anderson	Service Delivery	20	20

Mitigation activities	Target completion	Owner
1. Awaiting Home Office Full Business Case.	1. Ongoing	1. J Barlow

Comments

This risk sits largely outside of the control of the Authority as it is created by an external project. Engagement and monitoring of the situation is ongoing. A recent business case has been released however incomplete financial information prevents the Service from calculating future costs.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R183	There is a risk that the Service's priorities, for example, 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 of four. 2. Reviewing of targets.		1. March 2022 2. March 2022		1. S Newton 2. S Newton	
Comments					
Riding our appliances with the correct numbers must take priority.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R178	There is a risk of On-Call staff leaving the Service, meaning a lack of fire appliance availability, resulting in a reduction of fire cover, leading to a possibility of more serious fires and an increase in fire deaths.	J Anderson	Service Delivery	15	15
Mitigation activities		**Target completion**		**Owner**	
1. Increased training places for On-Call recruits.		1. March 2022		1. W Swales	
Comments					
Controls already in place, utilisation of On-Call standbys, consultation with FBU to be able to utilise whole time staff as an On0-Call strategic reserve, provision of alternative appliances, introduced phased response, introduced 25% contracts and succession planning is in place. Work is ongoing and progressing in this area, to improve the working experience of On-Call staff and how we shorten the recruitment timescale to retain staff.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R158	There is a risk that the current training centre is aging and has a limited capacity in the training that it can deliver; if we do not look at this it could mean we are not able to train in some capabilities	S Newton	Service Delivery	15	10
Mitigation activities		**Target completion**		**Owner**	
1. Project governance is in place and continual oversight and management of this risk. 2. This project has been identified as a service priority for 2021/22. 3. Discovery of Roman artefacts has delayed work on site; liaise with HDC to minimise impact to schedule. 3. Build in progress some supply chain issues and staff		1. Ongoing 2. Complete 3. January 2023		1. M Warren 2. COG 3. M Warren	

changes within project team but completion estimated for September 2022 with a move date of January 2023.					

Comments
Work is ongoing and progressing positively.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R161	There is a risk that we do not have a workforce that reflects our community's diversity and therefore we may lack the diversity of thought and approach, which would impact on our ability to improve the quality of service we deliver to our community whilst also damaging our performance in this area which is monitored by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services.	S Smith	Service Delivery	16	9

Mitigation activities	Target completion	Owner
1. Deliver outcomes from agreed Inclusion Plan (refreshed and updated summer 2021). 2. Business case to authorise additional funding for Positive Action Officer Roles until March 2024.	1. March 2024 2. 31 December 2021	1. C Doody 2. S Smith

Comments
Work is ongoing and progressing in this area, we have already run 'Have a Go' days and utilised dedicated resources to positive action. There is a positive action work plan in place and we have delivered disability confidence placements.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R113	There is a risk that with changing incident types operational competence is not sustained, especially on stations with low call demand.	S Newton	Health and Safety	16	9

Mitigation activities	Target completion	Owner
1. FS 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. Group Commanders currently supporting enhanced operational assurance for Flexi Duty Officers.	1. April 2022 2. Ongoing 3. April 2022	1. V Best 2. W Swales 3. S Newton

Comments
Work is progressing on the mitigation activities to reduce the risk.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R075	There is a risk that the Service is reliant on the On-Call service to maintain operational cover and with the current retention and recruitment uptake, the model is not sustainable.	J Anderson	Service Delivery	12	8

Mitigation activities	Target completion	Owner
1. Co-responding to be expanded. 2. Crews of three and removal of 13.5m ladders.	1. March 2022 2. March 2022	1. S Newton 2. S Newton

Comments
This risk has decreased since last reported. Work is progressing on the mitigation activities to attempt to reduce the risk. Work has been conducted to streamline and improve the recruitment process through STEP. Day crewing negotiations have taken place, with a trial in place for two years.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R118	There is a risk that with the continued growth in the county, it increases the number of non-domestic properties of the type that present a high risk. With our limited capacity to conduct risk visits this may increase the unknowns for the county.	S Smith	Service Delivery	12	8

