

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

AUDIT COMMITTEE

11 APRIL 2016

1. **CORPORATE RISK QUARTER 3 UPDATE 2015/16**

Report of the Chief Fire Officer.

RECOMMENDED

THAT Audit Committee approve 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, 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 the Strategic Enabling Team. The Risk Owner has the overall responsibility for monitoring and reviewing the progress being made in managing the risk.

- 3.4 To enable for 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).

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.

- 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.
- 3.8 Where ongoing additional controls are being implemented, Risk Owners have confirmed the progress in implementing such controls.
- 3.9 The Position Statement, attached as Appendix 2, provides the detail of the risk management activity undertaken or ongoing in respect of Authority's eleven Corporate Risks for quarter 3 of 2015/16. The overall risk rating and scores remain unaltered this quarter when compared to the previous quarter. The Level of Risk Owner confidence in the effectiveness of the Service's risk management and control environment remains high with the following confidence opinions being awarded:-
- Corporate Risks 1, 7, 8, 9, 10, 11 and 13 have been awarded a green confidence (substantial) opinion, which is the highest level that can be awarded.
 - Corporate Risks 2, 4, 5, 6 and have been awarded an amber (satisfactory) confidence opinion. In all cases, work is in progress to enable for a green rating to be attained.
 - No red (limited) confidence opinions were awarded.
- 3.10 The position statement reflects that following the completion of the 12 month evaluation of the Strategic Enabling Team (SET), a number of (SET) posts have been re-named and re-aligned between the Director of Service Support and Service Delivery. Corporate Risk Owners have been changed to reflect this and new designations are detailed in the Position Statement at Appendix 2.
- 3.11 Reference is made in the position statement to the Fire
- Ref. AU/AC/2016/Apr/22303164

Brigades' Union (FBU) industrial action ballot as a consequence of the ongoing trade dispute with regard to the additional shift model that the Service has implemented. FBU members have voted to take action short of strike (ASOS). In maintaining its service delivery model (including the provision of core Fire Control functionality) the Service has in place its business continuity arrangements, which provides the framework to ensure that the integrity of the service delivery model is maintained as far as is practicably possible. This framework is reflected as a risk control measure across a number of Corporate Risks.

- 3.12 The Service remains committed to ongoing communication with all representative bodies. The frameworks in place to evidence this are also reflected as Corporate Risk control measures.
- 3.13 In accordance with the review requirements the Service is currently reviewing its Corporate Risk Strategy and processes as set out in Standing Order 22/7. As per the Constitution this document will be submitted to Audit Committee for approval.

4. **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment is not required and has not been carried out.

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 financial implications arising from this report.

7. **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications arising from this report.

BACKGROUND PAPERS

None.

The contact officer for this report is Deputy Chief Fire Officer, Phil Hales, telephone number 0121 380 6907.

PHIL LOACH
CHIEF FIRE OFFICER

Corporate Risk Assurance Map - Summary - January 2016

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.	SE People	↔		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.	SE ICT	↔		4	2	8
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	SE Prevention	↔		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.	SE Ops Preparedness	↔		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.	SE Response	↔		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.	SE Finance & 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.	SE Finance & 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.	SE People	↔		2	3	6
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.	SE Protection	↔		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.	SE Protection	↔		2	4	8
13	The Fire Authority suffers a significant health, safety or environmental failure, resulting in legal challenge and/or litigation.	SE People	↔		2	3	6

Corporate Risk Quarter 3 Position Statement January 2016

SET Review: Change to Corporate Risk, Risk Owners.

Each of the Authority's Corporate Risks is assigned a Risk Owner who is a member of the Strategic Enabling Team (SET). The Risk Owner is responsible for monitoring and reviewing the management of risk. Following the recent review of the SET a number of Corporate Risk Owner references have been updated to reflect new Strategic Enabler (SE) role titles but actual Risk Ownership remains unchanged. However following consultation with SE, a number of risks have been realigned to reflect the revised structural arrangements. Specifically:-

- CR 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. As a consequence of SE Emergency Risk post being disestablished, Risk Owner responsibility has been re-aligned to SE Operational Preparedness.
- CR 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. Risk Owner responsibility has been aligned to SE Response
- CR 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. Risk Owner responsibility has been aligned to SE Protection.
- CR 13 The Fire Authority suffers a significant health, safety or environmental failure, resulting in legal challenge and/or litigation. Risk Owner responsibility has been realigned to SE People.

