Mitigation Progress

On target 🟢
Short term delay 🟠
Significant delay 🔴

Dorset & Wiltshire Fire and Rescue Authority

Strategic Risk Register – September 2020

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	Ongoing uncertainty of funding of the Service and current delivery model is increasingly difficult through securing financial efficiencies alone. Significant financial cuts would challenge levels of service. With changes to service delivery likely to be needed to secure further reductions in spending plans to set balanced budgets over the medium term.	Treasurer	5	4	20	4	4	16	Treat	• Develop a robust Medium-Term Finance Plan (MTFP) that supports the delivery of the Community Safety Plan • Develop a Reserves Strategy to support the MTFP and Strategic Assessment of Risk • Maintain high standards of financial governance • Engage in a strategy to secure council tax flexibility • Ensure that the principles of efficiency and value for money are embedded in decision making, planning and reporting 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 financial, legal, political and reputational impacts.	Director of Service Support	4	4	16	4	3	12	Treat	• Ensure strategic workforce and succession planning arrangements are in place, well understood and effectively linked to our financial plans • Ensure that the options are in place to meet the financial pressures outlined in the Medium-Term Finance Plan • 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 • Prioritise and implement effective recruitment and retention to increase appliance availability.	→	🟢

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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	• 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 • Deliver the cyber resilience action plan.	↑	
412	Failure to sufficiently resource potential changes to the fire safety and building safety regimes	The proposed changes to legislation (the Building Safety Bill and the Fire safety Bill) will have a significant effect on the service. Phase 1 of the Grenfell Tower Inquiry identified a number of challenges for how we deliver prevention, protection and response functions. The Service needs to ensure appropriate arrangements are in place to respond to these changes and the new legislative requirements.	Director of Community Safety	4	4	16	4	3	12	Treat	• Ensure effective workforce and succession planning arrangements are in place • Ensure sufficiently trained staff are available to deliver against a wider inspection programme and competency framework • Ensure that a robust training regime and budget is available to deliver against the competency framework • 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.	→	

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413 (new)	Failure to appropriately work within the requirements and restrictions of the Covid-19 national pandemic	The World Health Organization has declared the outbreak of the new coronavirus disease as a Public Health Emergency of International Concern. The UK has been affected by this disease since March 2020, which resulted in the Government invoking a lockdown. Whilst the lockdown restrictions have begun to be lifted the risk of a second peak is rising along with realisation and reaction to hotspot areas across the country. With no confirmation of a vaccine at this stage, the country remains at a Level 3 - the virus is in general circulation. This risk continues to be realised and actively managed by the Service but has the potential to impact the delivery of statutory duties.	Deputy Chief Fire Officer	3	5	**15**	3	4	**12**	Treat	• Major incident declared and Service is an active member of the Strategic Co-ordinating Groups and associated sub-groups within both Local Resilience Forums • Service pandemic business continuity plans and degradation arrangements • Smarter working arrangements enabling staff to complete their roles from home • Service premises aligned to Government directives to ensure they are, as much as possible, COVID secure • Additional PPE precautions for critical work.	→	

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Group/Department Risks

Group/Department	Risk Score		Total
	1 - 8	9 - 12	
Bournemouth, Christchurch & Poole	1	1	2
Dorset	1	2	3
Swindon	0	3	3
Wiltshire	1	3	4
Assets	2	1	3
Diversity and Inclusion	0	1	1
Financial Services	2	1	3
Health & Safety	0	2	2
HR	1	1	2
ICT	2	0	2
Information, Knowledge & Communications	0	2	2
Learning, Organisational Development, and Operational Training	2	3	5
Prevention & Protection	3	2	5
Procurement	2	0	2
Resilience	3	9	12
Response Development & Response Support	4	0	4
Strategic Planning and Corporate Assurance	1	0	1
Safeguarding	0	1	1
Total	25	32	57

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