

For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
10 January 2019
Item No. 9

REPORT AUTHOR: HEAD OF SERVICE DEVELOPMENT AND ASSURANCE

SUBJECT: HUMAN RESOURCES RISK REGISTER

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Background Papers: None

Implications (tick ✓):

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

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.

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 The Corporate Risk Register is maintained using Abriska. Risks appropriate to the Human Resources Policy and Challenge Group together with explanatory notes regarding the risk ratings applied are considered within 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 revisions to risk 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:

Risk CRR00040 has been reviewed and the inherent risk rating revised from a score of 6 to a score of 12, with both vulnerability and impact increasing. The residual risk, when all controls have been achieved, remains low at a score of 4. Section 2.3 provides detail.

2.3 Updates to individual risks in the Corporate Risk Register:

CRR00040: 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.

A recruitment and selection process has commenced for wholetime firefighters for 2019. An equality review of the 2016/17 process has been undertaken and reported to Members, with improvements made to the 2018/19 process from the learning. The Service has made a temporary secondment of a Station Commander and a temporary appointment of a Support Staff member to deliver the recruitment officer role and to support positive action initiatives. They are supported through a Recruitment Working Group, chaired by Head of Service Development and Assurance. The campaign will look to attract the very best candidates for new firefighter roles from across our many diverse communities.

Consideration has been given to advertising for further experienced firefighters on transfer for 2018/19 to compliment the recruitment process detailed above. Listening to our staff, focusing on our commitment to improve diversity across the Service and be an employer of choice within Bedfordshire, a decision has been taken to not invite transfer of firefighters and junior officers at this time. Providing time to effectively deliver a recruitment campaign, including positive action to improve diversity within applications, will delay the foundation training. Mitigation will include an increase to the new firefighter intake in 2019 and management solutions that consider any identified shortfall that this action may present. Due to this change, the inherent risk rating has been reviewed and increased from its current position of 6 to 12. Once the mitigation has shown to be successful, the risk rating will be reviewed again.

**STRATEGIC OPERATIONAL COMMANDER ANDY PECKHAM
HEAD OF SERVICE DEVELOPMENT AND ASSURANCE**

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

Risk Rating/Colour	Risk Rating Considerations / Action
Very High	<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"> • reduce the likelihood of a disruption • shorten the period of a disruption if it occurs • limit the impact of a disruption if it occurs <p>These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.</p>
High	<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>
Moderate	<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>
Low	<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	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>