

1. Executive Summary

The purpose of this report is to update the Joint Audit and Risk Committee on the Staffordshire Fire and Rescue's risk performance in quarter one of this year. This includes key risks, mitigation strategies, progress and emerging threats.

Our current risk posture

Moderate to Cautious: The service maintains a proactive but measured stance, prioritising safety, compliance, and operational continuity while cautiously exploring innovation and transformation.

Control Environment: Strong governance structures are in place, including a strategic risk board, internal audit, and external inspection regimes (e.g., HMICFRS).

Risk Appetite: Low for risks that could impact life safety, public trust, or statutory compliance; moderate for innovation, digital transformation, and workforce reform.

Major Changes

No risks have been removed or archived, indicating continued relevance and materiality of all identified strategic risks.

Two risks have reduced in score, reflecting improved control effectiveness and/or changes in the external or internal environment.

- Failure to implement the services environmental strategy and reduce carbon footprint.

Risk has been reduced from a 16 to 12. This is due to a full review of the risk and actions taken.

- Service data issues Impact on service as a result of poor implementation of the Command and Control system upgrade at West Midlands FRS.

Risk has been reduced to 9 from 12. This is due to updated business continuity and risk information from West Midlands FRS project team.

Risk Concerns

During the meeting, the Board discussed current financial and budgetary concerns, acknowledging the ongoing uncertainty surrounding future funding allocations and cost pressures. While several potential risk areas were identified particularly relating to resource planning and capital investment it was agreed that greater clarity is expected in the next quarter following key financial reporting and external developments.

As a result, the Board recognised that the organisation's future outlook remains subject to change, and that financial risk exposure may evolve depending on forthcoming budgetary decisions. The implications for strategic planning, service delivery, and organisational resilience will be reassessed once more definitive information becomes available.

The Board committed to maintaining a cautious and responsive approach, with a view to updating the strategic risk register and financial risk mitigation plans in line with emerging data.

2. Strategic Risk Landscape

Current Risk Profile

As of the latest review, the organisation continues to monitor 10 strategic risks. These risks represent the most significant threats to the achievement of our strategic objectives and are reviewed regularly to ensure appropriate mitigation strategies are in place.

Total Strategic Risks: 10

Risks Removed or Archived: 0

Risks Reduced in Score: 2

Red (High) Risks: 2

See appendix 1.

Business Unit: Strategic Risks (CORP) (10 Records)						
Impact	Critical	0	0	0	0	0
	Major	0	1	2	2	0
	Moderate	0	0	2	2	0
	Minor	0	0	1	0	0
	Insignificant	0	0	0	0	0
		Very Low	Low	Medium	High	Very High
Probability						

Red Risk Summary

Title: Failure to maintain public confidence in the Staffordshire Fire and Rescue Safety Plan due to funding pressures

Description: Failure to secure financial sustainability that ensures and maintains effective service delivery against the Safety Plan. Failure to provide the required investment into the Service

Drivers: Inflationary pressures, funding volatility, and increased operational costs.

Mitigations in Place: Financial planning, efficiency measures and transformation projects.

This risk is assigned to David Greensmith and is set to be reviewed every 3 Months. The status is **Treat**

Business Unit Code Strategic Risks	Community Risk Management Plan Our Communities	Major - 15 Major (5) High (3)	Gross Risk Exposure: £0
Goals & Objectives An Outstanding FRB	Business Process select...	Major - 15 Major (5) High (3)	Residual Risk Exposure: £0
Risk Title and Description Failure to maintain public confidence in the Staffordshire Fire and Rescue Safety Plan due to funding pressures Failure to secure financial sustainability that ensures and maintains effective service delivery against the Safety Plan Failure to provide the required investment into the Service		Moderate - 9 Moderate (3) Medium (3)	Target Risk Exposure: £0

Title: Shared Service Performance

Description: Insufficient contractual performance from service partners and providers affecting service delivery and organisational growth

Drivers: Mitigations in Place: SLA reviews, governance boards

● Risk Summary

This risk is assigned to Michelle Hickmott and is set to be reviewed every 3 Months. The status is **Transfer**

Business Unit Code Strategic Risks	Community Risk Management Plan Our Communities	Critical - 20 Critical (5) High (4)	Gross Risk Exposure: £0
Goals & Objectives Values, Culture and Reputation	Business Process select...	Major - 15 Major (5) High (3)	Residual Risk Exposure: £0
Risk Title and Description Shared Service Performance Insufficient contractual performance from service partners and providers affecting service delivery and organisational growth		Moderate - 9 Moderate (3) Medium (3)	Target Risk Exposure: £0

3. Governance

This Strategic Risk register has formal approval at Service Delivery Board.

4. Risk Management Framework

The Staffordshire Fire and Rescue Service Risk Management Framework 2025–2028 outlines a comprehensive, organisation wide approach to identifying, assessing, and managing risks in alignment with strategic objectives and public safety priorities. It establishes clear governance through a three lines of defence model, defines risk appetite and tolerance across operational, financial, compliance, reputational, and strategic domains, and integrates risk management into decision making at all levels.

The framework promotes a strong risk aware culture, embeds equality, diversity, and inclusion, and leverages tools like JCAD Core for real time risk tracking. Regular reviews, structured escalation protocols, and detailed roles and responsibilities ensure accountability and continuous improvement across directorates, departments, and projects. **See appendix 2.**