In accordance with risk management governance arrangements, a report detailing the changes will be submitted to Audit Committee on 11 April 2016.

The new SET arrangements were implemented on 1 January 2015. In support of embedding this change, a number of Control Owner (that is those personnel/functions with responsibility for individual controls on the assurance map) references will require updating. This will result in ownership for a vast number of controls across the risk assurance map being changed. This will be progressed with Risk Owners in quarter 4 of 2015 .

SE Organisational Assurance:

As an outcome of the SET review, a new post of SE Organisational Assurance has been established. The role and functional responsibilities of this role are currently being determined. However, given the importance of the Corporate Risk framework in providing the environment to identify, evaluate, manage and monitor risk that could impact upon the delivery of our strategic priorities and outcomes, it is likely that SE Organisational Assurance will provide an internal oversight and assurance of our corporate risk framework. This approach will support the '3 lines of defence'

assurance approach with this post supporting the provision of an independent 'level 2' assurance, thereby strengthening and improving the Authority's management of Corporate Risk.

Corporate Risk Strategy

In accordance with the review requirements the Service is currently reviewing its Corporate Risk Strategy and processes as set out in Standing Order 22/7. As per the Constitution this document will be submitted to Audit Committee for approval during this municipal term.

Individual Risk Position Statement

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.

Emerging Issues	The risk score of 12 (likelihood 4 x Impact 3) remains. The likelihood of industrial action associated with the 'Pensions' trade dispute with the Government has reduced. However the Service is aware that the Fire Brigades' Union may lodge a trade dispute with the Service following the introduction of voluntary shifts and the development of proposals for change within Fire Control.
Changes to control measures	<p>An additional control has been added to the assurance map to reflect the Service's Wellbeing framework. This framework provides a range of valuable information sources and support across the full health and wellbeing spectrum and is designed to promote a positive health and wellbeing culture at work.</p> <p>A review of Standing Order 6 is underway. This review will provide the opportunity to implement a less prescriptive and restrictive framework approach to the provision of learning and development guidance. This will enable for and alignment with the Service's personal accountability culture and encourage evidenced based decision making.</p>
Assurance updates	In spite of emerging issues, the Risk Owner is confident that the frameworks and procedures in place to enable for the continued positive engagement of employees are sufficient. Therefore overall confidence as to the strength of the control environment remains substantial.

Corporate Risk 2: The Fire Authority would be unable to maintain and effective ICT provision (excluding mobilising and communications) resulting in significant disruption to the organisations ICT functionality.

Emerging Issues	<p>The overall risk score is 8. The risk continues to be medium. The risk level remains as it was for the last quarter and work continues to explore solutions to improve accessibility to ICT functionality from a wider range of devices and locations including ones not provided by the organisation.</p> <p>Transfer of organisational responsibility from Department of Communities and Local Government to the Home office may change information security requirements but these are as yet unconfirmed.</p>
Changes to control measures	<p>Additional security measures within the ICT infrastructure are being piloted to ensure that the confidentiality, availability and integrity of the brigade's information assets is maintained irrespective of access device and location.</p> <p>Work is ongoing to establish accreditation for Code of Connection (CoCo) to the Emergency Services Network (ESN) and the Public Services Network (PSN).</p> <p>Consultation is currently underway to create appropriate accreditation processes for in-house developed systems such as the Incident Recording System.</p>
Assurance updates	The overall risk confidence opinion is amber.

Corporate 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 risk score associated with this risk was raised to $3 \times 2 = 6$ following the August 2015 interim findings of the Scrutiny Committee review of our partnership arrangements. The Scrutiny Working Group delivered its final report to Scrutiny Committee in December 2015, following which the Executive Committee formally approved the findings and proposals for change on 14 December 2015. The findings of the final report were as outlined in the interim report so the current risk rating remains unchanged.</p>
Changes to control measures	<p>The Scrutiny Review recognises that the control environment to enable for the effective management, monitoring and governance of partnerships requires improvement. An action plan for improvement to address the range of proposals set out in the Review of</p>

	Partnerships report is currently being developed by the SE Prevention. As part of this approach the SE is currently consulting staff and key stakeholders (ops commanders for example) in respect of potential structure, processes and resources that will enable for the more effective control and governance of partnerships. Therefore there are no changes to control measures at this time. The SE Prevention is committed to implementing the proposals for change and will provide regular updates to Scrutiny Committee who will monitor performance in delivering the action plan.
Assurance updates	The Scrutiny Committee report provides for a level 3 independent assurance of the control environment and this is reflected on the assurance map.

