




Dorset & Wiltshire Fire and Rescue Authority

DWFRS Strategic Risk Register

26 February 2018

Strategic Risks

Risk Code	0001	Direction of Risk
Risk	Failure to secure a one team approach to the new Service	
Responsible Officer	DCFO	

	Current Risk Assessment	Target Risk Assessment
Rating	Strategic	Department
Risk Score	16	9
Risk Strategy	Treat the risk	

Current Risk Assessment Heat Map					
Likelihood					
	1- Virtually impossible to occur	2- Unlikely to occur	3- Has the potential to occur	4- More likely to occur than not	5- Almost certain to occur
Impact	1- Minor				
	2- Moderate				
	3- Serious				
	4- Major				✓
	5- Catastrophic				

Future Risk Controls
<ul style="list-style-type: none"> • Deliver our internal engagement delivery plan • Deliver the outcomes from the Eyes & Ears staff survey • Deliver the procedural alignment programme - Single ways of working • Deliver the Smarter Working Programme • Progress against Information Systems Migration Plan - Single systems to work with

Risk Owner Comments
<p>Deliver the engagement delivery plan</p> <p>The engagement delivery plan is monitored quarterly at Strategic Leadership Team (SLT) meetings, and coordinates all engagement activities across the Service on a monthly basis. The approach has received substantial assurance following an internal audit. Senior managers are currently undertaking over 60 workplace visits to directly engage staff from across the Service. In addition, a new intranet with the ability to target communications to specific staff groups and departments has gone live.</p> <p>Deliver the outcomes from the Eyes and Ears survey</p> <p>The Service results have been delivered to SLT, Heads of Department and Members of the Finance, Governance and Audit Committee, with an action planning workshop from ORC, the independent company conducting the survey. The high level and departmental results have been communicated with teams, via Heads of Department.</p>

This approach provided all staff with the opportunity for discussion and feedback on the results and the potential actions for improvements against focus areas. The Working Together Forum comprising of all senior managers continue to discuss the staff engagement and the improvement actions. In response to the survey, the Service is moving away from directorate structures and centring ways of working on delivering the strategic priorities through a more matrix style approach to delivery. A new meetings structure is currently being rolled out to better support cross departmental planning and delivery of the actions and projects set out in the Service Delivery Plan. A new staff survey is underway to re-engage, better understand the progress being made and to support the forth-coming inspection process.

Deliver the procedural alignment programme

Prior to combination, each work stream identified key procedures that needed to be aligned for the new Service. Procedures were prioritised for delivery over three years. Some 84 were prioritised for completion before 1 April 2016 to ensure legal compliance. The remainder were programmed for alignment over the following two financial years. A total of 108 procedures were originally programmed in for completion during 2016/17. Over the course of the year, a total of 60 were published. There are 48 procedures remaining which have all been programmed into departmental workloads. Progress continues to be monitored within Cycle and reported to SLT quarterly. Progress remains on track.

Deliver the smarter working programme


A smarter working programme and action plan has been developed and a working group established. This programme has a number of elements linked to the delivery of the Service Delivery Plan such as technology, property, leadership & management and information management. The programme has been discussed with all Heads of Department to ensure that existing work being delivered through them takes into account the principles of smarter working rather than creating something separate to it. The programme has now been widely advertised and promoted through an e-learning module; a training programme; a new intranet and through the 60 workplace visits by senior managers. The key elements currently being progressed through a technical working group are the move to Office 365 and a new staff intranet which have gone live as planned. A working group has been established to look at the potential to rationalise the Poundbury (Dorset) estate and a IT technical coordinating group is soon to be convened to support the programme.

Progress against the systems migration plan

14 out of the 24 systems in the programme have now been combined into single databases/systems and are in use throughout the Service. The remaining ten systems have clearly defined project, stakeholder and communication plans following the principals outlined within the programme. SLT continue to monitor the programme on a monthly basis. The programme is currently on track to deliver single databases/systems within the agreed timescales.

