



MINUTES OF THE MEETING OF THE RISK MANAGEMENT BOARD held on Tuesday, 17 October 2017 at P O Conference Room - Fire Headquarters, Cheshire at 10.00 am

PRESENT:

Members:

Councillor J Weatherill

Auditors:

Kevin Lloyd, Mersey Internal Audit Agency

Officers:

Deputy Chief Fire Officer, Mark Cashin (Chair)

Planning, Performance and Risk Manager, Louise Willis

Performance, Planning and Risk Officer, Christine Astall

1 APOLOGIES

Apologies were received from:

Councillor S Nelson

Chief Fire Officer and Chief Executive, Paul Hancock

Director of Governance and Commissioning, Andrew Leadbetter

Head of Finance, Wendy Bebbington

External Auditor – Grant Thornton, Perminder Sethi

2 NOTES FROM THE PREVIOUS MEETING

The notes from the previous meeting of the Board on 28th March 2017 were presented to the Risk Management Board and several matters were discussed.

The Chair queried whether a workshop had taken place for Members on early warning indicators. The Performance, Planning and Risk Officer informed the Board that a workshop had not yet taken place but would be arranged before the next meeting of the Board in March 2018.

The Chair referred the Board to strategic risk '801 – Claim from Historic Insurable Events' in Item 4 of the notes:

"The Chair informed the Board that this risk would begin to reduce over the next few decades as those affected by exposure to asbestos, prior to the introduction of the personal protective equipment policy, reach retirement age."

He informed the Board that "reach retirement age" should be rephrased to "stop being pensioners with the Service" to more accurately reflect the profile of those affected.

The Chair referred the Board to Item 5 of the notes – ‘Alarm/CIPFA Risk Management Benchmarking Exercise 2016’. He queried whether the Service had contacted St Helens Council concerning their work on managing risks with partners. The Performance, Planning and Risk Officer informed the Board that contact had not yet been made and that she would communicate with the Prevention department to ensure that the Service contacted St Helens Council to discuss their work on managing risks with partners.

The Chair referred the Board to the following action arising from Item 6 of the notes – ‘Work Programme 2017/18’:

“[2] Risks falling below the threshold for the strategic risk register be added to the agenda for 13th March.”

He asked the Board to note that the inclusion of *“risks falling below the threshold for the strategic risk register”* referred to those falling just below.

ACTIONS:

[1] A workshop is to be arranged for Members on early warning indicators prior to the next meeting of the Board in March 2018 (CA/JS).

[2] Prevention to contact St Helens Council to discuss their work on managing risks with partners (NE/CA).

3 ANNUAL REVIEW OF CRISIS MANAGEMENT PLAN

The Operational Support, Risk, Research and Development Lead provided the Board with a verbal update on the Service’s Crisis Management Plan.

He informed the Board that a business continuity exercise had taken place in May 2017. He provided further details of the exercise and the outcomes that had arisen from it which had led to several areas of the plan being reviewed. Outcomes included changes to the Service’s fall-back locations, the inclusion of a tactical support officer for the chair of the exercise (or crisis) and changes to notification methods for communicating with the team. He also highlighted the implications of the Blue Light Collaboration Programme on the Service’s Crisis Management Plan, which included changes to key contacts for departments within the new joint corporate services teams and some of the Service’s plans transferring over to Cheshire Constabulary.

The Chair informed the Board that the exercise had highlighted the value of having an inspector from Cheshire Constabulary in attendance and that the Service could benefit from having an individual in a similar role.

The Board discussed streamlining current business continuity plans and what the Service and Cheshire Constabulary could learn from each other’s business continuity plans. A potential joint exercise between the Service and Cheshire Constabulary was also discussed.

It was agreed that the Chair and Operational Support, Risk, Research and Development Lead would meet to discuss and sign off the updated plan.

RESOLVED: That

[1] the verbal update on the annual review of the Crisis Management Plan be noted.

