

For Publication

**Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge  
Group  
16 December 2015  
Item No. 7**

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

**SUBJECT: CORPORATE RISK REGISTER**

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Background Papers: None

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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.*

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**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 together with explanatory notes regarding the risk ratings applied is appended to this report.

## 2. Current Revisions

- 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: 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:
  - **CRR25: If operational personnel either individually or collectively at any or all levels do not meet the minimum level of competence to safely deal with the full range of incidents which may be encountered, then there is the potential to cause significant injury or even deaths to our staff:** The Service's Internal Auditors, RSM, recently undertook a review that included the CRR25 Risk with the draft report being presented to the Head of Training and Development in October 2015. The report stated that '*the Service has in place comprehensive systems for monitoring the compliance of their operational staff in meeting national competencies and training objectives*'. The report contains several recommendations that are currently being addressed. Following the approval of the draft report it will be presented to Members as per normal reporting arrangements.
  - **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:** The Corporate Management Team, in particular the Head of Human Resources and the Head of Training and Development regularly review the establishment figures and on a planned quarterly basis to ensure that the Service has strategies in place to maintain staffing levels. Following a review of the establishment, including the recent turnover of staff retirements and leavers, a Wholetime Firefighter recruitment campaign has been agreed and is currently underway to be realised in 2016.

## 3. Information Security Management System Project

- 3.1 The Information Security Management System project that is reported to the Corporate Services Policy and Challenge Group as a corporate project and to the Audit Standards Committee as an Annual Governance Statement action has now been completed.

**AREA 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
<b>Very High</b>	<p>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:</p> <ul style="list-style-type: none"> <li>• reduce the likelihood of a disruption</li> <li>• shorten the period of a disruption if it occurs</li> <li>• limit the impact of a disruption if it occurs</li> </ul> <p>These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.</p>
<b>High</b>	<p>These are high risks which require management attention and action. Where practical and proportionate to do so, new risk controls <i>should</i> 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.</p>
<b>Moderate</b>	<p>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.</p>
<b>Low</b>	<p>These risks are unlikely to occur and are not significant in their impact. They are managed within CMT management framework and reviewed by CMT.</p>

#### Risk Strategy

Risk Strategy	Description
Treat	<p>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).</p>
Tolerate	<p>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.</p>
Transfer	<p>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.</p>
Terminate	<p>In some circumstances it may be appropriate or possible to terminate or remove the risk altogether by changing policy, process, procedure or function.</p>

