



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Item 19/12

MEETING	Finance & Governance Committee
DATE OF MEETING	7 March 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 sufficient progress indicates its potential removal from the strategic risk register in the coming months.</p> <p>The report highlights the national and local increase in cyber threats and security and recommends the addition of risk 301 <i>'Failure to protect the Service against cyber threats and attacks'</i> to the strategic risk register.</p> <p>The Finance & Governance Committee will next review the strategic risk register at its meeting on 24 July 2019.</p>
RISK ASSESSMENT	<p>Failure to successfully 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>

<p>COMMUNITY IMPACT ASSESSMENT</p>	<p>None for the purposes of this report</p>
<p>BUDGET IMPLICATIONS</p>	<p>None for the purposes of this report</p>
<p>RECOMMENDATIONS</p>	<p>Members are asked to:</p> <ol style="list-style-type: none"> 1. Review and agree the strategic risks and mitigations set out in Appendix A 2. Approve the removal of risk 218 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) 4. Service Delivery Plan
<p>APPENDICES</p>	<p>Appendix A – Strategic Risk Register</p>
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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 December 2018.

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) are 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 The mitigations for risk 232 '*Failure to transform our workforce to meet the future needs of the Service*' continue to progress positively, with a range of measures now well embedded supporting the health and wellbeing of our staff.
- 2.9 During 2018 the Service undertook several development sessions to provide managers with additional skills to effectively manage their teams and the leadership development programmes, which have been co-designed with the Royal National Lifeboat Institution, will be delivered throughout 2019.
- 2.10 The Service is also strengthening its approach to workforce planning and has worked with stakeholders to develop a new approach to promotion processes, which will be prototyped during 2019.

- 2.11 In addition, the Service is on track to shortly move to a single competence recording system and further enhancements are being made to provide more automated functionality to the HR system.
- 2.12 With the recent internal audit results providing further assurance of the Service's continued progress and the risk control measures shortly coming to fruition it is anticipated that this risk will reduce over the next couple of months.
- 2.13 The risk of cyber threats and attacks, both nationally and locally, has increased with 46% of all UK businesses (rising to 66% and 68% of medium and large firm respectively) identifying at least one cyber security breach or attack in the last 12 months.
- 2.14 Under the Civil Contingencies Act 2004 the Service is required to have robust and resilient business continuity arrangements in place and Information and Communication Technology (ICT) security arrangements are central to the Service delivering this and ensuring the continuation of its critical functions.
- 2.15 With an increased reliance on ICT for storing information, accessing partner data and sharing service data and with continuous advancements on technology it is essential that the Service responds to these threats and has robust information security risk management processes in place.
- 2.16 Nationally, a cyber resilience standard (Cyber Incident Preparedness) has now been issued along with supporting guidance. This is in support of a national risk re-evaluation where cyber has now been identified as a Tier 1 (highest) risk and as a result of this all local resilience forums are reviewing their arrangements.
- 2.17 It is therefore recommended that risk 301 '*Failure to protect the Service against cyber threats and attacks*' is increased to strategic level to ensure visibility to Members and SLT until the planned improvements are fully rolled out and embedded.
- 2.18 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.
- 2.19 Key Service risk owners will attend the Finance & Governance Committee meeting on the 7 March 2019 to provide further context for Members, if required.

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 24 July 2019.

March 2019