



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Item 19/24

MEETING	Finance & Governance Committee
DATE OF MEETING	24 July 2019
SUBJECT OF THE REPORT	Strategic Risk Register
STATUS OF REPORT	Open publication
PURPOSE OF REPORT	For consideration and approval
EXECUTIVE SUMMARY	<p>This paper provides Members with the latest position of the Strategic Risk Register and associated controls.</p> <p>The strategic risk control mitigations are activities within the Service Delivery Plan, with progress reported to Members within the quarterly performance reports.</p> <p>Commentary against the risks will be provided on an exception basis, where an issue requires escalating and reporting.</p> <p>This report provides Members with assurance of the positive progress made against all strategic risks. In particular highlighting risk 232 '<i>Failure to transform our workforce to meet the future needs of the Service</i>'; where there is sufficient progress to recommend its removal from the Strategic Risk Register.</p> <p>The Finance & Governance Committee will next review the Strategic Risk Register at its meeting on 19 September 2019.</p>
RISK ASSESSMENT	<p>Failure to identify, monitor and manage risks may undermine the corporate reputation of the Dorset & Wiltshire Fire and Rescue Authority (the Authority) and potentially heighten risk exposure.</p>
COMMUNITY IMPACT ASSESSMENT	None for the purposes of this report
BUDGET IMPLICATIONS	None for the purposes of this report

<p>RECOMMENDATIONS</p>	<p>Members are asked to:</p> <ol style="list-style-type: none"> 1. Review the strategic risks and mitigations set out in Appendix A 2. Approve the removal of risk 232 from the Strategic Risk Register
<p>BACKGROUND PAPERS</p>	<ol style="list-style-type: none"> 1. Risk appetite matrix (Policy & Resources Committee - 14 January 2016) 2. Strategic Assessment of Risk (www.dwfire.org.uk) 3. Community Safety Plan (www.dwfire.org.uk)
<p>APPENDICES</p>	<p>Appendix A – Strategic Risk Register</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Name: Jill McCrae, Head of Strategic Planning & Corporate Assurance</p> <p>Email: jill.mccrae@dwfire.org.uk</p> <p>Tel: 07711 458888</p>

1. Introduction

- 1.1 As part of its terms of reference the Finance & Governance Committee is required to review the Authority's strategic risks on a quarterly basis. These were last reviewed and approved by the Committee on the 7 March 2019.

2. Strategic Risks

- 2.1 Risks are managed within the planning, performance and risk management system, Cycle, and monitored at all levels throughout Dorset & Wiltshire Fire and Rescue Service (the Service).
- 2.2 All risks are scored using the agreed risk appetite matrix, and risks identified as scoring 15 and above are classified at strategic level.
- 2.3 The strategic risks are reviewed by the Service monthly at the Strategic Leadership Team (SLT) meeting, where progress against controls are discussed and monitored.
- 2.4 Appendix A, Strategic Risk Register, provides Members with details of the strategic risks, their current and targeted risk ratings, and the controls planned to reduce and mitigate the risk to the targeted level.
- 2.5 All risk controls are aligned to the actions within the Service Delivery Plan, which is the Service's mechanism to deliver the Community Safety Plan.
- 2.6 Commentary against the progress of the controls (Service Delivery Plan actions) is provided within the quarterly performance reports presented to Members.
- 2.7 Supplementary commentary against the strategic risks will be provided on an exception basis, where an issue requires escalation and reporting.
- 2.8 During the Finance & Governance Committee meeting in March 2019 Members were provided with detail on the encouraging progress against strategic risk 232 "Failure to transform our workforce to meet the future needs of the Service".
- 2.9 The Service received substantial assurance following the internal audit on attendance management. During 2018 a number of development sessions took place to provide managers with the skills to effectively manage their teams and this work continues during 2019, as it is cascaded to supervisory managers. Further enhancements to our HR system will be made in the next couple of months which will provide additional automated functionality to better support our managers.
- 2.10 Workforce planning meetings form part of the Service's corporate governance arrangements and ensure that strategic level discussions take place, where timely decisions are made to support the organisation moving forward.

- 2.11 Good progress has been made with our internal stakeholder group to develop a new approach to promotion processes and personal reviews. This new approach will be piloted during 2019 for full implementation in April 2020.
- 2.12 Our leadership development programmes, co-designed with the Royal National Lifeboat Institution, will be delivered throughout 2019 and the implementation of a single competence recording system remains on track.
- 2.13 With the positive work continuing, reducing the likelihood of this risk, it is recommended that it is removed from the strategic risk register and monitored as a department level risk.
- 2.14 The Service has made positive progress with each of the remaining strategic risks and the control measures continue to be developed and embedded to attain the targeted risk scores.

3. Summary and Key Points

- 3.1 SLT 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 19 September 2019.

July 2019