

**WEST MIDLANDS FIRE AND RESCUE AUTHORITY**

**AUDIT COMMITTEE**

**14 OCTOBER 2013**

1. **CORPORATE RISK ASSURANCE MAP**

Report of the Chief Fire Officer.

RECOMMENDED

THAT the Committee approves the Corporate Risk Assurance Map Summary (Appendix 1) and notes the Position Statement (Appendix 2) for each risk.

2. **PURPOSE OF REPORT**

This quarterly update is provided to ensure Members remain informed about all aspects relating to the management of the Authority's corporate risks.

3. **BACKGROUND**

3.1 In accordance with the Service's risk management strategy, the Corporate Risk Assurance Map Summary is submitted for approval by the Audit Committee on a quarterly basis, following its submission and discussion at the Corporate Performance Review meeting.

3.2 Corporate risks are those risks which if they occurred would seriously affect the Authority's ability to carry out its core functions or deliver its strategic objectives as set out in The Plan. Currently, the Service maintains 11 corporate risks.

3.3 Each corporate risk has assigned to it a Risk Owner, who is a member of Corporate Board. The Risk Owner has the overall responsibility for monitoring and reviewing the progress being made in managing the risk.

- 3.4 In support of effective risk management the Risk Owner will periodically undertake an assessment of each corporate risk. The frequency of this review will be based upon the estimated risk rating undertaken on the basis of likelihood x impact. The likelihood is a measure of probability of a given risk occurring using a scale of 1(low) to 4 (high). The impact is a measure of the severity or loss should the risk occur again, using a scale of 1 (low) to 4 (high). This review will be undertaken in accordance with the following schedule.

LIKELIHOOD	4				
	3				
	2				
	1				
		1	2	3	4
		IMPACT			

	HIGH RISK - periodic review every 6 weeks
	MEDIUM RISK - periodic review every 3 months
	LOW RISK - periodic review every 6 months
	VERY LOW RISK - periodic review every 12 months

- 3.5 In order to ensure that Members are kept informed of corporate risk matters a Position Statement (Appendix 2) and the overall Corporate Risk Assurance Map Summary are attached (Appendix 1).

- 3.6 In undertaking a review of corporate risks, the Risk Owner has reviewed the Corporate Risk Assurance Map. The Assurance Map provides details of:

- The strategic objectives and performance indicators relevant to the risk.
- The current risk score.
- A description of events that could lead the corporate risk to be realised.
- The control measures in place designed to reduce the likelihood of risk realisation or its impact should the risk be realised.
- Additional control measures currently being implemented to further reduce the likelihood or impact of risk.
- Control owners who are responsible for the implementation, maintenance and review of individual control measures.

- 3.7 As part of the review the Risk Owner has considered the risk score and rating and updated the Assurance Map. The Risk Owner has provided assurance that the control measures identified are still effective in the management of risk and identified whether any new risk events or controls have been implemented or are required. Where ongoing additional controls are being implemented, Risk Owners have confirmed the progress in implementing such controls.

### **Increase in Overall Corporate Risk Score**

- 3.8 The risk score for Corporate Risk 1, 'The Fire Authority would be unable to maintain the positive engagement of its employees, resulting in an inability to deliver its key priorities and objectives' and Corporate Risk 5 The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively as a result of extensive disruption to normal working methods' have been raised.

These decisions were informed by intelligence received that the Fire Brigades' Union were to ballot their members over taking industrial action in respect of Government pension reform proposals.

Therefore, the revised risk score for both risks, using the likelihood x impact matrix is 4 (likelihood) x 3 (impact) generating an overall risk score of 12. This gives both risks an overall rating of high. This increase in risk score and rating is shown on the Corporate Risk Assurance Map Summary. The actions that are being taken to prepare for and mitigate against potential industrial action are set out in the Position Statement. All other corporate risk scores and ratings remain unchanged when compared to the previous quarter.

## **Risk Owners Confidence Opinion**

3.9 Risk Owners provide a 'Confidence Opinion' on the Corporate Risk Assurance Map summary. The opinion is the Risk Owners judgement as to the effectiveness of the control environment in managing each particular risk. The opinion is awarded using a red, amber or green rating system. The confidence opinion provides a useful overview to Members as to the effectiveness of the Service's risk management arrangements.

