



MINUTES OF THE MEETING OF THE RISK MANAGEMENT BOARD held on Tuesday, 16 October 2018 at Fire Conference Room, Clemonds Hey, Winsford at 10.00 am

PRESENT:

Members:

Councillor S Nelson
Councillor J Weatherill

Auditor:

Anne-Marie Harrop, Mersey Internal Audit Agency

Officers

Mark Cashin, Chief Fire Officer and Chief Executive
Andrew Leadbetter, Director of Governance and Commissioning
Allan Rainford, Treasurer
Louise Willis, Planning, Performance and Risk Manager
Chris Astall, Planning, Performance and Risk Officer
Donna Linton, Governance and Corporate Planning Manager
Emilie Salkeld, Governance Officer

1 APOLOGIES

There were no apologies for absence received.

2 NOTES FROM THE PREVIOUS RISK MANAGEMENT BOARD

The notes of the previous meeting of the Risk Management Board held on 1st May 2018 were presented and the following actions were raised:-

Terms of Reference – Risk Management Board 2018-19

The Chief Fire Officer and Chief Executive advised that the Terms of Reference reflect any changes to the service management team structure. An updated version of the Terms of Reference would be submitted to the next meeting for review.

Review of Strategic Risk Register – Risk 807 Competing demands on resource and future funding

The Planning, Performance and Risk Manager reported that the Whole Service Review had been included in Risk 807.

Work Programme 2018-19 – Alarm Benchmarking Report

The Chief Fire Officer and Chief Executive sought clarity as to why the Alarm Benchmarking report was not on the agenda for consideration as requested at the last meeting and detailed on the Work Programme. In response, the Performance, Planning and Risk Officer advised that an options report was in the process of being

developed to assess the value a benchmarking exercise and this would be submitted to the next meeting in March 2019.

The Chief Fire Officer and Chief Executive asked if the Alarm Benchmarking Exercise had any influence on the Service's insurance costs through the Fire Risk Insurance Consortium and sought an update on the options available by January 2019.

RESOLVED: That

- [1] The notes of the meeting held on 1st May 2018 be approved as a correct record.**

ACTION: That

- [2] The revised Terms of Reference be submitted to the next meeting for review.**
- [3] A report considering the value of the Alarm Benchmarking exercise be submitted to the Chief Fire Officer and Chief Executive by January 2019 for consideration.**

3 REVIEW OF STRATEGIC RISK REGISTER

A copy of the Strategic Risk Register was circulated by the Planning and Performance Team and the following observations were made:-

376 – Fire in Iconic Heritage Building

The Chief Fire Officer and Chief Executive commented that the work taking place with the building owners to try and mitigate the risk of fires at the Rows in Chester. The main issue was that the Service did not have any powers to force building owners to fit sprinklers. The introduction of sprinklers at strategic points would mitigate the risk, however, this was the responsibility of the building owners. The Service had details of all the historic buildings across Cheshire which proved that there was a heritage risk in each of the four unitary areas. It was suggested that Members of the Fire Authority be invited to attend a tour of each of the main sites in 2019-20.

807 – Competing Demands on Resource and Achieving Medium Term Financial Planning (MTFP) Targets

This risk had been refreshed on 11th June 2018. The Treasurer provided an update on the Budget Planning Process for 2019-20 and all budget bids and business cases that have been submitted in support of expenditure proposals would be considered by SMT on 22nd October 2018. At the present time, the expenditure and savings proposals for 2019-20 did not represent a balanced position. For the purposes of planning, it should be assumed that expenditure proposals would need to be self financing and be offset by savings proposals. At this stage there would need to be a combination of further savings proposals and/or a reduction in the level of

expenditure proposals.

889 – Lack of Commitment from housing providers to fit sprinklers

The Planning, Performance and Risk Manager provided an update on the work taking place to mitigate the risk. A third live sprinkler demonstration had taken place on 12th October 2018 which Members of the Sprinkler Group were invited to attend.