Mitigation activities	Target completion	Owner
1. Review findings from new version of Risk Based Audit Programme. 2. Uplift grant project to identify further opportunities. 3. Succession planning and increasing capacity of Protection Team.	1. January 2022 2. December 2022 3. July 2022	1. S Flemming 2. S Hedger 3. 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 – R180	There is a risk that the statistics are showing a decrease in the working age population in all districts across Cambridgeshire apart from Cambridge; this could impact upon the Service's ability to recruit to the On-Call service in these areas.	S Newton	Service Delivery	12	8

Mitigation activities	Target completion	Owner
1. Training On-Call personnel to deliver community fire safety work where risks in rural areas are identified to reduce risk of fires in the home.	1. June 2022	1. J Ball

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 – R188	There is a risk that the representative bodies national picture on employee/employer negotiations could impact their ability to engage in any proposed crewing changes or role maps, causing delays on progress.	J Anderson	Service Delivery	12	12

Mitigation activities	Target completion	Owner
1. Maintaining a watching brief on the current situation and monitoring the impacts of this.	1. Ongoing	1. J Anderson

Comments

We have embedded and established engagement with local representative bodies. The processes and negotiation routes are established and working well. This risk is kept under review and the situation monitored as it develops.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R001	There is a risk that reliance on key staff, in the event that key staff leave or are absent this may lead to the Service being unable to deliver core services and/or resilience to support incidents.	C Strickland	Service Delivery	12	9
Mitigation activities		**Target completion**		**Owner**	
1. Succession planning in place with ongoing reviews. 2. Business continuity arrangements are in place for COVID-19. Staff communications and engagement with Public Health England in place and will continue to monitor the situation. 3. Ensure the other benefits of joining a public sector organisation are part of the job attraction rather than pay.		1. 31 December 2021 2. Ongoing communications in place 3. Ongoing		1. S Smith (HR) 2. S Smith 3. S Smith (HR)	
Comments					
This risk has increased and has risen to a high risk. This is due to the pandemic and impacts to staffing levels as well as changes to working habits meaning more working from home has opened up greater opportunities in the job markets.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R011	There is a risk that due to negligence within the organisation, legislations i.e. Health and Safety/ Asbestos exposure/Legionella/Operational may be breached with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputational damage.	J Anderson	Health and Safety	10	10
Mitigation activities		**Target completion**		**Owner**	
1. Training and assessments of competency levels available via iLearn - further work required to develop these.		1. Complete		1. Health and Safety Team	
Comments					
We employ specialists to provide advice and guidance in health and safety. Information has been disseminated to stations in the same place at each station. Raised awareness through health and safety representatives. Incident monitoring to review health and safety. Health and safety conduct six monthly visits to stations to assess level of compliance with requirements. Conducted a mini PEEL review to test this area to ensure that our understanding of the risk exposure is correct. Implemented action plan following mini PEEL review. Station visits to raise awareness ISO 45001 Accreditation audit completed. Looked to see if national standard operating procedures can be utilised in Cambridgeshire (South East Ways of Working). Resulted in new Contamination Policy. Training and assessments of competency levels available via ILearn and deployed July 2020.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R117	There is a risk that the aging population results in more vulnerable and isolated older people of which impacts negatively on fire deaths and injuries.	S Smith	Service Delivery	16	9

Mitigation activities	Target completion	Owner
1. Continue to increase our data sets to ensure targeting is as effective as possible. 2. Assess benefits of On-Call and Community Champions now undertaking safe and well visits which may help mitigate current and post risk scores.	1. December 2022 2. April 2022	1. P Middleton 2. J Ball

Comments
Targeted safe and well visits are part of routine watch activity supported by the community safety team. Working with partners to identify and protect vulnerable people. Purchasing portal misting systems to be implemented in individual homes. Distributing the portable misting system to the most vulnerable to increase their safety whilst further support actions are taken by our partners. Reviewed safe and well has been evaluated, identified frailty index. Behavioural change review, and implementing findings. On-Call and Community Champions now undertake safe and wells in our rural areas. Now sharing EEAST facilities at Melbourne, which allow crews greater access to an isolated community for increased community safety engagement across domestic and non-domestic premises.