- A green rating is given when the collective control environment is judged to be robust in managing risk and the majority of controls detailed on the assurance map are applied continuously or with minor lapses.
- An amber rating is given when the collective control environment is judged to be sufficient in managing risk but improvements to strengthen the overall control environment have been identified.
- A red rating will be given when the Risk Owner believes that the collective control environment does not enable for the management of risk.

3.10 Risk Owners have provided the following confidence opinions:

- Corporate Risks 1, 7, 8, 10, 11 and 13 have been awarded a green confidence opinion.
- Corporate Risks 2, 4, 5, 6 and 9 have been awarded an amber confidence opinion.
- No red confidence opinions were awarded.

3.11 In respect of all corporate risks awarded an amber confidence opinion, additional controls designed to strengthen the management of each of these risks has been identified and is ongoing. Following the implementation of and embedding of these additional controls the Risk Owner will reconsider the confidence opinion. The Position Statement (Appendix 2) details the additional work ongoing.

- 3.12 The outcome of the latest review was reported to officers at the Corporate Performance Review meeting on 7 August 2013.

4. **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment is not required and has not been carried out. The matters contained in this report do not relate to a policy change.

5. **LEGAL IMPLICATIONS**

The course of action recommended in this report does not raise issues which should be drawn to the attention of the Authority's Monitoring Officer.

6. **FINANCIAL IMPLICATIONS**

There are no direct implications arising from this report.























**BACKGROUND PAPERS**

Corporate Performance Review meeting papers 7 August 2013.

The contact name for this report is Deputy Chief Fire Officer, Phil Loach, 0121 380 6909.

VIJ RANDENIYA  
CHIEF FIRE OFFICER

### Corporate Risk Assurance Map - Summary - July 2013

Outcome of risk realisation		Owner	Direction of travel	Overall confidence	Likelihood	Impact	Risk Score
1	The Fire Authority would be unable to maintain the positive engagement of its employees, resulting in an inability to deliver its key priorities and objectives.	Director HR			4	3	12
2	The Fire Authority would be unable to maintain an effective ICT provision (excluding mobilising and communications), resulting in significant disruption to the organisation's ICT functionality.	Director Resources			3	3	9
3	N/A						
4	The Fire Authority would be unable to ensure that proper controls are established whilst working in partnership with other agencies/groups, resulting in a significant impact upon the organisation's financial standing, reputation and ability to deliver key objectives.	Director Operations			3	2	6
5	The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively as a result of extensive disruption to normal working methods.	Director TOpS			4	3	12
6	The Fire Authority would be unable to ensure that operational incidents are dealt with safely and effectively using appropriate levels of resources and personnel.	Director TOpS			2	4	8
7	The Fire Authority would be unable to deliver the core responsibilities of preventing, protecting and responding effectively as a result of insufficient key assets such as buildings and vehicles.	Director Resources			2	3	6
8	The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively due to a lack of funding or the misuse of funds, e.g. fraudulent activity.	Director Resources			3	3	9
9	The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively as a result of insufficient or ineffective employees.	Director HR			3	3	9
10	The Fire Authority would be unable to manage its responsibilities under the Regulatory Reform (Fire Safety) Order and associated legislation resulting in a decline in non-domestic fire safety standards or legal action being taken against the Authority.	Director TOpS			2	2	4
11	The Fire Authority would be unable to maintain its command and control function, resulting in an inability to receive, process and respond to emergency calls effectively.	Director TOpS			2	4	8
12	N/A						
13	The Fire Authority suffers a significant health, safety or environmental failure, resulting in legal challenge and/or litigation.	Director TOpS			2	3	6

## APPENDIX 2

### Corporate Risk July 2013 – Quarter 1 – 2013/14

#### Position Statement

**Risk 1- The Fire Authority would be unable to maintain the positive engagement of its employees, resulting in an inability to deliver its key priorities and objectives.**

