Mitigation Progress

On target 🟢
Short term delay 🟠
Significant delay 🔴

Dorset & Wiltshire Fire and Rescue Authority

Strategic Risk Register - September 2019

DORSET & WILTSHIRE FIRE AND RESCUE AUTHORITY

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	• Develop a financial strategy that supports the delivery of the Vision and Strategic Priorities set out in the Community Safety Plan. • Ensure that the principles of efficiency and value for money are embedded in decision making, planning and reporting Service wide. • Ensure effective procurement processes and practices are understood and embedded Service wide. • Ensure effective financial management processes and practices are understood and embedded Service wide.	→	🟢
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	Director of Service Support	4	4	16	4	3	12	Treat	• Clear strategic workforce and succession planning arrangements are in place, are well understood and effectively linked to our financial plans. • A project, using existing inhouse data, to undertake an Emergency Cover review to meet the challenges of MTFP and to consider service wide response resourcing, duty systems, crewing arrangements, appliance availability and disposition, service capability and is aligned to community risk. • Project to implement the new On-Call pay offer and development of the duty system to ensure that the Service can meet the challenges of maintaining availability across the Service. • Prioritise and implement effective recruitment and retention to increase appliance availability (across the Service).	→	🟢

Abbreviations: **IRMP** – Integrated Risk Management Programme; **MTFP** - Medium-Term Financial Plan; **NFSP** - Network Fire Service Partnership; **SDP** - Service Delivery Plan

				Residual Risk/With Controls			Target Risk Score						
				financial, legal, political and reputational impacts.									

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301	Failure to protect the Service against cyber threats and attacks	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. 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.	Deputy Chief Fire Officer	4	4	16	4	3	12	Treat	• Establish a Cyber Security improvement group. • Ensure effective cyber security arrangements are in place to manage cyber risks. • Achieve Cyber Essentials Accreditation. • Work closely with Local Resilience Forums. • Improve training, awareness and general technical controls.	→	

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Department Risks

Area/Department	Risk Score			Total
	1 - 8	9 - 12	13 - 15	
Bournemouth, Christchurch & Poole	0	2	0	2
Dorset	0	3	0	3
Swindon	1	2	0	3
Wiltshire	0	3	0	3
Assets	2	2	0	4
Financial Services	2	1	0	3
Health & Safety	0	0	0	0
HR	2	2	0	4
ICT	1	1	0	2
Information, Knowledge & Communications	0	2	0	2
Learning & Organisational Development	4	3	0	7
Prevention & Protection	3	9	0	12
Procurement	0	2	0	2
Resilience	0	12	0	12
Response Development & Response Support	1	4	0	5
Strategic Planning and Corporate Assurance	1	2	0	3
Total	**17**	**50**	**0**	**67**