The ten system migration projects due to be completed in 2018-19:

1. Health and safety (COSHH) - On track (Go-live March 2018)
2. Health and safety (Workplace inspections) – On-track (The database is now live and will be used from 1 April in line with the procedure)
3. GARTAN (Availability)- Slight delay (Go-live March 2018)
4. GARTAN (Pay) - Slight delay (Go-live March 2018)
5. GARTAN (Rostering) - On track (Go-live March 2018)
6. GARTAN (Competence) - On track (Go-live December 2018)
7. Assets (Fleet) - On track (Go-live March 2018)
8. Assets (Supplies) - Slight delay (Go-live July 2018)
9. Assets (Equipment) - On track (Go-live December 2018)
10. WallChart - Slight delay (Go-live March 2018)

Risk Code	0004	Direction of Risk
Risk	Failure to have a competent and resilient workforce to meet the future needs of the Service	
Responsible Officer	Director - People Services	

	Current Risk Assessment	Target Risk Assessment
Rating	Strategic	Department
Risk Score	16	9
Risk Strategy	Treat the risk	

Current Risk Assessment Heat Map

		Likelihood				
		1- Virtually impossible to occur	2- Unlikely to occur	3- Has the potential to occur	4- More likely to occur than not	5- Almost certain to occur
Impact	1- Minor					
	2- Moderate					
	3- Serious					
	4- Major				✓	
	5- Catastrophic					

Future Risk Controls

- Completion of firefighter recruitment programme
- Develop a talent management process linked to workforce and succession planning, development pathways and leadership development
- Develop and deliver our leadership development strategy and define our leadership development requirements for the Service; plan and implement initiatives to meet identified needs
- Develop and implement a Service wide apprenticeship programme to maximise on the apprenticeship levy
- Implement and embed development pathways for all staff groups with alignment where relevant to the Fire Professional framework
- Strengthen our approach to strategic workforce planning

Risk Owner Comments

Completion of the fire-fighter recruitment programme

A key area of focus has been our positive action programme ahead of commencing our whole-time recruitment. Our positive action campaign “#BeOneOfUs” was launched in October 2017. Posters, leaflets and banners have been produced and our website included a link to an inspirational promotional video about a career in the Fire Service and provided a structured 12-week fitness programme for potential applicants to follow. Six “have a go day” were held across the Service area and encouraged those attending to carry out some of the practical elements of the role such as hose running and wearing breathing apparatus. Following this our wholetime duty system (WDS) recruitment campaign commenced in November 2017. The selection process consists of a number of elements with the last stage of presentation and interviews taking place in March/April. We are carrying out equality monitoring at each stage of the process and will use the data gathered to assess what additional interventions can be made in the future in support of our corporate target to increase the diversity of our workforce.

Develop a talent management process, linked to workforce and succession planning, development pathways and leadership development

Work is being undertaken to develop the organisational requirements for talent management and the associated frameworks, procedures and processes. This work will complement the strategic workforce plan to ensure that we are able to develop and grow talent throughout the service to meet the future needs of the organisation. The approach we adopt will also need to be able to deliver outcomes aligned to our values and behaviours framework which form the foundations of our emerging approach to leadership which are being progressed with the RNLI and through the South West Emergency Service Collaboration (SWESC).

Develop and deliver our leadership development strategy and define our leadership development requirements for the Service; plan and implement initiatives to meet identified needs.

A first draft of our leadership development strategy has been developed and will be further refined to enable a finished document to be completed by the end of March 2018. We will ensure alignment of this strategy with our development pathways so that leadership is an integral part of our development interventions and cultural development. We have arranged a series of three modular leadership programmes for first line managers whilst development of the new Lifesaving Leaders Programme continues with the RNLI. A prototype of the latter was delivered in September and feedback received will inform a pilot programme for a larger cohort of delegates planned to take place in April 2018. Work with the South West Emergency Services Collaboration partnership is picking up pace and we are taking part in the Culture and Leadership work stream under the Programme Board. This partnership is providing us with opportunities to identify where we can share practice and products with Police, Ambulance and other Fire & Rescue Services (FRSs) across the South West and begin to align our strategies, cultures, values and behaviours. This collaboration has already had a positive impact on the review of our RESPECT values framework whereby we have been able to align our values and behaviours with the recently developed Police values framework. We are working particularly closely with Wiltshire Police to explore areas for collaboration and alignment. We will ensure alignment with our development pathways so that leadership is an integral part of our development interventions and cultural development.