6.5   The following are *High* risks that are event driven and categorised as live;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R085	There is a risk that the timescales continue to slip on the ESMCP project and impact upon the time available for the Service to complete the required actions to meet the cutover target dates leading to policies and procedures not being able to be followed and cost implications.	J Anderson	Finance	16	16

Mitigation activities	Target completion	Owner
1. Continuing delays impact upon our resources plans and the skillsets we had in place to manage this, resource plans will need to be kept under review. Indicative timeline produced, awaiting full business case and baselined plan from Home Office.	1. Ongoing until we receive more information	1. T Mirfin

Comments
This risk sits largely outside of the control of the Authority as it is created by an external project. The business case has been released and shows a new timeline for the delivery of the project, which the Service will now be working to. Engagement and monitoring of the situation is ongoing.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R172	There is a risk that following the Brexit transition period, ending December 2020, we will be unable to share data with EU suppliers until an agreement is in place.	D Wilkinson	Service Delivery	16	8

Mitigation activities	Target completion	Owner
1. Await outcome of the consultation and review impacts.	1. March 2022	1. D Wilkinson

Comments
The UK has been awarded Adequacy, this means that data can continue to flow across the EU and UK. However this risk remains open as there is currently a consultation open to review the UK GDPR.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R084	There is a risk that the information regarding required actions to meet the ESMCP timescales are not released in sufficient time to allow for planning leading to reactive work and the Services other priorities being impacted.	J Anderson	Service Delivery	16	16

Mitigation activities	Target completion	Owner
1. Home Office full business case approved, however still awaiting the financial implications and implementation timetables.	1. Ongoing	1. J Barlow

Comments
This risk sits largely outside of the control of the Authority as it is created by an external project. The business case has been released and shows a new timeline for the delivery of the project, which the service will now be working to. Engagement and monitoring of the situation is ongoing.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that unsupportable technology in our key system deteriorates; suppliers/we may no longer be able to provide support to our key systems which would leave us in a vulnerable position.	M Warren	Value for Money	16	16

Mitigation activities	Target completion	Owner
1. Budget preparation. 2. Capital Programme. 3. Reserve Strategy. 4. Financial System - support not being withdrawn as anticipated - Notice of two years will be given by supplier when support will be withdrawn. Project to replace will then be initiated. 5. HR System - will be out of contract December 2023. Supplier has indicated withdrawal of support for our in house product. Service to consider options. Ongoing review.	1. December 2021 2. December 2021 3. May 2022 4. November 2022 5. Ongoing	1. M Warren 2. M Warren 3. M Warren 4. M Warren 5. M Warren

Comments
Technology is kept under review at the Digital Strategy Boards to allow for forward planning of resources and budgets.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R201	There is a risk we may lose some highly skilled personnel through 'head hunting' by different industries who can now offer both benefits of working from home along with a considerably higher salary which will result in loss of knowledge, experience and resilience in professional support.	M Warren	Service Delivery	12	6

Mitigation activities	Target completion	Owner

1. Recruitment team to research, test and evaluate new and innovative attraction methods and to explore searching for candidates in a broader geographical area. 2. Recruitment team to highlight all cultural benefits of working for CFRS when advertising vacancies; using data and quotes from engagement survey research to showcase our cultural position. 3. Recruitment team to update employee profiles on external careers site; greater range of professional support roles to be added (showcasing some of the more technical/in-demand skillsets in particular) and to talk about the cultural / agile working benefits. 4. Ensure appropriate cross-skilling to mitigate risk and increase resilience across relevant teams. 5. Flexibility and review of market premiums where possible.	1. March 2022 2. March 2022 3. March 2022 4. March 2022 5. Ongoing	1. A Grayson 2. A Grayson 3. A Grayson 4. T Mirfin/J Fagg 5. A Grayson/M Warren

Comments
This is a new risk that has emerged during the pandemic with employers moving to working at home models.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R195	There is a risk that with staff off sick or diverted to different activities/restrictions in activities there will be a back log of work that will take us a long period to recover from and delay our progress as a service.	C Strickland	Service Delivery	12	9

Mitigation activities	Target completion	Owner
1. Monitor the impacts through the IRMP action plan. 2. Put in place plans for catching up on important activities and how we will recover. 3. Resourcing cell established to identify and monitor business areas affected by the COVID-19 emergency. 4. On-going conversations with the Heads of Group to understand the impact of COVID-19 and to reprioritisation.	1. Complete 2. Complete 3. Complete 4. Ongoing	1. IRMP Team 2. HOGS 3. Resourcing Cell 4. COAG

