

**Mitigation Progress**

- On target ●
- Short term delay ●
- Significant delay ●

## Dorset & Wiltshire Fire and Rescue Authority

### Strategic Risk Register - March 2020

Item 20/12 Appendix A



Risk Ref	Risk Name	Risk Description	Responsible Officer	Residual Risk/With Controls			Target Risk Score			Risk Strategy	Risk Mitigations These actions are in the Service Delivery Plan (SDP)	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 are now needed following combination to secure further reductions in spending plans to set balanced budgets over the medium term.	Treasurer	4	4	16	4	3	12	Treat	<ul style="list-style-type: none"> <li>Continue to refine a financial strategy that supports the delivery of the Community Safety Plan</li> <li>Ensure that the principles of efficiency and value for money are embedded in decision making, planning and reporting Service wide</li> <li>Ensure effective procurement processes and practices are fully embedded</li> <li>Ensure effective financial management processes and practices are embedded across the Service.</li> </ul>	➔	
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 Service Support	4	4	16	4	3	12	Treat	<ul style="list-style-type: none"> <li>Ensure strategic workforce and succession planning arrangements are in place, well understood and effectively linked to our financial plans</li> <li>Ensure that the options are in place to meet the financial pressures outlined in the Medium-Term Finance Plan</li> <li>Implement the new on-call pay offer and develop the duty system to ensure that the Service can meet the challenges of maintaining availability across the Service</li> <li>Prioritise and implement effective recruitment and retention to increase appliance availability.</li> </ul>	➔	

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301	Failure to protect the Service against cyber threats and attacks	<p>Under the Civil Contingencies Act 2004, the Service is required to have robust and resilient business continuity arrangements in place. ICT security arrangements are central to the Service delivering this and maintaining its critical functions.</p> <p>Both nationally and locally there is an increase in threats of cyber-attacks to organisations. The Service needs to ensure full alignment to new security standards to help mitigate cyber risk and demonstrate compliance to external organisations.</p>	Deputy Chief Fire Officer	4	4	16	4	3	12	Treat	<ul style="list-style-type: none"> <li>Ensure effective cyber security arrangements are in place to manage cyber risks</li> <li>Achieve Cyber Essentials Accreditation</li> <li>Work closely with Local Resilience Forums</li> <li>Improve training, awareness and general technical controls</li> <li>Deliver the cyber resilience action plan.</li> </ul>	→	
134 (New)	Failure to sufficiently resource potential changes to the fire safety and building safety regimes	<p>The proposed changes to legislation (the Building Safety Bill and the Fire safety Bill) will have a significant effect on the service.</p> <p>Phase 1 of the Grenfell Tower Inquiry identified a number of challenges for how we deliver prevention, protection and response functions.</p> <p>The Service needs to ensure appropriate arrangements are in place to respond to these changes and the new legislative requirements.</p>	Director of Community Safety	4	4	16	4	3	12	Treat	<ul style="list-style-type: none"> <li>Ensure effective workforce and succession planning arrangements are in place</li> <li>Ensure sufficiently trained staff are available to deliver against a wider inspection programme and competency framework</li> <li>Ensure that a robust training regime and budget is available to deliver against the competency framework</li> <li>Ensure that we have sufficient capacity to respond to the building safety programme, legislative framework and recommendations of Phase 2 of the Grenfell Tower Inquiry.</li> </ul>	↑	

## Group/Department Risks

Group/Department	Risk Score		Total
	1 - 8	9 - 12	
Bournemouth, Christchurch & Poole	2	1	3
Dorset	1	2	3
Swindon	1	2	3
Wiltshire	0	3	3
Assets	1	3	4
Financial Services	2	1	3
Health & Safety	0	0	0
HR	3	1	4
ICT	1	2	3
Information, Knowledge & Communications	0	2	2
Learning & Organisational Development	1	0	1
Operational Training	5	2	7
Prevention & Protection	2	4	6
Procurement	0	2	2
Resilience	0	13	13
Response Development & Response Support	2	5	7
Strategic Planning and Corporate Assurance	1	2	3
<b>Total</b>	<b>22</b>	<b>45</b>	<b>67</b>