Develop and implement a Service wide apprenticeship programme to maximise on the apprenticeship levy

A number of changes were made to UK apprenticeships during 2017, not least the introduction of an employer levy (effective 6 April 2017) and public sector apprentice targets. Service wide planning for apprenticeships is being considered as part of the wider People Services work on strategic workforce planning. Marketing materials have been developed to promote future firefighting apprentice opportunities and these have been distributed at community events. We are working with our constituent local authorities on potential to collaborate for mutual benefit, particularly through shared procurement of apprentice training providers. The new standard and associated funding band for firefighter apprenticeships has now been agreed and we are now able to use this information as part of our workforce planning and recruit training discussions. We have sent an enquiry to all Fire and Rescue Services to establish whether any of them are planning to run a firefighter apprenticeship programme in June/July 2018 and early indications are that this will not be the case. As a result of this it may be that we are not able to use the new apprenticeship standards for our next recruits course in June and will keep our current recruit training programme in place. Work has commenced on the recruitment of apprentices to identified corporate roles.

Implement and embed Development Pathways for all staff groups with alignment where relevant to the Fire Professional framework

To support talent management and a consistent approach to progression, we have created Development Pathways for all staff groups. The Pathways have set out the various learning and development interventions that individuals should undertake at each role level. The pathways are in the process of being costed and undergoing a review to ensure all development areas have been identified. Once they have been costed and reviewed we will develop a prospectus to assist managers and staff so they are aware of when and how development interventions can be accessed.

We are actively engaging with partner organisations such as the Police and RNLI to identify learning and development collaboration opportunities. To support the implementation of new development programmes and to encourage personal responsibility for development, we are improving our blended approach to Learning & Development and continue to use DWdle (our e-learning portal) to produce and market a number of e-learning

modules to support managers and leaders in their day to day activities. This method of learning enables consistent delivery of knowledge to a wide audience; reduces costs of travel and attendance at courses; facilitates on-line assessments; and for our dispersed learners who are working on a number of different duty patterns, enables access to a wide range of learning at a time and place to suit them. Many of these resources are freely available for people to make use of for their personal development and, as we continue to build the content of our Development Pathways, we intend to make more use of DWdle to provide pre-course learning, post-course evaluations and knowledge assessments.


Strengthen our approach to Strategic Workforce Planning

We are creating stronger links between our workforce transformation plans and our workforce planning and establishment control to ensure close alignment to our financial forecasts. We continue to improve the integration of our systems so that we can provide workforce data that enables better monitoring, intervention and organisational learning. Further refinements are being made to our HR system to improve management reporting processes which will assist our workforce and financial planning. Mindful of our ageing workforce and our corporate target to increase the diversity of our workforce, we are setting in place workforce and succession plans to ensure we have the right people, with the right skills, at the right time.

This starts at the point of attraction and we have reviewed our recruitment literature to ensure that applicants are well informed and have a good understanding of the varied career opportunities that we offer. We have carried out an external review of our recruitment processes and have developed an action plan to further streamline and enhance the work that we do in this area. As part of this work we have invested in our e-Recruitment system to improve its functionality and interface.

Alongside this we are in the process of identifying potential future workforce changes linked to Communities and On Call Review to ensure these areas are considered within our workforce planning activities. The strategic workforce plan will also ensure leadership development, progression and talent management activities and interventions are all connected. We are also ensuring that our leadership development and talent management arrangements are linked to our workforce plans.

Gateway Assure will be undertaking an audit of our Strategic Workforce Planning arrangements during Block 4 of the Audit Programme and a report will be presented to the Finance, Governance & Audit Committee when this is done.

Risk Code	0006	Direction of Risk
Risk	Failure to secure financial sustainability	
Responsible Officer	Director of Finance	

	Current Risk Assessment	Target Risk Assessment
Rating	Strategic	Discuss with Director
Risk Score	16	12
Risk Strategy	Treat the risk	

Current Risk Assessment Heat Map

		Likelihood				
		1- Virtually impossible to occur	2- Unlikely to occur	3- Has the potential to occur	4- More likely to occur than not	5- Almost certain to occur
Impact	1- Minor					
	2- Moderate					
	3- Serious					
	4- Major				✓	
	5- Catastrophic					

Future Risk Controls

- Achieve the aims and objectives of the efficiency strategy
- Deliver the projects within the Communities programme to support the achievement of financial sustainability
- Undertake an annual review of Medium Term Financial Plan

Risk Owner Comments

The Authority is well under way in driving through its efficiency plans through the combination process undertaken to date and planned through to 2019/20. 97% of the targeted efficiencies and savings have been achieved to date.

Financial expenditure is reported to the Finance, Governance and Audit Committee on a quarterly basis, and the latest forecast reports an underspending position against the revenue budget, which will add to general balances and will provide greater flexibility and resilience in future years.

