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 protocol	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 to secure financial sustainability through securing financial efficiencies alone. Significant changes to service delivery are 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, led by Chief Fire Officer as National Fire Chiefs Council (NFCC) strategic finance lead, to work both nationally and locally with all stakeholders to secure sustainable funding to include council tax flexibility. Principles of efficiency and value for money are embedded in decision making, planning and reporting Service wide. A Resourcing and savings programme being progressed to secure financial savings and a programme of better matching resources to risk and demand.	→

ID	Risk	Description	Owner							Response	Controls	Direction
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 discharged 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. Contractual reviews for all on-call firefighters to further improve contractual efficiency and Value for Money. 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 NFCC strategic on-call group. Established on call working group reviewing all aspects of the duty system. A full on-call review will be undertaken in 2025 to support improved sustainability.	→
301	Inability to protect the Service against cyber	Under the Civil Contingencies Act 2004, the Service is required to have robust and resilient	Deputy Chief Fire Officer (DCFO)	4	4	16	4	3	12	Treat	Cyber security arrangements are in place to manage cyber risks that are aligned to the Cyber Essentials Standard and the National Cyber Security Centre (NCSC) Cyber Assessment Framework.	→

ID	Risk	Description	Owner							Response	Controls / Actions	Trend
	threats and attacks	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.									Cyber resilience action plan actively monitored. Annual ICT Health Check conducted, and delivery of mitigation plan monitored. Staff training and awareness programmes in place including business continuity exercises. 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 and an ongoing programme of internal audits to monitor compliance. Progression towards achieving Cyber Essentials early 2025.	
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 the project to establish two operational training centres to meet future needs. Ongoing awareness and development of environmental opportunities to meet organisational expectations. Planning permission now granted for two locations, preparations for procurement early 2025.	→
598	Service Culture	Establishing and developing a positive culture is critical to future success. All staff should be able to be themselves and thrive within the workplace with behaviours aligned to the Code of Ethics.	Director of People	5	3	15	5	2	10	Treat	Continue to deliver the culture development action plan and assure the progress being made. Continue to learn from the sector and introduce best practice as appropriate. The Culture action plan is being updated to include additional areas from His Majesty's Inspectorate of	→

									Constabulary and Fire & Rescue Service's (HMICFRS) recent inspection.	

Group/Department Risks			
Group/Department	**Risk Score**		**Total**
	1 – 8	**9 – 12**	
Assets	6	8	14
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	1	1
Learning and Organisational Development	2	2	4
Prevention and Protection (Including Safeguarding)	2	4	6
Response (Groups: Red, White & Blue)	0	4	4
Response Development & Response Support	2	3	5
Service Improvement (*note: resilience risks are aligned to the national and local risk registers	6	3	9
Total	**24**	**34**	**58**