



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Item 18/27

MEETING	Finance & Governance Committee
DATE OF MEETING	31 July 2018
SUBJECT OF THE REPORT	Strategic Risk Register
STATUS OF REPORT	Open publication
PURPOSE OF REPORT	For consideration and approval
EXECUTIVE SUMMARY	<p>In line with the development and approval of the Authority’s Community Safety Plan at their June 2018 meeting, the strategic risks have been reviewed and updated. In completing this work, the planned risk controls for each of the strategic risks have been aligned to the tasks and Key Lines of Enquiry (KLOE) set within the Service Delivery Plan, which is the Service’s mechanism for delivering the Community Safety Plan.</p> <p>Following this realignment, and to reduce duplication with the quarterly performance monitoring report, it is recommended that the revised report for strategic risks going forward proposed in Appendix B is approved.</p> <p>Positive progress is being made against all current risks within the strategic risk register. Sufficient progress has been made with embedding the controls managing risk 001, ‘Failure to secure a one team approach to the new Service’, which has resulted in a recommendation for the risk to be removed from the strategic risk register and managed at directorate level.</p> <p>A new strategic risk 218, ‘Failure to deliver operational training’, has been identified due to the ongoing contract negotiations over the tenure of the West Moors Training Centre, Dorset. Members are asked to consider and approve its inclusion to the strategic risk register.</p>
RISK ASSESSMENT	Failure to successfully identify, monitor and manage risks may undermine the corporate reputation of the Authority and potentially heighten risk exposure.

COMMUNITY IMPACT ASSESSMENT	None for the purposes of this report
BUDGET IMPLICATIONS	None for the purposes of this report
RECOMMENDATIONS	<p>Members are asked to:</p> <ol style="list-style-type: none"> 1. Review and agree the current strategic risks and mitigation actions set out in Appendix A 2. Approve the revised strategic risk register as set out in Appendix B 3. Approve the reduction of risk 001 and its removal from the strategic risk register 4. Approve risk 218 as a new strategic risk.
BACKGROUND PAPERS	<ol style="list-style-type: none"> 1. Risk appetite matrix (Policy & Resources Committee - 14 January 2016) 2. Strategic Assessment of Risk (DWFire.org.uk) 3. Community Safety Plan (DWFire.org.uk) 4. Service Delivery Plan
APPENDICES	<p>Appendix A – Current Strategic Risk Register</p> <p>Appendix B – Revised Strategic Risk Register</p>
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1. Introduction

- 1.1 As part of its terms of reference the Finance & Governance Committee is required to review the Dorset & Wiltshire Fire and Rescue Authority's (the Authority) strategic risks on a quarterly basis. These were last reviewed and approved by the Committee on 8 March 2018.
- 1.2 Risks are managed within the planning, performance and risk management system and monitored at all levels throughout the Service.
- 1.3 All risks are scored using the agreed risk appetite matrix and risks identified as scoring 15 and above are classified at strategic level.
- 1.4 The strategic risks are reviewed by the Service monthly at the Strategic Leadership Team (SLT) meeting, where progress against the controls are discussed and monitored.

2. Reporting on strategic risks

- 2.1 As Members are aware the new Community Safety Plan (CSP) was developed taking account of the Strategic Assessment of Risk, and is delivered by the Service through the Service Delivery Plan (SDP).
- 2.2 Within the SDP there are 20 Key Lines Of Enquiry (KLOE) which are linked to the Service's five priorities. Each KLOE has identified tasks to support their delivery.
- 2.3 The targeted controls to mitigate and manage the revised strategic risks are linked to the tasks within the SDP.
- 2.4 The detailed commentary provided against each risk within Appendix A is detailed in full within each of the relevant committee performance reports.
- 2.5 It is therefore proposed, to improve efficiencies and avoid duplication, that the strategic risk report commentary is condensed and that additional information will be provided on an exception basis, as provided in Appendix B.
- 2.6 In line with current arrangements key Service risk owners continue to attend the Finance & Governance Committee to provide further context to provide full clarification for Members if required.

3. Proposed revisions to the strategic risks

- 3.1 As a result of reviewing the risk environment and alignment to the revised Community Safety Plan, a full review of the strategic risks and risk controls has been undertaken.
- 3.2 This review has resulted in a proposed revision of the strategic risks and risk reporting arrangements for Members.

3.3 To highlight these proposed changes attached to this paper are two appendices:

- Appendix A: provides the current strategic risk register in its existing reporting format, and
- Appendix B: contains the revised strategic risks in the proposed new format.

3.4 There are additional revisions to the strategic risks, explained in Table 1 below:

Risk No	From	To	Reason
0001	Current risk score of 16; major impact and more than likely to occur	Current risk score 12; major impact and possibility of occurring	Significant progress has been made with embedding the risk controls, it is therefore proposed that the risk is removed from the strategic risk register and managed at directorate level, within the Service
0004 Replaced with 232	Failure to have a competent and resilient workforce to meet the future need of the Service	Failure to transform our workforce to meet the future needs of the Service	The risk has been updated to consider the wider impact of our workforce and considers: <ul style="list-style-type: none"> • Strategic workforce planning; • Health and Wellbeing; • Values, Diversity and Inclusion; and • Learning & Development
0006	Failure to secure financial sustainability	Failure to secure sustainability that ensures and maintains effective service provision	The risk now provides a link between the need for financial sustainability and the continuation of service delivery
0009	Failure to have a robust and financially sustainable on-call duty system to meet the needs of the Service.	No additional change	N/A
218	New risk	Failure to deliver operational training	Contract negotiations are underway with the Defence Infrastructure Organisation, where our West Moors Training Centre is located. Failure to achieve a mutually agreeable contract will result in the Service having to identify alternative locations for training, including live fire, for the south of the Service

Table 1. Revisions to Strategic Risks

4. Summary and Key Points

- 4.1 The strategic risks have been revised in line with the Authority's Community Safety Plan and the targeted risk controls have been aligned to the tasks and KLOEs associated within the Service Delivery Plan.
- 4.2 It is proposed that future strategic risk reports are aligned to the proposal in Appendix B and that additional commentary beyond that set out in the Committee's quarterly performance report is provided on an exception basis.
- 4.3 The Strategic Leadership Team will continue to review these risks on a monthly basis and a progress report will be brought to the Finance & Governance Committee at their next meeting on the 20 September 2018.

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