



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Item 23/28

MEETING	Finance & Audit Committee
DATE OF MEETING	26 July 2023
SUBJECT OF THE REPORT	Strategic Risk Register
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	For review and to note
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 reviewed monthly through the Service's performance reporting structures, and to Members within the quarterly performance reports.</p> <p>Following review, two risks are recommended to be removed from the Strategic Risk Register, these are:</p> <ul style="list-style-type: none"> • Risk 412 <i>Inability to sufficiently resource potential changes to the fire safety and building safety regimes.</i> • Risk 530 <i>Reduction in frontline services due to the loss of staff due to industrial action.</i> <p>These risks will continue to be reviewed on a monthly basis at high level department level.</p> <p>Furthermore, Risk 555: <i>Recruitment and retention of corporate staff</i>, which was highlighted to Members at their meeting in March, as a potential emerging strategic risk. This continues to be closely monitored by the Service. However, is not being recommended</p>

	<p>for inclusion on the strategic risk register at this stage. Members are asked to note its continued significance.</p> <p>The Finance & Audit Committee will next review the Strategic Risk Register at its meeting in September 2023.</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"> 1. Review and note the strategic risks and mitigations set out in Appendix A. 2. Approve the removal of the following risks from the Strategic Risk Register: <ul style="list-style-type: none"> • Risk 412 <i>Inability to sufficiently resource potential changes to the fire safety and building safety regimes.</i> • Risk 530 <i>Reduction in frontline services due to the loss of staff due to industrial action.</i>
BACKGROUND PAPERS	<ol style="list-style-type: none"> 1. Risk Matrix 2. Strategic Assessment of Risk
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 8 March 2023.

2. Strategic risks

- 2.1 Risks are managed within the planning, performance and risk management system, Sytle 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.
- 2.8 **Risk 412:** *Failure to sufficiently resource potential changes to the fire safety and building safety regimes.*
- 2.9 With the new legislation now in effect and the resources increased within the Protection teams to reflect the additional work, the direction of travel for this risk has now decreased.
- 2.10 Due to the increased capacity now embedded, it is recommended that this risk is reduced and removed from the Strategic Risk Register.
- 2.11 **Risk 530:** *Reduction in frontline services due to the loss of staff due to industrial action.*
- 2.12 With the pay settlement proposed by the National Joint Council being approved by the Fire Brigade Unions the risk of strike action from our Grey Book (uniformed) staff has now been removed.

- 2.13 Although the industrial action across other sectors (rail, teaching, ambulance, NHS, etc) remains, this continues to be closely monitored, with minimal impact across the Service.
- 2.14 It is therefore recommended that the risk is reduced to high department level and removed from the Strategic Risk Register.
- 2.15 This risk will continue to be closely monitored as the Service awaits the results of the Unite, Unison and GMB unions ballot for Green Book (corporate) staff pay and, if required, returned to the Strategic Risk Register.

3. Emerging Strategic Risks

- 3.1 **Risk 555:** *Recruitment and retention of corporate staff*
- 3.2 At the Finance & Audit Committee meeting in March, the Service highlighted the potential emerging strategic risk with regard to attracting and retaining talented staff. Highlighting that instability within the workforce has Service wide impacts, including to the continuation of ongoing high performance, loss of organisational knowledge and cost implications associated with recruitment and training.
- 3.3 This risk continues to be closely monitored by the Service.
- 3.4 Whilst this continues to be a high-level risk to the Service, it has stabilised at this level and, at present, is not being recommended to be moved to the Strategic Risk Register.
- 3.5 The Service would like to assure Members that this risk will continue to be closely monitored and considered for escalation.

4. Summary and key points

- 4.1 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 2023.