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.

Emerging Issues	The risk score of 12 (likelihood 4 x Impact 3) remains. The likelihood of industrial action associated with the 'Pensions' trade dispute with the Government has reduced. However the Service is aware that the Fire Brigades' Union may lodge a trade dispute with the Service following the introduction of voluntary shifts and the development of proposals for change within Fire Control.
Changes to control measures	There has been no update to control measures in this quarter. However, due to the outcomes of the SET review a number of controls need to be re-aligned to reflect there new control owner responsibilities.
Assurance updates	The overall confidence opinion associated with this risk is amber on the basis of whilst the Service is doing all that is reasonably practicable to avoid industrial action, there is still likely to be a short term impact to the delivery of strategic priorities should strike action occur. Although the Service has in place appropriate business continuity plans and other established frameworks to enable for the delivery of an emergency response in mitigation of industrial action, there is uncertainty as to how the Service will continue to meet its specific response responsibilities should a significant or a number of incidents occur during a period of industrial action

Corporate 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	In meeting the current funding challenge the Service is has implemented three contributing mechanisms to sustain the Service's Delivery Model against a reducing establishment. These are <ul style="list-style-type: none"> • Voluntary Bank Shifts • Integrated Resilience • Voluntary Additional Shifts.

	<p>These are reflected as controls on the assurance map.</p> <p>In order to enable for a consistent and appropriate approach to the management of risk appertaining to the implementation of the requirements of Emergency Services Mobile Communications Programme (ESMCP) a single nationally agreed approach to the management of risk has been agreed and a single risk register has been developed. This approach will enable FRS' to locally identify, manage and monitor risks associated with the implementation of ESMCP upon their own FRS whilst also providing a framework to identify, communicate and develop national good practice for managing the shared risks associated with this programme. This approach provides assurance to SET, Members, Stakeholders and DCLG alike that FRS' has in pace the appropriate infrastructures, frameworks, networks and processes for the timely and risk managed delivery of this programme.</p>
Assurance updates	<p>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. A project to improve SRS (SSRI) arrangements is outstanding. Subject to the new arrangements becoming embedded and the Risk Owner being assured as to their effectiveness, the Risk Owner will consider the effectiveness opinion of SRS as a preventative control measure. This will provide the opportunity for the Risk Owner to reconsider his confidence opinion of the overall control environment.</p>

Corporate 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	<p>The risk score of 2 (likelihood) x 3 (impact) remains at 6 (medium).</p>
Changes to control measures	<p>In maintaining and seeking to improve the security of Authority building stock, representatives from Facilities Management are currently researching technology to extend our use of 'card reader' access schemes. Currently, access to the majority of fire stations is through a traditional key system, with the same key giving access to the vast majority of fire stations. Whilst controls are in place to manage who has keys, a technological solution will significantly enhance the Service's ability to manage and control access to fire stations.</p> <p>As part of the Service's commitment to ensuring the continued efficiency and effectiveness of its service delivery model, a project to look at future optimum fleet solutions is currently being undertaken. The Service has a proven track record of innovation in terms of</p>

	changing its fleet to enable the continued delivery of its strategic priorities and outcomes (Use of Brigade Response Vehicles and Brigade Support Vehicles for example). Building on this, the project will consider (amongst other things) what type and how many vehicles the Service will need in future to continue to manage its core, legislative activity as well as 'future proofing' the Service to enable effective delivery across work streams emerging as a result of closer collaboration with partners (health and well being agenda for example).
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.

Corporate 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>In December 2015, The Government communicated our provisional central grant settlement. In setting out a 4 year settlement confirmation was received that the central grant reduction will be circa £10 Million by 2019/20. Whilst this reduction is less than was forecast, it still presents a significant challenge to the Service in terms of enabling for a balanced budget. In planning for significant grant reduction the Service has in place a number approaches to bridge the funding gap. Confirmation is expected to be received in February 2015 of the settlement. Given the potential certainty provided by a 4 year settlement and the planned approaches to meeting the funding gap subject to confirmation of budget the Risk Owner will consider the reduction of the likelihood score from 3 to 2 during the next quarterly review.</p>
Changes to control measures	<p>The Authority continues to manage its budget and accounts in such a way that has enabled for an unqualified financial opinion and value for money conclusion to be provided for our external auditors. This has been confirmed to Authority and provides an substantial independent assurance as to the quality of our financial management arrangements.</p> <p>Following a review of the Strategic Enabling Team (SET) a post of Strategic Enabler Business Development has been established. This post will support the Service in meeting its flexible funding ambition of circa £2M in 3 years.</p>

