



**DORSET & WILTSHIRE  
FIRE AND RESCUE  
AUTHORITY**

Item 22/26

MEETING	Finance & Audit Committee
DATE OF MEETING	27 July 2022
SUBJECT OF THE REPORT	Strategic Risk Register
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	For review, note and approve
EXECUTIVE SUMMARY	<p>This paper provides Members with the latest position of the Strategic Risk Register and associated controls.</p> <p>Following the Finance &amp; Audit Committee meeting in March 2022, Members agreed to maintain monitoring arrangements associated with the impacts of covid, following the removal of the Government's restrictions. Since this time, the Service has been minimally impacted by Covid-19. It is now recommended that Risk 413: '<i>Failure to appropriately respond to the protracted impacts of the coronavirus pandemic and associated challenges</i>', is removed from the Strategic Risk Register, and monitored at a departmental level.</p> <p>Officers are also recommending the increase of a long-standing risk associated with the sustainability of operational training provision to the strategic risk register. This is due to a wide variety of factors not least of which are the ongoing uncertainties over the wider financial position facing the Authority and the leasing tenures of our training facilities.</p> <p>Furthermore, the Service is recommending that a long-standing departmental risk associated with the loss of staff is escalated to the strategic risk register. This retitled risk '<i>Reduction of frontline services due to</i></p>

	<p><i>the loss of staff arising from industrial action,</i>’ arises given the national economic situation and the associated cost-of-living crisis, currently leading to industrial action across several sectors.</p> <p>The Finance &amp; Audit Committee will next review the Strategic Risk Register at its meeting in September 2022.</p>
RISK ASSESSMENT	Failure to 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
RECOMMENDATION	<p>Members are asked to:</p> <ol style="list-style-type: none"> <li>1. Review and note the strategic risks and mitigations set out in appendix A.</li> <li>2. Approve the removal of risk 413 from the strategic risk register.</li> <li>3. Approve the inclusion of two risks on the strategic risk register namely: ‘<i>Sustainability of operational training provision</i>’ and ‘<i>Reduction of frontline services due to the loss of staff arising from industrial action</i>’</li> </ol>
BACKGROUND PAPERS	<ol style="list-style-type: none"> <li>1. <a href="#">Risk Matrix</a></li> <li>2. <a href="#">Strategic Assessment of Risk</a></li> </ol>
APPENDIX	Appendix A – Strategic Risk Register
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## 1. Introduction

- 1.1 As part of its terms of reference, the Finance & Audit Committee is required to review the Authority's strategic risks on a quarterly basis.
- 1.2 These were last reviewed and approved by the Committee on the 9 March 2022.

## 2. Strategic risks

- 2.1 Risks are managed within the planning, performance and risk management system, Cycle and monitored at all levels throughout the Service.
- 2.2 All risks are scored using the agreed risk appetite matrix and those identified as scoring 15 and above are classified at strategic level.
- 2.3 The strategic risks are reviewed by the Service monthly by the Strategic Leadership Team, where progress against controls is 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 mitigations are monitored through the Service performance reporting protocols.
- 2.6 Commentary against the progress of the controls is provided within the quarterly performance reports presented to Members.
- 2.7 Supplementary commentary against the strategic risks is provided on an exception basis, where an issue requires escalation and reporting.
- 2.8 **Risk 413:** *Failure to appropriately respond to the protracted impacts of the coronavirus pandemic and associated challenges.*
  - 2.8.1 During the Finance & Audit Committee meeting in March 2022, Members agreed that the risk would remain at strategic level, whilst the Service monitored the impact of the removal of the Government's restrictions and move into the spring months.
  - 2.8.2 The impact of Covid, to the Service, continues to be minimal, it is therefore recommended that Members agree to the reduction of the risk and its removal from the strategic risk register.
- 2.9 **Risk 529:** *Sustainability of operational training provision*
  - 2.9.1 As Members are aware, the future sustainability of operational training provision has been a long-standing department level risk.

- 2.9.2 In response to this, within the 2021-2024 Community Safety Plan, the Authority committed to reviewing opportunities to improve the facilities for our staff, to ensure fit for purpose provisions are in place to meet future need.
- 2.9.3 Since 2021, the Service has been undertaking a review of the future requirements of the Service, taking account of the current provisions and risks associated with this.
- 2.9.4 In undertaking this review the Service has been closely monitoring the risk and progressing with options to support its future mitigation.
- 2.9.5 There are several factors impacting the future operational training provision prospects not least of which are the ongoing uncertainties over the wider financial position facing the Authority and the leasing tenures of our training facilities.
- 2.9.6 Consequentially, this is heightening this risk. It is therefore recommended that Members approve its addition to the strategic risk register.
- 2.10 **Risk 530: *Reduction of frontline services due to the loss of staff arising from industrial action***
- 2.10.1 The cost-of-living crisis, arising from the national and global economic situation, is increasing unrest across many sectors leading to some industrial action being taken, or being forecasted to be taken, over the coming months. Furthermore, the Fire Brigades Union (FBU) are warning of potential action, following the 2% pay offer by the employers' side of the National Joint Council.
- 2.10.2 With a highly unionised operational workforce this represents a significant issue to provisions of frontline delivery. On a wider level, the Service also has the potential to be impacted by action undertaken by other sectors, for example, where children are unable to attend school, due to teacher strikes causing childcare disruption.
- 2.10.3 As a requirement of the Civil Contingencies Act (2004), the Service has appropriate business continuity arrangements in place to support any disruption. However, it is recommended, due to the increasing likelihood, that Members escalate the risk to the strategic risk register.

### **3. Summary and key points**

- 3.1 Officers will continue to regularly review these risks and a progress report will be brought to the Finance & Audit Committee at its next meeting in September 2022.