The recent technical consultation on the provisional finance settlement for 2018/19 was returned to the Department for Communities and Local Government expressing our concern over future funding mechanisms, which was also echoed by the National Fire Chiefs Council (NFCC) and the Fire Finance Network (FFN). Following the consultation, the provisional settlement followed by the final settlement on 6 February indicated that FRSs will be allowed to increase council tax by up to 3% in 2018/19 and 2019/20. Members chose to increase the fire precept band D by 2.99% at their February Meeting of the FRA; the impact of which will be to reduce forecast budget deficits in 2019/20 onwards. Significant cost pressures which may affect our forecasts include the unresolved pay award for uniformed staff in 2017/18 and our significant capital programme and future investment in infrastructure.

The Medium Term Financial Plan (MTFP) was refreshed for the period 2017/18 to 2020/21 and was approved by the Policy & Resources Committee on 19 October 2017. An update has been completed in light of the provisional and final finance settlement and more recent data received from the constituent authorities regarding taxbase and surpluses.

Further work continues within the Communities Programme, following a number of senior manager and Member presentations held, in the run up to approving the Revenue and Capital Budgets for 2018/19 at the February Authority meeting, in order to identify proposals to bridge future financial budget deficits as identified in the MTFP. Work to date on the Communities Programme is approximately 60% complete.

The Communities Programme are progressing in the following workstreams:

On-call Review

The review is progressing a number of individual projects that are aimed to: improve availability, appropriately reward On-call staff, remove the barriers to recruitment and retention, support On-call managers and their communities, and work in partnership with the Police to support dual service community officers.

Engagement work is continuing with representative bodies and staff to agree new ways of working whilst recruitment is underway for the On-call Support Officers and areas for the dual service Community Officer pilot have been identified in Salisbury and Marlborough.

Whole-time Duty Systems

Following a service meeting with the Fire Brigades Union in December 2017 there was an agreed way forward to work jointly at exploring options to make savings in line with the Medium Term Finance Plan (MTFP) whilst maintaining firefighter and community safety. A joint working party has been established, with the first meeting on 6 February. Through the agreed joint Terms of Reference (ToR) and using the consultation framework the joint working party can be used to introduce a series of operational efficiencies whilst still maintaining an effective and safe emergency response.

Emergency Services Vehicles


In conjunction with the capital replacement programme the project has identified proposals for consideration for over £1m savings by 2021 in the capital programme through the rationalisation and standardisation of water carriers, support vehicles and technical rescue vehicles. The two replacement Aerial Ladder Platforms (ALPs) have been purchased and are in the training phase of their implementation. A project has been initiated to establish the need for '2nd away' appliances in terms of meeting demand and community risk. This project will look to provide the right number of staff, equipment and vehicles at the emergency to carry out safe systems of work.

Emergency Services Mobile Communications Project (ECSMP)

Work is ongoing through the Networked Fire Services Partnership (NFSP) arrangements to resource and manage the requirements for the ESMCP, based on the requirements from the Government managed project. Timelines for implementation are expected to be re-aligned by Government due to the technical and geographical complex nature of the project.

Networked Fire Services Strategic Alliance (NFSP)

A strategic seminar was held in January 2018 which proposed a number of work streams over a 3-year programme to enable closer and deeper collaboration across the NFSP. There is a Chief Fire Officer NFSP meeting in March 2018 to agree the NFSP vision and strategic direction for the collaborative workstreams with expected benefits of improved effectiveness and efficiencies.

Risk Code	0009	Direction of Risk
Risk	Failure to have a robust and financially sustainable on-call duty system to meet the needs of the Service.	
Responsible Officer	Director - Support Services	

	Current Risk Assessment	Target Risk Assessment
Rating	Strategic	Department
Risk Score	16	9
Risk Strategy	Treat the risk	

Current Risk Assessment Heat Map

		Likelihood				
		1- Virtually impossible to occur	2- Unlikely to occur	3- Has the potential to occur	4- More likely to occur than not	5- Almost certain to occur
Impact	1- Minor					
	2- Moderate					
	3- Serious					
	4- Major				✓	
	5- Catastrophic					

Future Risk Controls

- Create and maintain effective recruitment processes for RDS
- Create and maintain station degradation plan
- Increase work life balance through On-call pay model
- Introduce On-Call Support Officers
- On-call impact assessments
- On-call Salary Scheme
- Provide a strong and sustainable on-call duty system
- Recruitment and Retention
- Secondary Contract work

Risk Owner Comments

Providing a strong and sustainable On Call Duty System

The provision and availability of On-call duty staff is a nationally recognised challenge for Fire and Rescue Services. Many rural areas rely on this type of response arrangement and ensuring its long-term sustainability is a priority. DWFRS has established an On-call Review Team whose role is to develop a more robust and sustainable On-call duty system. The aim is to; improve availability, improve the emergency response times, reduce the time it takes to recruit On-call staff and improve the retention rates for On-call staff.