Assurance updates	<p>The work and associated reports of the external auditor provides assurance against a number of controls in place to manage against the realisation of risk on the assurance map.</p> <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 and are supported by a number of level 3 assurances. 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>
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Corporate 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 2 (likelihood) x 3 (impact) = 6 although the risk level remains at Medium. This means that it is likely to occur within a period of 2-5 years (10-24% chance).</p>
Changes to control measures	<p>As part of the workforce planning and succession planning strategy, guidance to support managers has been provided.</p> <p>An amendment has been made to the assurance map to reflect that the Service is currently fundamentally re-working its approach to the provision of Learning and Development information. This will enable for the prescriptive and detailed Standing Order approach to be replaced by a more appropriate framework.</p>
Assurance updates	<p>The level of control provided by the Service's Health and Fitness Standing Order has been downgraded to amber. This is because the Service is currently moving towards the Sector recognised CFOA health standard and in implementing this approach will need to ensure the appropriate framework is in place to achieve the performance requirements set out in the CFOA guidance. Similarly the Control Owner confidence provided by the Learning and Development information will be changed to amber until the new framework approach becomes embedded.</p> <p>The Risk Owner has ensured that control owners have provided assurance for the controls for this particular risk. This proactive approach has strengthened the control environment and level 1 assurance has 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>The Risk Owner has provided a high (green) confidence opinion as to the effectiveness of the control environment in managing this risk.</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 using the likelihood x impact matrix is 2 (likelihood) x 2 (Impact) generating an overall risk score of 4 which is unchanged from the previous quarter.</p> <p>Brigade Support Vehicles are operational and are having an impact in supporting the maintenance of the Service's delivery model. In terms of wider integration into Service Delivery, performance against PIs continues to be green and within tolerances and capability continues to be built at delivery level to support increased volume of inspections</p>
Changes to control measures	<p>A new risk trigger has been added relating to the requirement for staff to provide consistent and high standard fire safety advice to businesses. All fire safety personnel are required to achieve a recognised fire safety qualification in accordance with the Chief Fire Officers Association (CFOA) qualifications framework. In ensuring competence is maintained the principles of the IPDS framework are applied.</p> <p>The Intelligence Led Audit Programme (ILAP) continues to be developed. As part of its purpose, ILAP is intended to enable for the appropriate inspection of premises based upon risk. In support of risk based inspection, command based risk profiles are used to enable the appropriate identification of premises. This has been reflected on the assurance map as a further level of control.</p> <p>In support of greater resilience within our Flexi-Duty model, each command officer now has an assigned fire safety specialist. A planned programme of refresher training is in place to ensure the effectiveness of this capability is maintained.</p>
Assurance updates	<p>Level 1 assurance has been updated and 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</p>

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>Following recent submission of a report to the Fire Control Governance Board upon future role, responsibilities and resources, Fire Control staff are being consulted upon the proposals for change. Whilst the Service remains committed to the consultation process, business continuity arrangements to ensure that call handling and mobilising capability is maintained in any event that may lead to the significant temporary loss of control staff (pandemic for example) are in place.</p> <p>The Service is currently considering secondary fire control, alternative locations and the level of functionality required. Whilst, the current secondary fire control, located at what used to be the Academy is still fully functional, there will be a requirement to move should a suitable offer be made for the purchase of the Academy site.</p>
Changes to control measures	There is no change to the control measures associated with the effective management of this risk
Assurance updates	A number of the dates of the assurance controls require refreshing as some controls have not been updated for over two years. This will be done in quarter 4. To date no limited assurances (red ratings) have been identified and as such no immediate interventions are required. 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.

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

Emerging Issues	None this quarter
Changes to control measures	None this quarter
Assurance updates	As a consequence of organisational re-structure, a number of control owners have changed. This provides the opportunity for a fresh look at the level of assurance provided by these controls. However, given the continued good performance around key health, safety and environment performance indicators, there is nothing to suggest that the control level is anything other than substantial. 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.