



## **MINUTES**

**Date:** Wednesday, 14 June 2023  
**Venue:** Meeting Room 3 - Training Centre, Sadler Road, Winsford, Cheshire  
**Present:** Lee Shears (Chair). Christine Astall, Steven Barnes, Steve McCormick, Neil McElroy, Tony O'Dwyer, Carmine Rabhani and Paul Vaughan.  
**Apologies:** Andrew Leadbetter and Mark Shone.

### **1 Terms of Reference**

The Treasurer presented the draft Terms of Reference for the Risk Management Group (the Group) to consider. He explained how previous arrangements for risk management had been amended due to the creation of the Audit Committee. The responsibility for audit and assurance fell to the Audit Committee and there was no need for the Risk Management Board. However, there was a need for an officer only meeting to discuss risk.

The Group highlighted that other internal groups with their own risk register should only report their red risks to the Risk Management Group for consideration. The Head of Operational Policy and Assurance requested that the Operational Learning Group be added to this list.

The Head of Operational Policy and Assurance also advised that the Crisis Management Plan was reviewed annually by officers and was only submitted to the Group for assurance purposes. It was agreed the wording with the draft Terms for Reference needed to be revised to reflect this.

It was suggested that the roles and functions should specify that the Group were also able to de-escalate and evaluate risks.

### **AGREED: That**

**[1] following the minor amendments discussed, the draft Terms of Reference for the Risk Management Group be approved.**

### **2 Notes from the Risk Management Board**

The notes from the Risk Management Board held on Tuesday 14<sup>th</sup> March 2023 were presented to the Group and the following comments and actions were noted:

The risk register deep dive for Fire in Iconic Heritage Buildings was included within the agenda pack.

The Head of People and Organisational Development had included a risk relating to culture within the departmental risk register for People and Organisational Development.

The Treasurer explained to the Group that the auditors had been invited to attend and be part of the membership of the Group. However, the auditors felt that this was unnecessary and attendance at Audit Committee was adequate.

### **3 Action Tracker**

The Group agreed to submit an action tracker for its meetings. It was noted that the actions brought forward from the previous Risk Management Board were complete and could be closed.

**AGREED: That**

- [1] the actions from the previous Risk Management Board be closed.**

### **4 Review of the Strategic Risk Register**

The Project and Risk Officer introduced the Strategic Risk Register and provided an update for each risk. The following observations were made: -

#### 720 – Industrial Action – Loss of Operational staff

Despite a settlement being reached between the employer and trade unions, it was determined that the risk would remain on the Cheshire Planning System until the Head of Operational Policy and Assurance had completed a review on the Service's response to the risk.

The Head of People and Organisational Development advised that negotiation for a pay uplift had begun for non-operational staff and there was an emerging risk of industrial action for those contracted to green book terms and conditions.

**AGREED: That**

- [1] risk 720 – Industrial Action be deescalated to the departmental risk register; and**
- [2] the Head of People and Organisational Development consider the impact of non-operational staff taking industrial action before including in the risk register.**

#### 376 – Fire In Iconic Heritage Building

The Group were informed that the Head of Prevention and Protection had launched a peer assessment to determine whether current practices are best within the sector. It was agreed that the risk would remain on the Strategic Risk Register until the peer assessment was complete.

### 2046 – Funding Uncertainty

No further updates from the risk were expected until Autumn 2023 when the government was expected to publish its financial statement.

### Overarching Pensions Risk

The Group were assured that the several risks associated with pensions were being managed by the Pensions Board within their detailed risk register. An overarching risk had been incorporated within the Strategic Risk Register and its risk owner was now the Head of People and Organisational Development.

### 2035 – Blue Light Collaboration

The Group recognised that the initial risk had evolved and there needed to be two separate Blue Light Collaboration risks to reflect the disaggregation of some departments and the departments that remain within Joint Corporate Services.

#### **AGREED: That**

- [1] the Head of Service Improvement to create a new risk in the Strategic Risk Register to reflect the disaggregation of Joint Corporate Services; and**
- [2] the Head of Service Improvement revise the wording for the existing risk 2035 – Blue Light Collaboration to reflect recent updates.**

### Station Modernisation Programme – Funding Uncertainty

Due to the impact and likelihood, the risk had been referred to the Group by the Land and Property Group for inclusion within the Strategic Risk Register.

#### **AGREED: That**

- [1] a risk on the Station Modernisation Programme – Funding Uncertainty be included on the Strategic Risk Register with the Head of Service Improvement as the action owner.**

## **5 Review of the Operational and Corporate Services Risk Map**

The Project and Risk Officer introduced the item which provided an update on progress made against each of the high level audit recommendations. The following observations were made: -

### Performance Management Framework

A new target date had been agreed between the Service and the auditor due to revised priorities such as the preparation of the Inspectorate visit. A report was due to be taken to the Service Leadership Team on revision to the format of the Performance and Programme Board and Performance and Overview Committee.

### Blue Light Collaboration

It was agreed that all recommendations be put on hold until after the Joint Corporate Services departmental reviews were complete.

### Working Time Arrangement

A new target date of September 2023 had been agreed to complete the review of the Working Time Policy and sign off for approval. The target date for the revised Fatigue Management Policy was due for completion by July 2023 with the inclusion of a new staffing hub.

Work had started to explore a digital solution mitigating the risk of failure of the master spreadsheet. The existing system supplier could not change its systems to capture secondary employment hours so other systems such as Self-Serve and existing HR systems were being explored.

### Cybersecurity

Work had been started or had been planned to complete all recommendations of cybersecurity. Progress against the recommendations would continue to be tracked.

### Station Management Framework

Work to complete the recommendations had been started by the Group Manager for Cheshire East with a target date for completion of September 2023.

### Microsoft 365 Rollout

The Internal Auditors were due to publish the final report and submit it to the Audit Committee at their meeting in July.

## **6 Review of High Level Audit Recommendations**

The Project and Risk Officer introduced the item which provided an update on progress made against each of the high level audit recommendations. The following observations were made: -

### Performance Management Framework

A new target date had been agreed between the Service and the auditor due to revised priorities such as the preparation of the Inspectorate visit. A report was due to be taken to the Service Leadership Team on revision to the format of the Performance and Programme Board and Performance and Overview Committee.

### Blue Light Collaboration

It was agreed that all recommendations be put on hold until after the Joint Corporate Services departmental reviews were complete.

### Working Time Arrangement

A new target date of September 2023 had been agreed to complete the review of the Working Time Policy and sign off for approval. The target date for the revised Fatigue Management Policy was due for completion by July 2023 with the inclusion of a new staffing hub.

Work had started to explore of digital solution for the failure of the master spreadsheet. The existing system supplier could not change its systems to capture secondary employment hours so other systems such as Self-Serve and existing HR systems were being explored.

### Cybersecurity

Work had been started or in planning with all recommendations of cybersecurity. The internal auditors were awaiting further evidence before the recommendations could be completed.

### Station Management Framework

Work had been started by the Group Manager for Cheshire East and its target date for completion was September 2023.

### Microsoft 365 Rollout

The Internal Auditors were due to publish the final report and submit it to the Audit Committee at their meeting in July.

### **RESOLVED: That**

**[1] the Review of High Level Audit Recommendations be noted.**

### **7 Strategic Risk Register Deep Dive: 376 - Fire in Iconic Heritage Buildings**

It was agreed by the Group that the Strategic Risk Register Deep Dive: 376 Fire in Iconic Heritage Buildings, would be postponed until next meeting following the conclusion of the peer assessment.

### **DATES OF FUTURE MEETINGS**

Tuesday 5<sup>th</sup> September 2023