Recruitment and Retention

A nationally co-ordinated On-call branding campaign is being developed and the Service will soon be able to take advantage of campaign materials for local use. The On-call salary scheme will be incorporated into our recruitment information once representative bodies have agreed the new format and the consultation process is complete. On-call Support Officers will support the recruitment drives locally through the Service web site station

pages which are being developed to provide more information. Station pages will include mapped turnout zones to help potential candidates recognise where they can respond from and better information about recruitment.

The On-call Working Group continues to harmonise the two legacy recruitment processes and remove potential barriers to recruitment. The review team is developing local performance indicators to drive improved recruitment timescales. Hertfordshire FRS is leading national work to review the eyesight entry standards for Firefighters. The findings will be reported through the National Fire Chiefs Council Occupational Health Practitioners Group. We are currently reviewing our own arrangements for eye tests to increase the number of testing locations available for candidates.

We will run a number of pilot alternative occupational tests throughout May and July 2018, with a new streamlined process in place for November 2018.

On-Call Salary Scheme

The On-call Salary Scheme aims to better reward staff for their commitment when they are not responding to incidents. The scheme has been on trial for some time in Wiltshire and Swindon areas and has been welcomed by staff. The scheme is currently being reconfigured following consultation with representative bodies and feedback from the trial and the revisions will be ready for further consultation in March.

All station On-call Salary Scheme information visits will be complete by June 2018. The target date for migration of all eligible stations is June 2019. Stations will migrate at a rate of six/seven stations per quarter.

On-Call Support Officers

Twelve On-Call Support Officers(OCSO's) have been recruited and will be in post from April 2018. Their role is to support the long-term sustainability of the On-call Duty System by focusing on recruitment, operational competence, management of operational risk information and supporting On-call community engagement opportunities. The team has a targeted approach to recruitment, which will allow them to pool resources and concentrate their work in specific locations where necessary depending on station recruitment needs. Specific training aimed at engaging larger national and regional employers is being provided to give the Support Officers the skills they need to open and develop working relationships.

On-Call Impact Assessments

Impact Assessments will be used to help shape ideas that could have an adverse impact on the On-call workforce. A specific template has been developed to facilitate the process and a Service-wide group of practitioners is being recruited to act as a sounding board for new processes. The group represents a broad range of staff with different skills, experience, employment types and generational groups.

Secondary On-Call Contracts

Improving our secondary contract arrangement will allow both Corporate and Whole-time staff to help us reach higher levels of availability at on call stations, mainly during the daytime when many On-call staff either cannot be released by their employer or must travel elsewhere for work. Aligning these secondary contracts is progressing well. The Corporate/On-Call work is ready for representative body consultation and the Whole-time/On-Call procedure is nearing completion and will follow shortly afterwards. Staff consultation will take place throughout March and April with the new contracts in place by June 2018.

Service Wide Departmental Level Risks

Since the last report the Departmental Level Risks have broadly remained the same with no major or significant issues to report. Directors and Heads of Department continue to monitor these monthly.

Area / Department	Risk Score				Total
	1-8	9-12	13-16	17-25	
(SDTM) Community Safety Delivery Team	0	0	1	0	1
[AREA] Dorset	1	3	0	0	4
[AREA] Swindon	0	1	0	0	1
[DEP] Assets	1	4	1	0	6
[DEP] Democratic Services and Corporate Assurance	0	2	0	0	2
[DEP] Financial Services	2	2	0	0	4
[DEP] HR	1	3	0	0	4
[DEP] Information & Communications	0	1	0	0	1
[DEP] Operational Training	1	6	1	1	9
[DEP] Prevention	1	3	0	0	4
[DEP] Protection (Fire Safety)	1	3	0	0	4
[DEP] Service Support	6	3	0	0	9
[DEP] Strategic Planning & Knowledge Management	0	1	0	0	1
Total	14	32	3	1	50