



MINUTES OF THE MEETING OF THE RISK MANAGEMENT BOARD held on Tuesday, 16 March 2021. Remote meeting via Skype at 10.00 am

PRESENT:

Members:

Councillor Stef Nelson
Councillor Stuart Parker

Auditor:

Anne-Marie Harrop, Mersey Internal Audit Agency

Officers:

Mark Cashin (Chair), Chief Fire Officer and Chief Executive
Andrew Leadbetter, Director of Governance and Commissioning
Allan Rainford, Treasurer
Nick Evans, Head of Prevention
Jess Burton, Youth Engagement Manager
Neil McElroy, Group Manager for Operational Policy and Projects
Louis Willis, Planning, Performance and Risk Manager
Chris Astall, Performance, Planning and Risk Officer
Emilie Salkeld, Governance Officer

1 APOLOGIES

There were no apologies for absence.

2 NOTES FROM THE PREVIOUS MEETING

The notes from the previous meeting on 13th October 2020 were presented to the Risk Management Board and the following actions were noted:-

The Chair explained that there were recent developments to risk 995 – Fire Pension – Increase in employers' contributions to firefighter pensions, which saw an increase in its score.

Since the Covid-19 Interim Debrief Report, the Service had proven that the mitigating actions introduced to ensure good response coverage had worked well. The Service was considering recovery plans following the Government's roadmap announcement.

3 TERMS OF REFERENCE - RISK MANAGEMENT BOARD 2021-22

The Terms of Reference for the Risk Management Board 2021-22 were presented to the board for approval. The board noted that the new Deputy Chief Fire Officer had

been added to the list of attendees.

RESOLVED: That

[1] the Terms of Reference – Risk Management Board 2021-22 be approved.

4 REVIEW OF STRATEGIC RISK REGISTER

The Planning, Performance and Risk team introduced the risk register and provided an update for each risk. The following observations were made:-

376 – Fire in Iconic Heritage Building

The risk had reduced to an 'amber' score as a result of the new officer role and engagement work with partners. The Chair advised that the risk would be refocused with a view to reflecting the risk across Cheshire.

807 – Competing Demands on Resource and Achieving MTFP Targets

The risk was expected to become archived and superseded by a new risk highlighting the difficulty to plan medium and long term funding with one year spending reviews.

889 – Lack of Commitment from housing providers to fit sprinklers

The Chair confirmed that three landlords were reluctant to fit sprinklers into their buildings. However, it was believed that there were a higher proportion of high risk buildings in Cheshire than in any other fire and rescue area. It was recommended that the Sprinkler Group should consider a revised scoring of the risk.

ACTION:

[1] the Chief Fire Officer and Chief Executive meet with the Head of Protection to further consider the risk.

995 – Fire Pension – Increase in employers' contributions to firefighter pensions and 1008 – McCloud/Sergeant Judgement – Pension Case

Due to the severity of the risk, the Pension Board advised that a combined Risk Register Deep Dive report should be submitted at the next Risk Management Board. The report was to be led by the Director of Transformation and Head of Human Resources.

ACTION:

[2] a Deep Dive report on risks 995 and 1008 be submitted to the next Risk Management Board meeting.

2035 – Blue Light Collaboration

The Director of Governance and Commissioning reported that some key performance indicators had been agreed, but that there was further work to complete the range of indicators and to embed the reporting of the indicators. The completed service plans from the respective heads of service would shortly be agreed for 2021-22. An internal audit report was in the course of preparation concerned with the collaboration.

2033 – Covid-19

The Chair advised that with the announcement of the Government's roadmap the Covid-19 risk could be reduced. He confirmed that the Service would continue with caution in the preparation and subsequent delivery of its recovery plans.

5 OPERATIONAL AND CORPORATE SERVICES RISK MAP

The Planning, Performance and Risk team introduced the report which presented a high level overview of the Service's organisational risk profile mapped by each department.

The team mentioned a new risk added to the Protection and Organisational Performance department which highlighted the fact that unitary local authorities were not undertaking joint inspections of HMOs. They advised that despite the risk being depicted as a 'red' risk, the risk score was due to decrease.

