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	Inability 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.\n\nA Reserves Strategy to support the MTFP and Strategic Assessment of Risk.\n\nHigh standards of financial governance.\n\nA strategy to secure council tax flexibility.\n\nPrinciples of efficiency and value for money are embedded in decision making, planning and reporting Service wide.\n\nNational work and engagement with key MP's and stakeholders	→

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0009	Inability 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. Prioritised recruitment against contractual gaps at key stations. Improved analysis of data to support recruitment and retention Streamlining of recruitment and processes that support retention. Director of Community Safety influencing national direction through the role of deputy chair of the National Fire Chiefs Council (NFCC) Strategic on call group Established on call working group reviewing all aspects of the duty system.	→

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301	Inability 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 Local Resilience Forums in place. Positive internal audit undertaken in terms of the Service's approach to the management of cyber risks and threats.	↓

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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 response 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	2	8	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.	→

Group/Department Risks			
Group/Department	**Risk Score**		**Total**
	1 – 8	**9 – 12**	
Assets	5	6	**11**
Corporate Support	1	2	**3**
Financial Services (Including Procurement)	3	3	**6**
HR (Including Diversity & Inclusion)	1	4	**5**
Health and Safety	1	0	**1**
ICT	0	2	**2**
Learning and Organisational Development	2	2	**4**
Prevention and Protection (Including Safeguarding)	4	6	**10**
Response (Groups 1-4)	0	2	**2**
Response Development & Response Support	2	4	**6**
Service Improvement (*note: resilience risks are aligned to the national and local risk registers	8	9	**17**
Total	**27**	**40**	**67**