



NOTES OF THE MEETING OF THE RISK MANAGEMENT BOARD held on Tuesday, 1 May 2018 at Leadership Team Conference Room - Fire Service, Clemonds Hey, Winsford at 10.00 am

PRESENT:

Members:

Councillor S Nelson
Councillor J Weatherill

Auditors:

Kevin Lloyd, Mersey Internal Audit Agency

Officers:

Deputy Chief Fire Officer, Mark Cashin (Chair)
Treasurer, Allan Rainford
Planning, Performance and Risk Manager, Louise Willis
Planning, Performance and Risk Officer, Chris Astall

1 APOLOGIES

Apologies were received from:

Chief Fire Officer and Chief Executive, Paul Hancock
Director of Governance and Commissioning, Andrew Leadbetter
External Auditor- Grant Thornton, Perminder Sethi

2 NOTES FROM THE PREVIOUS MEETING

The notes of the previous meeting of the Board on 17th October 2017 were presented to the Risk Management Board and several matters were discussed.

Risks below Strategic Threshold

The Planning, Performance and Risk Officer provided details of the risks that were just under the threshold for the strategic risk register as at 1st May 2018 which the Board noted. It was also noted that this report would be added to the Board's work programme.

Elected Member Risk Management Training

The Chair queried when the training for Members would be held as it had been carried forward on a number of occasions. The Governance and Corporate Planning Manager confirmed that she would liaise with the Planning, Performance and Risk team to arrange for the training to take place within the next few months. It was noted that there was a proposal to deliver Finance training to Members on the rise of the Fire Authority meeting on 18th July and a risk management session would also be arranged for this date, if possible.

Summary of Departmental and Thematic Risks reviewed

A report on the review of the 19 risks which were identified at the October meeting with the potential to be closed or merged was presented to the Board. It was noted that 9 of the risks were closed, 9 remained in the short-medium term and the remaining 1 was under discussion for closedown.

376 – Fire in Iconic Heritage Buildings

The Head of Protection and Organisational Performance attended the meeting and provided an update on the Service's work with building owners to mitigate the risk of fires. He provided details of several workstreams that the Service had in place which included:

- Development of a robust Heritage policy
- Input into operational plans
- Contact with all Grade II listed building owners to offer a specific fire safety visit
- Working closely with National Trust and Historic England on firefighter training to ensure the nature of listed buildings was understood
- Training exercises on salvage of heritage items
- Input on Chester Fire Board and work with businesses/partner agencies in Chester.

The Chair added that whilst the majority of the workstreams covered the whole of Cheshire as there was a higher concentration of heritage buildings in Chester there were specific workstreams for this area.

ACTIONS:

- [1] Risks falling below the threshold for the strategic risk register to be added to the work programme on an annual basis (March); and**
- [2] Risk Management training to be arranged for 18th July 2018.**

3 TERMS OF REFERENCE - RISK MANAGEMENT BOARD 2018-19

A revised Terms of Reference was presented to the Board for approval. The Governance and Corporate Planning Manager explained that the revisions included the removal of references to Policy Approval Group and an updated membership list. A request was made to add representatives from the Joint Planning and Performance teams to the membership list.

RESOLVED: That

- [1] the revised Terms of Reference be approved subject to the addition of representatives from the Joint Planning and Performance team on the Board membership.**

4 PROPOSED REFRESH OF RISK MANAGEMENT POLICY

The Planning, Performance and Risk Manager presented this report to the Board which provided details of the proposed revisions to the risk management policy and scoring matrix. She explained that the Board commissioned the Planning and Performance team to review the current Fire risk management policy and look at options for introducing either a combined policy with the Police or refreshing the Fire policy to provide clarity on the approach to risk management going forward as part of the new joint team. She asked the Board to note that, at this point in time, the Police wished to retain a separate risk management policy whilst the legalities in relation to Police and Fire governance were clarified.

The Planning and Performance team had simplified the current policies/frameworks for both organisations and produced separate Fire and Police policies/frameworks that now had the same look and feel but retained the separate brands and maintained current risk management practices. The Planning, Performance and Risk Manager concluded by highlighting the slight changes proposed to the scoring matrix and informing Members that the Police had agreed to develop a prototype of the Fire Cheshire Planning System which would provide a number of benefits including ensuring that both organisations were using a uniform recording system. The Internal Auditor commented that it would be important to ensure that risk owners were involved in any changes to risk scores as a result of the revised policy.

The Governance and Corporate Planning Manager explained that, as the Fire Authority had the overarching responsibility for risk management, the revised policy would need to be submitted to the Fire Authority for approval prior to publication and implementation.

RESOLVED: That

[1] Risk Management Board recommend that the refreshed Risk Management Policy and scoring matrix (Appendices 1 and 2) be submitted to the Fire Authority meeting in June 2018 for approval.

5 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 building

The Head of Protection and Organisational Performance had provided an update on the Service's work to mitigate this risk earlier on the agenda.

807 – Competing demands on resource and future funding

The Board discussed the current position in respect of the Medium Term Financial Plan (MTFP) and the Treasurer explained that the MTFP would be updated to reflect the decisions made at the Fire Authority meeting in February and this would be presented to the next Service Management Team meeting in May. The Chair commented that there was a need to review departmental budget underspends as

this was currently an issue. The Treasurer explained that the Finance team were working on improving the clarity of financial reporting and the underspend position as a priority.

The Board also discussed how the Authority could demonstrate to the public that it has the right resources in the right places. The Chair commented that a session on the task analysis process could be provided at a future planning day. The Performance, Planning and Risk Manager added that HMI would also be testing this in detail as part of the inspection process.

889 – Lack of commitment from housing providers to fit sprinklers

The Head of Protection and Organisational Performance updated the board and explained that the Project Initiation Document was now being finalised and the Sprinkler project launch date was scheduled for June.

970 – ESMCP – Financial implications should the Airwave contract need extending beyond 2020

The Chair informed the Board that this was a joint project with the Police and the main risk was the impact of delays to the project on costs and projected savings.

971 – IRMP Impact of change of 2nd pump at Crewe/Ellesmere Port from wholetime to on-call

As this risk had now materialised this risk was closed.

A new risk would be developed to cover a wider service review to meet the £2.4m savings identified in the MTFP. The financial aspects of this risk should be picked up as part of risk no 807 above and the whole service review programme would be covered by the risk being developed as part of the project brief.

ACTIONS

- [1] Risk 971 to be closed (CA/AW);**
- [2] Risk 807 to be reviewed to pick up the financial implications of the outcomes of the Crewe and Ellesmere Port review (AR); and**
- [3] A new risk be created in relation to the whole Service review (AW).**

6 WORK PROGRAMME 2018-19

The Board discussed the proposed work programme for 2018-19 and it was suggested that an ALARM benchmarking report be submitted to the October meeting and the risks below the strategic risk threshold report be added to March 2019.

RESOLVED: That

- [1] the work programme for 2018-19 be approved subject to the addition of the ALARM report and the risks below the threshold report.**