Emerging Issues	<p>Director Human Resources as the designated Risk Owner for this risk has determined that the likelihood score (potential for risk realisation) should be raised from 3 to 4. A likelihood rating of 4 is defined as 'greater than 50% and likely to occur within the current financial year.</p> <p>This decision has been informed by intelligence received that the Fire Brigades' Union are to ballot their members over taking industrial action in respect of Government pension reform proposals.</p> <p>Therefore, the revised risk score using the likelihood x impact matrix the new risk score is 4(likelihood) x 3 (Impact) generating an overall risk score of 12. This risk is now rated as high.</p>
Changes to control measures	<p>A new additional control has been added to reflect that the employee assistance scheme contract is due for renewal November. Consideration will be given to building critical incident debrief into new contract - therefore strengthening arrangements in this area.</p> <p>An additional control has been added to reflect the formation of a focus group to review short term, sickness</p> <p>Two new permanent controls have been introduced</p> <ul style="list-style-type: none"><li>• Protocols for the transfers of staff have been published</li><li>• A clinical governance framework to ensure the co-ordinated response to the delivery of our occupational health service has been produced.</li></ul>
Assurance Updates	<p>Level 1 assurance has been provided by Control Owners across the majority of controls in place to support the management of risk. The majority of controls assured have been awarded a green (substantial) rating. Independent (level 2) assurance has been provided for a number of the controls maintained on the assurance map. Where satisfactory assurances ratings have been given, corrective action has been identified to enable substantial assurance to be awarded in the future. To date no red ratings (limited assurances) have been awarded and as such no matters have arisen that require immediate intervention action.</p> <p>Taking this into account the Risk Owner is assured that the collective control environment is strong and effective. This is reflected in the 'substantial (green) 'confidence opinion' which is shown on the Corporate Risk Assurance Map Summary.</p> <p>Investors in People (IIP) interim review will take place in October 2013. This review may provide for an independent (level 2) assurance as to the effectiveness of a number of control measures across the risk environment</p>

**Risk 2 – The Fire Authority would be unable to maintain an effective ICT provision (excluding mobilising and communications), resulting in significant disruption to the organisation's ICT functionality**

Emerging Issues	<p>The overall risk score is unchanged at 9. The risk level remains at medium.</p> <p>The Risk Owner has considered the possibility of reducing the risk likelihood score associated with risk realisation from 3 to 2 (A likelihood rating of 2 is defined as 'medium' 10%-24%, likely to occur within 2-5 years). The Risk Owner believes that whilst there is the potential to consider a risk reduction score on the basis of a likelihood reduction, this would be inappropriate at the current time given that a number of additional controls are being implemented and are not yet embedded.</p>
Changes to control measures	<p>An additional control has been added to reflect that consideration is being given to the future organisation data centre requirements. This control is a key component in enabling for effective business continuity planning and implementation should risk be realised as a consequence of a loss of data centre. The requirements of the business in relation to this are being sought and are due to be clarified by the end of August. In conjunction with the above, an additional control has been added to reflect that work is ongoing to validate the quality and effectiveness of the data rebuild and restore processes in place to mitigate against the impact of the loss of data centre. Again this is due for completion in August 2013.</p> <p>A prioritised ICT programme of Application Development work has been confirmed by the Corporate Team. An additional control has been added to the assurance map to reflect that an ICT recruitment process is underway. This will enable the ICT function to maintain the appropriate capacity and capability to deliver the prioritised ICT programme. It is anticipated that the recruitment process will conclude in August 2013. This process has been ongoing longer than expected due to difficulties experienced due to salary restrictions.</p> <p>The final phase of implementation of the ICT security action plan has commenced and will conclude in December 2013</p>
Assurance updates	<p>Level 1 assurance has been provided by Control Owners throughout the risk environment. No red (limited assurance) ratings have been awarded and as such no matters have arisen that require immediate intervention action. As stated above work is ongoing across the control environment to enable a substantial (green) assurance to be provided throughout the control environment. Given this ongoing work the Risk Owner has provided satisfactory (amber) confidence opinion as to the collective strength of the risk management arrangements in place. The completion of ongoing work will enable for the consideration of a substantial confidence opinion by the Risk Owner during the next review period</p>



**Risk 4 – The Fire Authority would be unable to ensure that proper controls are established whilst working in partnership with other agencies/groups, resulting in a significant impact upon the organisation's financial standing, reputation and ability to deliver key objectives.**

