For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge
Group
7 June 2016
Item No. 17**

REPORT AUTHOR: **HEAD OF SAFETY AND STRATEGIC PROJECTS**

SUBJECT: **CORPORATE RISK REGISTER**

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Background Papers: None

Implications (tick ✓):

LEGAL			FINANCIAL	
HUMAN RESOURCES			EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	
CORPORATE RISK	Known	✓	CORE BRIEF	
	New		OTHER (please specify)	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To consider the Service's Corporate Risk Register in relation to Human Resources.

RECOMMENDATION:

That Members note and approve the review by the Service of the Corporate Risk Register in relation to Human Resources.

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1.   Introduction

1.1   Members have requested a standing item to be placed on the Agenda of the Policy and Challenge Groups for the consideration of risks relating to the remit of each Group. In addition, the Fire and Rescue Authority's (FRA) Audit and Standards Committee receives regular reports on the full Corporate Risk Register.

1.2   An extract of the Corporate Risk Register showing the risks appropriate to the Human Resources Policy and Challenge Group will be available at the meeting. Explanatory notes regarding the risk ratings applied is appended to this report.

2.   <u>Current Revisions</u>

2.1   The register is reviewed on a monthly basis during the Service's Corporate Management Team (CMT) meetings and by CMT members between these meetings if required. A copy of the risks relevant to the Human Resources Policy and Challenge Group are attached for your information and approval.

2.2   Changes to individual risk ratings in the Corporate Risk Register: None. All risks that are reported to the Human Resources Policy and Challenge Group have been reviewed and there are no risk updates to report to Members.

2.3   Updates to individual risks in the Corporate Risk Register:

- **CRR40: If there is a retirement of a large number of operational officers over a short period of time then we lose significant operational and managerial experience within the Service which could ultimately affect our Service Delivery and wider corporate functionality in the shorter term:** CRR 40 comprises of a number of actions and control measures necessary to assist in mitigating the risk to the Service. Progress against these actions are detailed below:

    o **Manage the 'transfer in' process of new recruits:** Based on establishment projections and historical analysis members of the Corporate Management Team (CMT) have supported a further wholetime transferee process alongside the selection and recruitment process for new wholetime firefighters. A blended approach was agreed by CMT for the Service to recruit 18 new firefighters alongside 6 transferees from other fire and rescue services.

    o **CMT quarterly review of predicted establishment and recruitment needs at firefighter and officer level:** As detailed above, CMT have agreed a total of 24 new entrants into the Service all of whom are currently subject to reference and other employment clearances.

    o **Training and development succession planning and provision of budget to train newly appointed individuals in the core training programmes through anticipated vacancy management:** CMT regularly monitor and review the number of leavers and retirees from the Service ensuring that any impacts as a result are managed.   In facilitating the predicted turnover of staff across the Service and aid succession planning, training development and support needs are also reviewed including individual development portfolios to support role related activities.

Following recent analysis of the establishment by CMT a review of external training needs was undertaken ensuring fairness to accessing development opportunities and have been fed into the future requirements for staff across the Service.

3.   Business Continuity

3.1   As part of the Service's Business Continuity (BC) arrangements a programme of testing is now being developed that will cover all of the Service's BC plans on a cyclical process. The thorough testing of these plans will ensure that in the event of functional or service wide business interruption the Service is still able to deliver vital services to the communities.

SERVICE OPERATIONAL COMMANDER TONY ROGERS
HEAD OF SAFETY AND STRATEGIC PROJECTS

Explanatory tables in regard to the risk impact scores, the risk rating and the risk strategy.

Risk Rating

Risk Rating/Colour	Risk Rating Considerations / Action
Very High	High risks which require urgent management attention and action. Where appropriate, practical and proportionate to do so, new risk controls must be implemented as soon as possible, to reduce the risk rating. New controls aim to: • reduce the likelihood of a disruption • shorten the period of a disruption if it occurs • limit the impact of a disruption if it occurs These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.
High	These are high risks which require management attention and action. Where practical and proportionate to do so, new risk controls *should* be implemented to reduce the risk rating as the aim above. These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.
Moderate	These are moderate risks. New risk controls should be considered and scoped. Where practical and proportionate, selected controls should be prioritised for implementation. These risks are monitored and reviewed by CMT.
Low	These risks are unlikely to occur and are not significant in their impact. They are managed within CMT management framework and reviewed by CMT.

Risk Strategy

Risk Strategy	Description
Treat	Implement and monitor the effectiveness of new controls to reduce the risk rating. This may involve significant resource to achieve (IT infrastructure for data replication/storage, cross-training of specialist staff, providing standby-premises etc) or may comprise a number of low cost, or cost neutral, mitigating measures which cumulatively reduce the risk rating (a validated Business Continuity plan, documented and regularly rehearsed building evacuation procedures etc).
Tolerate	A risk may be acceptable without any further action being taken depending on the risk appetite of the organisation. Also, while there may clearly be additional new controls which could be implemented to 'treat' a risk, if the cost of treating the risk is greater than the anticipated impact and loss should the risk occur, then it may be decided to tolerate the risk maintaining existing risk controls only.
Transfer	It may be possible to transfer the risk to a third party (conventional insurance or service provision (outsourcing)), however it is not possible to transfer the responsibility for the risk which remains with BLFRS.
Terminate	In some circumstances it may be appropriate or possible to terminate or remove the risk altogether by changing policy, process, procedure or function.