ACTION:

[1] MC and NM to meet to discuss and sign off the updated plan.

4 ANNUAL RISK MANAGEMENT POLICY REFRESH

The Performance, Planning and Risk Officer introduced the report which highlighted proposed changes to the Risk Management Policy 2017.

She referred the Board to the Risk Management Policy 2017, which was attached as Appendix 1 to the report. Changes to the policy were highlighted in red throughout the document. She informed the Board that the national definition of risk had changed. She drew attention to the alterations made in section 3 of the policy 'Responsibilities' which reflected that the new joint corporate services team would be the 'gatekeepers' of risk management frameworks for both the Service and Cheshire Constabulary.

The Board discussed working towards a joint process for the Service and Cheshire Constabulary, identifying differences between the two organisations and trying to align their frameworks. It was agreed that the first stage of this process would be identified and initiated before the next meeting of the Board in March 2018.

RESOLVED: That

[1] Risk Management Board approve the proposed changes to the Policy for publication; and

ACTION:

[1] LW and CA to look at the risk management frameworks for the Service and Cheshire Constabulary to begin the process of aligning the frameworks.

5 REVIEW OF CORPORATE RISK REGISTER

The Planning, Performance and Risk Manager introduced the report which provided information concerning a full review of the Service's risk registers.

She informed the Board that the Planning and Performance team had undertaken meetings with heads of departments, reviewing both departmental and thematic risk registers. Of the 93 risks reviewed, 26 were closed, 3 merged and 18 identified as

having the potential to be closed or merged over the next 3-6 months. Examples of duplicated and closed risks were included in the report.

The Chair highlighted that the review had been useful and welcomed the introduction of quarterly risk review meetings with heads of departments.

RESOLVED: That

[1] the findings of the review be noted.

ACTION:

[1] An explanatory summary be taken to the next meeting of the Board if any of the 18 risks identified to potentially close or merge are left open (LW/CA).

6 REVIEW OF STRATEGIC RISK REGISTER

The Board discussed the Strategic Risk Register provided by Planning and Performance. The following observations were made:

376 – Fire in Iconic Heritage Buildings

The Chair informed the Board that this risk was likely to remain over target unless building owners made considerable financial investments in fire protection measures. The Board discussed the importance of documenting work undertaken by the Service to encourage building owners of heritage premises to invest in reducing this risk. It was agreed that the Head of Protection and Organisational Performance would provide an update on the work undertaken by the Service at the next meeting of the Board in March 2018.

807 – Competing Demands on Resource and Future Funding

The Board agreed that the Chief Fire Officer and Chief Executive should be included alongside the Head of Finance as the owner of this risk.

889 – Lack of Commitment from Housing Providers to Fit Sprinklers

The Board discussed funding for mitigating this risk and the Chair highlighted revisiting the possibility of utilising funding set aside for Unitary Performance Groups to cover the cost of fitting sprinklers.

970 – ESMCP – Financial Implications Should the Airwave Contract Need Extending Beyond 2020

The Chair informed the Board that no national solution had been reached concerning this risk and that the Airwaves project had been extended. The Board discussed the implications of this for the Service, including the cost implications for the Service and inability to make savings as a result of these delays.

971 – IRMP Impact of Change of 2nd Pump at Crewe/Ellesmere Port from Wholetime to On-Call

The Chair informed the Board that a decision was due to be made by the Fire Authority at its meeting in February 2018 which would determine whether this risk would reduce or increase.

ACTIONS:

- [1] SG to provide an update at the next meeting of the Board concerning the Service's work with building owners to mitigate the risk of fires – risk '376 – Fire in Iconic Heritage Buildings'.**
- [2] CA to update risk '807 – Competing Demands on Resources and Future Funding' to include the CFO as a joint owner of the risk alongside WB.**
- [3] GO to determine who will be managing risk '970 – ESMCP – Financial Implications Should the Airwave Contract Need Extending Beyond 2020' following the retirement of the Service's current ESMCP officer.**