Emerging Issues	<p>The overall risk score remains at 3 (Likelihood) x 2 (Impact) = 6. The risk level remains at medium.</p> <p>The Risk Owner has considered the possibility of reducing the risk likelihood score associated with risk realisation from 3 to 2 as a consequence of recent additional controls designed to strengthen the governance and control of partnerships. These are set out below. The Risk Owner believes that whilst there is the potential to reduce the risk likelihood score in the near future, this should not be considered until the additional controls as set out below have been completed and fully implemented.</p>
Changes to control measures	<p>A task and finish group, encompassing a range of stakeholders throughout Operations to review and revise the Service's partnerships Standing Order and toolkit has been commissioned. To date the team has produced a draft standing order/toolkit. Consultation has been undertaken and it is anticipated that the revised order and toolkit will be issued in August 2013. Areas covered for example will include the requirement to have in place a terms of reference/SLA which defines the level of approval required, objectives and purpose of the partnership, key activities, resource requirements (inputs), enables for the identification of outputs and desired outcomes , management of risks, ongoing evaluation arrangements, performance reporting, monitoring and exit arrangements. Adherence to the revised guidance will ensure that any gaps in our governance arrangements previously identified by the internal auditor are closed. The communication and implementation of the revised arrangements will strengthen the control environment against a number of risk triggers reducing the potential for risk realisation.</p> <p>Following the recent review and consequential restructure of the prevention based resources function appointments have been made to the role of Prevention Support Officer and x4 partnerships officers. The appointment to these posts will enable for the more effective governance and management of partnership activity throughout the Service as a consequence of providing dedicated partnership support to Operations.</p>
Assurance updates	<p>Level 1 assurance has been provided for the majority of controls within the risk environment. A number of controls in place provide for satisfactory assurance. As set out above, the additional ongoing controls once implemented will provide for a substantial (green) assurance rating to be awarded across the majority of the control environment. Therefore at the current time Risk Owner has provided a satisfactory (amber) confidence opinion as to the effectiveness of the control environment. The implementation of the additional controls detailed above will enable for a substantial confidence opinion to be awarded and a reduction in the overall risk score to be considered.</p>

**Risk 5 – The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively as a result of extensive disruption to normal working methods.**

Emerging Issues	<p>Director TOpS as the designated Risk Owner for this risk has determined that the likelihood score (potential for risk realisation) should be raised from 3 to 4. A likelihood rating of 4 is defined as 'greater than 50% and likely to occur within the current financial year. This decision has been informed by intelligence received that the Fire Brigades' Union are to ballot their members over taking industrial action in respect of Government pension reform proposals.</p> <p>Therefore, the revised risk score using the likelihood x impact matrix the new risk score is 4(likelihood) x 3 (Impact) generating an overall risk score of 12. This risk is now rated as high.</p> <p>The Service has activated its Heat Wave plan. The plan is designed to ensure that the Service remains resilient and maintains service delivery through periods of severe hot weather. The plan consists of 4 defined alert levels each detailing action to prepare for and mitigate the effects of a heat. Alert levels are updated daily and information as to the appropriate action to take is available to all personnel via the intranet and has made available a dedicated telephone advice line.</p>
Changes to control measures	<p>As a consequence of the FBU announcement of its intention to ballot members on taking industrial action the Service has established its Business Continuity Management Team (BCMT) arrangements. The BCMT comprises of strategic and senior managers. The remit of this group is to ensure that the Service identifies, tests and implements the necessary business continuity plans, processes and structures to enable the Service to effectively manage periods (pre, during and post) of industrial action and if at all possible ensure the Service continues the delivery of core activity throughout any period of disruption on a risk appropriate basis.</p>
Assurance Updates	<p>Level 1 assurance has been provided for some of the controls within the risk environment. No red ratings (limited assurances) have been awarded and as such no matters have arisen that require immediate intervention action. Given the current level of uncertainty surrounding potential industrial action, what form this action may take, by whom and how many, allied to the continued uncertainty as to the level of external resources available to support the delivery of core activity should strike action occur, the Risk Owner has awarded a satisfactory (amber) confidence opinion as to the strength of the control arrangements currently in place to manage risk realisation.</p>

**Risk 6 – The Fire Authority would be unable to ensure that operational incidents are dealt with safely and effectively, using appropriate levels of resource and personnel.**

