Dorset & Wiltshire Fire and Rescue Authority

Strategic Risk Register

wa 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	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. Central Government plans to review the fire funding formula of funding allocation increases the risk of future financial reductions.	Assistant Chief Officer - Director of Financial Services & Treasurer to the FRA	5	4	**20**	5	3	**15**	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. Continued engagement with the National Fire Chiefs Council (NFCC) on work both nationally and locally to secure sustainable funding, including ongoing council tax flexibility. As well as through MHCLG and engagement with wider funding formula work. Principles of efficiency and value for money are embedded in decision-making, planning and reporting Service wide. A Service modernisation programme 2026-2029 is being progressed to secure financial savings and a programme of better matching resources to risk and demand.	

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.	ACFO - Response	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. 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. Established on-call working group reviewing all aspects of the duty system. Service on-call review project underway to strengthen provisions. Service modernisation programme looking at new and improved ways of working.	→
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 and information governance arrangements are central to ensuring the Service maintains its critical functions. Both nationally and locally there is an increase in threats of cyber-attacks to	Assistant Chief Officer - Director of Corporate Services	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 (CAF). Work progressing to align to the revised framework and the requirements of the HMI thematic cyber security report. 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.	→

		organisations. The Service needs to ensure alignment with security standards to help mitigate cyber risk and demonstrate compliance to external organisations.									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 annual internal audits to monitor compliance against the CAF requirements.	
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.	Assistant Chief Officer - Director of People Services	5	3	**15**	5	3	**10**	Treat	In 2023 the Service commissioned an Independent Review into Workplace Culture, this resulted in the creation of our Culture Action Plan and the raising of a strategic risk. The plan was for the period 2023 – 2026. Following the closure of our Culture Action Plan, our new plan – Working Better Together has been set in place. This two-year plan seeks to strengthen and embed our cultural improvements.	

Group/Department Risks			
Group/Department	Risk Score		Total
	1 – 8	9 – 12	
Assets	6	5	**11**
Corporate Support (Including Information Governance and Cyber Security)	2	2	**4**
Financial Services (Including Procurement)	3	2	**5**
HR (Including Equality, Diversity & Inclusion)	1	4	**5**
Health and Safety	1	1	**2**
ICT	0	1	**1**
Learning and Organisational Development	1	4	**5**
Prevention and Protection (Including Safeguarding)	3	1	**4**
Response (Groups: Red, White & Blue)	0	4	**4**
Response Development & Response Support	5	4	**9**
Service Improvement (inc English Devolution Bill; and *note: resilience risks are aligned to the national and local risk registers)	4	8	**12**
Total	**26**	**36**	**62**