Dorset & Wiltshire Fire and Rescue Authority

Strategic Risk Register

Risk Ref	Risk title	Risk Description	Responsible Officer	Residual Risk/With Controls			Target Risk Score			Risk Strategy	Risk Mitigations These actions are monitored through Service performance reporting protocols	Direction of Risk
				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	A Medium-Term Finance Plan (MTFP) that supports the delivery of the Community Safety Plan. A Reserves Strategy to support the MTFP and Strategic Assessment of Risk. High standards of financial governance. A strategy to secure council tax flexibility. Principles of efficiency and value for money are embedded in decision making, planning and reporting Service wide.	↗

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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, 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 Community Safety	4	4	16	4	3	12	Treat	Strategic workforce and succession planning arrangements are in place, well understood and are effectively linked to our financial plans. Resourcing and savings programme options are in place to meet the financial pressures outlined in the Medium-Term Finance Plan. Scheduled evaluation of the impact of the newly introduced on-call pay model. Prioritised recruitment against contractual gaps at key stations. Streamlining of recruitment and processes that support retention.	→

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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 (DCFO)	4	4	16	4	3	12	Treat	Cyber security arrangements are in place to manage cyber risks. Cyber Essentials Standard accreditation now achieved. Cyber resilience action plan actively monitored. Staff training and awareness programmes in place. Multi-agency planning through LRFs in place	→

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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	Workforce and succession planning arrangements are in place. Sufficiently trained staff are available to deliver against a wider inspection programme and competency framework. A robust training regime and budget is available to deliver against the competency framework. 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	Failure to appropriately respond to the protracted impacts of the coronavirus pandemic and associated challenges.	Although the UK has unlocked restrictions against the Government's four-step roadmap to move towards a post Covid position, there are on-going risks related to dealing with the pandemic. This includes ensuring effective and efficient delivery of our statutory services now and for the future and the health, safety and welfare of our staff, partners and communities.	Deputy Chief Fire Officer (DCFO)	4	3	12	4	2	8	Treat	Service pandemic business continuity plans, degradation arrangements.

Smarter working arrangements enabling staff to complete their roles flexibly.

Infection, protection and control arrangements available at Service premises and as part of our response within the communities.

Additional PPE precautions for critical work, where positive covid cases are known.

Appropriate Service risk assessments.

Embedded Service wellbeing arrangements.

Appropriate sickness management and monitoring provisions. | ↓ |

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529	Sustainability of operational training provision.	The Service must have tenable and appropriate operational training, with sufficient resources and provision to ensure a safe and suitable respond to emergencies. Furthermore, this must be flexible to meet future challenges and need, whilst also meeting environmental responsibilities.	Director of People	4	4	**16**	4	3	**12**	Treat	Continued positive relations and contract management of leased sites. Delivery of a training provision review to identify opportunities to meet future needs. Ongoing awareness and development of environmental opportunities to meet organisational expectations.	↑
530	Reduction in frontline services due to the loss of staff due to industrial action.	The national economic position, along with the cost-of-living crisis, is causing unrest across many sectors. This has begun to result in periods of industrial action across several sectors. The direct or indirect actions due to industrial disputes may cause a loss of staff and the consequential impact service provision.	Deputy Chief Fire Officer (DCFO)	4	4	**16**	4	3	**12**	Treat	Business continuity management and planning. Continued high levels of engagement with representative bodies to ensure sustained positive relations. Development and delivery of an operational working strategy. Appropriate internal and external communications and engagement.	↑

Group/Department Risks			
Group/Department	**Risk Score**		**Total**
	1 – 8	**9 – 12**	
Assets	2	4	6
Corporate Support	0	2	2
Financial Services (Including Procurement)	3	2	5
HR (Including Diversity & Inclusion)	1	3	4
ICT	0	2	2
Learning and Organisational Development	1	1	2
Prevention and Protection (Including Safeguarding)	4	1	5
Response (Groups 1-4)	2	0	2
Response Development & Response Support	2	2	4
Service Improvement (Including Health & Safety and Resilience) *note: resilience risks are aligned to the national and local risk registers	6	9	15
Total	**21**	**26**	**47**