Emerging Issues	The overall risk Score remains at 2 (likelihood) x 4 (impact) = 8 and the risk remains at Medium.
Changes to control measures.	<p>Following on from a recent independent (level 2) review as to the adequacy and application of the Service's Site Risk Survey (SRS) arrangements a limited (red) opinion rating as to the effectiveness of SRS as a control in preventing risk realisation as a consequence of insufficient information on key risk premises available to operational staff at incident ground has been awarded. SRS is intended to ensure that risk assessed informed decisions can be made pre- incident and at the incident ground, through the provision of relevant, timely and accurate information, ensuring safe and effective firefighters and operations. It is intended to enable the Service to build a localised view of where site specific risk resides that will inform and drive a risk-based approach to how we respond including training and development. Through the provision of a single source entry all personnel can view the same information relating to any identified site risk within the West Midlands. This can be done via the mobile data terminals on vehicles.</p> <p>An additional control to reflect the work to ensure compliance with the CFOA death on duty/at work protocol has been commissioned.</p> <p>In order to address the recommendations raised in this Corporate Board has seconded a dedicated team to ensure that appropriate corrective action is taken. An Improvement plan has been developed and agreed by the Board.</p>
Assurance Updates	Level 1 assurance has been provided across the risk environment. However, the Risk Owner has awarded an overall satisfactory (amber) confidence opinion as to the collective strength of the controls in preventing or reducing risk realisation. This judgement has been informed by the independent limited (red) assurance awarded in respect of SRS. Whilst action to improve SRS arrangements is underway and ongoing a substantial (green) confidence rating will not be awarded until improvements have been implemented and embedded.

**Risk 7 – The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively as a result of insufficient or ineffective key assets, such as buildings and vehicles.**

Emerging Issues	The overall risk score remains unchanged at 2(likelihood) x 3 (impact) = 6. The risk level remains at Medium. The Risk Owner has determined that this score is appropriate.
Changes to control measures	There have been no significant changes to control measures during the review period.
Assurance Updates	Level 1 assurance has been provided across the range of control measures. The level 1 control environment provides for substantial assurance (green rating) across the majority of controls. No controls were identified as providing limited assurance (red rating) and therefore no immediate interventions were identified as being required. This has enabled for the Risk Owner to provide a substantial (green) confidence opinion and this is reflected on the Corporate Risk Assurance Map summary.

**Risk 8 – The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively due to a lack of funding or the misuse of funds e.g. fraudulent activity.**

Emerging Issues	<p>The risk score remains at 3 (Likelihood) x 3 (Impact) = 9. The overall risk level is Medium.</p> <p>The Risk Owner has given consideration to reducing the likelihood risk score from 3 to 2. A likelihood risk score of 2 is defined as 'Medium 10%-24%, likely to occur within 2-5 years'. However the reduction in central funding will continue beyond the current comprehensive spending review period. Given the continued uncertainty as to the level of future funding and that the level of central funding given is fundamental in enabling the effective delivery of Service's core objectives the Risk Owner has determined that the likelihood risk score of 3 defined as 'High 25%-50% or likely to occur within two years' is still appropriate.</p>
Changes to control measures	There have been no significant changes to controls measures during this quarter.
Assurance updates	<p>Level 1 assurance has been provided across the majority of the control environment with most controls measures being awarded at substantial (green) rating in terms of their effectiveness in managing risk triggers. No controls were identified as providing limited assurance (red rating) and therefore no immediate interventions were identified as being required.</p> <p>The Risk Owner therefore has provided for a substantial (Green) confidence opinion as to the collective strength of the control environment in managing this particular risk</p>

**Risk 9 – The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively as a result of insufficient or ineffective employees.**

Emerging Issues	<p>The overall risk score is unchanged at 3 (likelihood) x 3 (impact) = 9 and the risk level remains at Medium.</p> <p>The Risk Owner has considered the possibility of reducing the risk likelihood score associated with risk realisation from 3 to 2 as a consequence of recent agreement to implement recruitment and selection processes for selected Senior Management posts and operational riders (staffing strategy).</p> <p>The Director HR has confirmed that there is the potential for future risk score reduction. However, given the importance of the senior manager (Area Commander, Group Commander and Station Commander) and firefighter recruitment and selection processes in terms of preventing risk realisation through enabling for sufficient and effective numbers of employees and when considering that these processes, whilst proceeding as expected have not yet appointed to posts it is appropriate that the likelihood score remains unaltered this quarter.</p>
Changes to control measures	<p>The re-introduction of recruitment and selection processes to enable for the operational establishment to be maintained has been reflected as an additional control on the assurance map. The first firefighter recruitment campaign for 4 years was launched in June 2013. Over 5000 people completed the application form. In total 583 applicants have been selected for the written assessment stage which will take place during July 2013. It is anticipated that that trainee firefighters will start training in October 2013 and be posted to Stations in December 2013.</p> <p>In terms of Management posts, Director HR confirmed that Area Commanders will be appointed by the end of July 2013. It is anticipated that the process for the appointment of Group Commanders will begin in Summer/early Autumn 2013.</p>
Assurance updates	<p>A number of Level 1 assurances have been provided across the control environment. To date no limited assurances (red ratings) have been identified and as such no immediate interventions are required.</p> <p>A number of satisfactory effectiveness opinions have been provided for the learning and development Standing Orders that are controls detailed on the assurance map. Where this is the case the necessary corrective action to provide for a substantial opinion has been identified.</p> <p>The Risk Owner has provided a satisfactory (amber) confidence opinion as to the effectiveness of the control environment in managing this</p>