970 – ESMCP Financial Implications should Airwave contract need extending beyond 2020

It was reported 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. To date a budget forecast had been set and a transition plan had been published. A full time member of staff was working within the regional ESMCP programme on behalf of the Service.

It was reported that a new risk should be included on the Strategic Risk Register titled NW Fire Control Limited. Greater Manchester Combined Authority (GMCA) had proposed a change to the governance arrangements of NW Fire Control Limited (the company). GMCA now wished to appoint two officers as directors instead of elected members. The company was due to determine this matter at a General Meeting on 30th November 2018.

The Chief Fire Officer and Chief Executive reported that recently a number of operational staff had left the Service to join Greater Manchester Fire and Rescue Service as part of an Inter-Service Transfer application process. The main reason for staff transferring was to move to a Service closer to their home. The risk going forward was that the Service was losing experienced and well trained operational staff to other Brigades. To reduce this risk the Service may look to introduce a staff retention policy.

RESOLVED: That

[1] The update on the Strategic Risk Register be noted.

ACTIONS: That

[1] A new risk be created in relation to the change to the governance arrangements of NW Fire Control Limited (the Company).

[2] A new risk be created in relation to the retention of operational staff.

4 OPERATIONAL AND CORPORATE SERVICES RISK MAP

Consideration was given to a report from Planning and Performance (Joint Corporate Services) which presented a visual high level overview of the Service's organisational risk profile mapped by department. The map was a useful tool to improve understanding of the full risk profile, not just the high/medium impact and high/medium probability (red) risks. The map also helped to identify risks that may require attention not just red risks.

The Board felt that the map was a useful tool and requested that it was submitted to future meetings for consideration and to assist in identifying future areas of interest where more detailed risk information would be of value.

The Director of Governance and Commissioning requested that in future versions risk titles were checked to ensure they adequately described the risk.

RESOLVED: That

[1] The Operational and Corporate Services Risk Map (Fire) as detailed at Appendix 1 of the report, be noted.

5 DEEP DIVE - SECURITY OF FIRE STATIONS

Steve McGlade, Joint Head of Estates, was in attendance and presented the Risk Register Deep Dive Report – Security on Fire Stations. The report provided extra assurance that the risk was being managed appropriately and that actions were being implemented in a timely manner.

The Board were advised that an action plan was in place to deliver a suite of improvements that would contribute to the mitigation of the risk. The first part of the action plan was concerned with physical security measures e.g. upgrades to door locking mechanisms on the fire station buildings, fitting of window restrictors and repairs/improvements to fencing. The action plan also included securing any blue light vehicle keys in locked key cabinets. The second part of the plan was to change the station culture around security. This had begun with an updated Station Management Framework which included guidance on how staff on a fire station should operate with station security prominent in their activities. This had been acknowledged as being the biggest challenge as the Service had been very open to community access. Unfortunately, the increased threat from terrorism made it necessary to review the way fire stations are secured.

The first part of the action plan was due to be completed by March 2019 and the second part would take longer and was due to be completed by March 2020. The Implementation of the action plan and associated risk would be reported to and monitored by Estates and Property Committee.

The Board welcomed the informative update.

RESOLVED: That

[1] The Risk Register Deep Dive Report – Security on Fire Stations be noted.

6 ANNUAL STATEMENT OF ASSURANCE 2018-19 - PROPOSED PLANNING PROCESS

Consideration was given to a report from Planning and Performance (Joint Corporate Services) which advised that a working group had been established to

lead the coordination and collation of content and evaluation for inclusion in the Statement of Assurance 2018-19.

One of the key consideration for the working group would be to explore the benefits of continuing to combine the Annual Statement of Assurance and the Annual Governance Statement or to publish as two separate documents. Both documents had specific guidance governing content and format.

The first meeting of the working group was due to take place on 7th November 2018.

RESOLVED: That

[1] A working group has been established to undertake the production of the Annual Statement of Assurance 2018-19 be noted.

7 WORK PROGRAMME 2018-19

The date of the next meeting of the Board was due to take place on 12th March 2019. However this would be re-arranged due to a clash with the LGA Annual Fire Conference that was taking place on 12th and 13th March 2019.