The Head of Prevention stated that an additional risk would need to be included within the Prevention department to consider the shortfall of corporate knowledge of safeguarding.

RESOLVED: That

[1] the Organisational and Corporate Services Risk Map be noted.

ACTION: That

[1] the Planning, Performance and Risk team include an additional departmental risk for Prevention to reflect the loss of corporate knowledge of safeguarding.

6 RISKS BELOW THE THRESHOLD REPORT

The Planning, Performance and Risk team presented the report which highlighted the corporate risks that fell below the corporate risk threshold and had potential to escalate. The following observations were made:-

1017 – Unable to secure future funds to complete the priority work of future houses

The Director of Governance and Commissioning advised that the risk scoring could

probably be reduced due to the progress made and the fact that the works would increasingly be funded from the annual repairs and maintenance budget. He suggested that the risk be reviewed before the next meeting of the Board.

1021 – Media communications at large incidents

The Chair reported that there were uncertainties about the resilience of the out-of-hours communications support arrangements that might be called upon for large incidents. Therefore, the risk remained relevant.

2038 – RRRU Project – Implications of Covid-19

It was recommended that the risk remains on the departmental register due to the impact Covid-19 has had on training associated with the RRRU.

Departmental Covid-19 Risk Register

It was agreed that good progress had been made within all departments to mitigate the risks from Covid-19. Consideration was given to reduce the risk scoring.

RESOLVED: That

[1] the Risk Below the Threshold report be noted.

7 RISK MANAGEMENT BOARD - ANNUAL REPORT 2019-20

The Planning, Performance and Risk team introduced the report which demonstrated the responsibilities and activities of the Risk Management Board throughout 2019-20. The report contained information on the Risk Management Process, Deep Dive reporting, Risk Management training and the Covid-19 response. It was intended for submission to the next Performance and Overview committee meeting.

The Director of Governance and Commissioning requested that the report state its reporting period for further clarity.

A Member queried whether the Performance and Overview Committee would receive a deep dive report on Pensions, given the severity of the risk. The Chair advised that it would be reported within the next municipal year. Members would also have an opportunity to see the internal audit report on risk management.

RESOLVED: That

[1] subject to minor amendment, the Risk Management Board – Annual Report 2019-20 be submitted to the Performance and Overview Committee.

8 ANNUAL REVIEW OF CRISIS MANAGEMENT PLAN

The Station Manager for Operational Support and Risk introduced the report which detailed the revised Crisis Management Plan. He advised that lessons learnt from Covid-19 had been implemented within the new version of the plan.

It was reported that an exercise would run later in the year concerned with the potential for an industrial relations crisis.

RESOLVED: That

[1] the Annual Review of the Crisis Management Plan be noted.

9 RISK REGISTER DEEP DIVE: PRINCE'S TRUST FUNDING

The Youth Engagement Manager introduced the report which detailed the corporate risk around the lack of funding for the Prince's Trust Programme due to the impact of Covid-19.

The Youth Engagement team saw a decrease of income due to a shortened programme and fewer participants joining the course. However, a negotiation with the subcontracted colleges saw a reimbursement of £75,000. Reserves made up for the shortfall in income from smaller cohorts.

The Youth Engagement Manager assured the Board that the Service did well to continue running the programme with other services not running programmes during the pandemic. The Board praised the efforts of the team to continue helping vulnerable young adults and preserving jobs amid the pandemic.

A Member queried how the virtual delivery impacted those who participated within the programme. The Youth Engagement Manager advised that it suited many individuals in the programme. However, the programme would continue to meet in person where possible due to the many benefits it served for those on the course.

Another Member requested that Prince's Trust cohorts look to help local care homes for their community projects as they did during the pandemic. The Youth Engagement Manager agreed to consider this for the next round of community projects.

RESOLVED: That

[1] the Risk Register Deep Dive: Prince's Trust Funding be noted.

10 WORK PROGRAMME 2021-22

The Board discussed the proposed work programme for 2021-22. It was recommended that reports on a post Covid-19 review and Deep Dive – Pensions be considered at the next Risk Management Board meeting on Tuesday 12th October

2021.

RESOLVED: That

[1] subject to the addition of the reports for 12th October 2021, the Work Programme 2021-22 be approved.