**Risk 10- The Fire Authority would be unable to manage its responsibilities under the Regulatory Reform (Fire Safety) Order and associated legislation, resulting in a decline in non domestic fire safety standards or legal action being taken against the Authority.**

Emerging issues	<p>The risk score and rating of this corporate risk was reduced during the last quarterly review (April 2013) The risk score is 'low' and as such a formal risk review is required on a once every 6 months basis.</p> <p>The risk score using the likelihood x impact matrix is 2 (likelihood) x 2 (Impact) generating an overall risk score of 4.</p> <p>Confirmation has been received from the Risk Owner that this risk score is still current.</p>
Changes to control measures	
Assurance updates	

**Risk 11 – The Fire Authority would be unable to maintain its command and control function, resulting in an inability to receive process and respond to emergency calls effectively.**

Emerging Issues	<p>The overall risk score remains at 2(likelihood) x 4(Impact) = 8.</p> <p>The potential to sell the Academy is currently being investigated. Secondary Control is maintained upon this site. Any decisions regarding the future of the Academy site will take this into consideration and this has been reflected on the assurance map.</p> <p>The potential for the High Speed rail 'HS2' to impact upon the functionality of HQ Fire Control is currently being investigated by Corporate Board and this ongoing work has been reflected on the assurance map.</p>
Changes to control measures	<p>In support of the transition to collaborative arrangements the planned interim solution 'go live' date has been implemented. Staffordshire FRS are now operating on the Vision system that is operated in the West Midlands. However there are some issues that still require resolution so Staffs 'Firecat' system remains switched on for the present time.</p> <p>Following a test of the power and uninterrupted power supply (UPS) at the Academy it has been confirmed that generator system at the Academy does not appear to link to the UPS battery system for secondary control. In the unlikely event of a power failure the UPS would not support secondary control meaning that the batteries could run out in as little as an hour. Potential solutions to this issue are currently being discussed.</p> <p>In the event of a Fire Control evacuation calls are currently redirected to Staffordshire FRS. This will not be possible under shared control arrangements. Therefore discussions are ongoing with North West Control and London Control regarding supporting this work. This is part of a wider piece of work looking at closer working with these controls.</p>
Assurance updates	<p>Level 1 assurance has been provided across the majority of the control environment with a substantial (green rating) being provided for much of the controls. Where amber assurances have been provided corrective action has been identified. To date no limited assurances (red ratings) have been identified and as such no immediate interventions are required. As satisfactory opinion in respect of the collaborative project has been provided. The Service has a range of control measures in place (detailed on the assurance map) to ensure the continued delivery of a command and control function should any unforeseen difficulties occur as a result of the switch over to the shared Interim arrangements. Therefore, the Risk Owner has provided a substantial (green) confidence opinion as to the overall collective strength of the control environment and this is reflected on the Corporate Risk Assurance Map summary.</p>

**Risk 13 – The Fire Authority suffered a significant health, safety or environmental failure, resulting in a legal challenge and/or litigation**

Emerging Issues	None. The overall risk score is 2 (impact) x 3 (likelihood) = 6 and the risk level remains at Medium.
Changes to control measures	A new control measure has been added to reflect that an environmental supporting strategy has been produced. This will provide clarity as to how the Service manages its environmental responsibilities and will strengthen control around the realisation of risk as a consequence of our activities.
Assurances updates	Level 1 assurance has been provided across the majority of the control environment To date no limited assurances (red ratings) have been identified and as such no immediate interventions are required. Where satisfactory assurances have been provided action to provide for substantial (green) assurance has been identified. Performance against health and Safety PIs 19&20 continues to be strong. This has enabled for the Risk Owner to provide a substantial (green) confidence opinion as to the overall collective strength of the control environment and this is reflected on the Corporate Risk Assurance Map Summary.