




Mitigation Progress



- On target 
- Short term delay 
- Significant delay 

Dorset & Wiltshire Fire and Rescue Authority

Strategic Risk Register – December 2018

Item 18/51 Appendix A



Risk Ref	Risk Name	Risk Description	Responsible Officer	Residual Risk/With Controls			Target Risk Score			Risk Strategy	Risk Mitigations	Direction of Risk	Mitigation Progress
				Impact	Likelihood	Score	Impact	Likelihood	Score				
0006	Failure to secure financial sustainability that ensures and maintains effective service provision	Funding of the Service and its current delivery model is increasingly difficult through securing financial efficiencies alone. Changes to service delivery is now needed following combination to secure further reductions in spending plans to set balanced budgets over the medium term.	Director of Finance	4	4	16	4	3	12	Treat	<ul style="list-style-type: none"> SDP 18/19: Develop a MTFP that consolidates and coordinates the financial consequences of the Service's key core plans and strategies SDP 18/19: Ensure effective procurement processes are embedded across the Service SDP 18/19: Ensure value for money is embedded in all priorities and KLOEs with consistent and effective evaluation SDP 18/19: Implement the Projects and Actions from the Communities Programmes to meet the challenges of the Medium-Term Finance Plan and NFSP Strategic Partnership Vision SDP 18/19: Set balanced budget/precept for 2019/20 Seek to secure increased freedoms and flexibilities in setting fire precept band D council tax levels for lower funded Authority's 	→	
0009	Failure to have a robust and financially sustainable On-Call duty system to meet the needs of the Service.	The emergency response of the Service is predominantly satisfied by On-Call firefighters. The Service needs to ensure that appropriate arrangements are in place to manage the establishment levels, recruitment and retention to successfully meet response standards and community needs. Insufficient arrangements could result in a delay to, or failure to meet, statutory duties. This would have a negative effect on the communities and open the Authority to scrutiny and adverse financial, legal, political and reputational impacts.	Director of Community Safety	4	4	16	4	3	12	Treat	<ul style="list-style-type: none"> SDP 18/19: Clear strategic workforce and succession planning arrangements are in place and are well understood and effectively linked to our financial plans. SDP 18/19: Ensure high levels of contractual compliance across all Service areas SDP 18/19: Implement the Projects and Actions from the Communities Programmes to meet the challenges of the Medium-Term Finance Plan and NFSP Strategic Partnership Vision SDP 18/19: Prioritise and implement effective recruitment and retention to increase appliance availability in Bournemouth and Poole SDP 18/19: Prioritise and implement effective recruitment and retention to increase appliance availability in Dorset SDP 18/19: Prioritise and implement effective recruitment and retention to increase appliance availability in Swindon SDP 18/19: Prioritise and implement effective recruitment and retention to increase appliance availability in Wiltshire 	→	

Risk Ref	Risk Name	Risk Description	Responsible Officer	Residual Risk/With Controls			Target Risk Score			Risk Strategy	Risk Mitigations	Direction of Risk	Mitigation Progress
				Impact	Likelihood	Score	Impact	Likelihood	Score				
232	Failure to transform our workforce to meet the future needs of the Service	The Service needs to ensure that the workforce is developed to meet the future needs of the Service and to ensure sound health & wellbeing arrangements. This will be challenging due to high staff turnover in the operational workforce and the need to support the setting of a balanced budget over the medium term. Lack of experience and suitably skilled staff could result in an adverse effect on the efficiency and effectiveness of the organisation.	Director of People	4	4	16	4	3	12	Treat	<ul style="list-style-type: none"> SDP 18/19: Carry out effective attendance management monitoring and support SDP 18/19: Clear Strategic workforce and succession planning arrangements are in place, are well understood and are effectively linked to our financial plans SDP 18/19: Create a single competency, framework and recording system for all staff roles that provides evaluation records for reference and reports SDP 18/19: Deliver our Equality, Diversity and Inclusion Assurance Framework SDP 18/19: Develop an approach to leadership governance and assurance that reflects the requirements within our shared leadership strategy. SDP 18/19: Develop and deliver a programme of leadership interventions for all roles within the service that is fully costed, evaluated and feeds into the MTFP SDP 18/19: Set in place a robust Quality Assurance Framework 	→	
218	Failure to deliver operational training	The lack of a binding contract between the Service and Defence Infrastructure Organisation at the West Moors Training Centre, may affect the ability to deliver safety critical training for operational staff. Training resources and facilities at the Devizes Training Centre alone would not be sufficient to deliver training for all staff within the Service within the timescales necessary to maintain the operational competence and fulfil legal requirements.	Director of Service Support	5	2	10	5	1	5	Treat	<ul style="list-style-type: none"> SDP 18/19: Create an integrated approach to asset management aligned to IRMP and the MTFP SDP 18/19: Ensure resilience of Service wide training facilities 	↓	

Department Risks

Risk Summary

Area / Department	Risk Score				Total
	1-8	9-12	13-16	17-25	
[Area] Dorset, Bournemouth & Poole	1	1	0	0	2
[DEP] Assets	1	1	1	0	3
[DEP] Director - Community Safety	1	0	0	0	1
[DEP] Financial Services	2	1	0	0	3
[DEP] HR	1	4	0	0	5
[DEP] Information & Communications	0	1	1	0	2
[DEP] Operational Training	2	3	0	0	5
[DEP] Prevention	1	4	0	0	5
[DEP] Prevention	1	3	0	0	4
[DEP] Protection (Fire Safety)	1	4	0	0	5
[DEP] Service Support	1	10	1	0	12
[DEP] Strategic Planning and Corporate Assurance	2	5	0	0	7
Total	14	37	3	0	54