Comments
This risk has increased again due to the high infection rates in the county and the Omicron variant and the increased staff absences that we are seeing as a result.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R144	There is a risk that with the current sickness, maternity leave and resignations we may not be able to deliver adequate call handling and mobilisation services, leading to a reduction in the level of service.	S Newton	Service Delivery	10	10

Mitigation activities	Target completion	Owner
1. Continue to provide opportunities to develop staff in Combined Fire Control. 2. Continual review and workforce planning to ensure sufficient staff and skills. 3. Applying proactive approach to flexible working in Combined Fire Control. 4. Continually monitor call handling times which are now consistently showing improvement in performance.	1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing	1. S Newton 2. S Newton 3. J Illingworth 4. J Illingworth

Comments

Currently looking to improve resilience across the Control function by enhancing one role within the Day Watch and providing more resilience across the Station Command Group. Implemented recommendation to manage Control with three Station Commanders. Over establishment to ensure resilience is available to cover for maternity leave and sickness absence has been maintained. Proactively filling as many temporary vacancies as possible to ensure stability of workforce and consistent management lines. Combined Fire Control staff have attended Insight programme, promotion processes and undertaken learning and development courses. Recognising the impact of the ICCS and Mobs work we have increased resources into the project team, provided support from the Combined Fire Control staff and ensured close engagement between project and all Combined Fire Control staff.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R091	There is a risk that there may be difficulties in the joint administration of the ICT Shared Service, it may need to be re-in sourced causing a budgetary increase and loss of resilience.	M Warren	Finance	12	8

Mitigation activities	Target completion	Owner
1. Review collaborative structure of the shared service. 2. Reviewing ICT Shared Service governance. 3. Review of the Shared Service undertaken by SOCITM to determine future governance. 4. Action plan in place to address findings included within the SOCITM Report. 5. Working through five year plan.	1. June 2020 Complete 2. June 2020 Complete 3. April 2020 Complete 4. 27 November 2020 5. 2025	1. M Warren 2. M Warren 3. M Warren 4. M Warren 5. M Warren

Comments
Work is ongoing to reduce this risk. Reviewed the existing shared service structure to check it has capacity to meet the requirements and findings implemented. Implemented new technologies to reduce the system maintenance overheads. ICT Shared Services Board to monitor and work to resolve issues.

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.	J Anderson	Service Delivery	12	2

Mitigation activities	Target completion	Owner
1. Introduction of portfolio of roles. 2. Introduction of coaching and mentoring scheme.	1. March 2022 2. March 2022	1. S Smith 2. J Hart

Comments
Work is progressing to reduce this risk. Raising awareness via Managers Seminars and COAG, IRMP Team owned work stream to communicate and plan activities to address risk.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R008	There is a risk that Government funding is insufficient to meet the current service delivery needs, which may lead to a reduction of the service delivered, local performance improvements not sustained and/or delivered.	M Warren	Service Delivery	16	9

Mitigation activities	Target completion	Owner

1. Working on new comprehensive spending review (CSR) in 2021. 2. Awaiting information/understanding of impacts due to increased public spending as a result of the pandemic. 3. Aware of settlement for Year 1 (as CSR moved back one year). 4. Working on everything that is possible prior to announcement of funding.	1. December 2021 2. December 2021 3. Complete 4. December 2021.	1. M Warren 2. M Warren 3. M Warren 4. M Warren
Comments		

GLOSSARY

CFC	Combined Fire Control
CISP	Cyber Security Information Sharing Partnership
COG	Chief Officer Group
COAG	Chief Officer Advisory Group
E&D	Equality and Diversity
ESMCP	Emergency Services Mobile Communication Project
GDPR	General Data Protection Regulations
H&S	Health and Safety
IRMP	Integrated Risk Management Plan
NCSC	National Cyber Security Centre
RTC	Road Traffic Collision
SFRS	Suffolk Fire and Rescue Service
TDG	Tactical Delivery Group
WOW	Ways of Working

Bibliography

Strategic Risk Register

Location: Fire Service HQ
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