



Appendix 4 Resources, Fire & Rescue OSC Management of Risk

Resources (with WFRS) - analysis

Key messages:

- 6 out of 23 risks met target score with mitigations*
- Risk ratings - Red – 3, Amber - 10, Green – 10

*NB –Please note, The Communities directorate risks relating to Warwickshire Fire & Rescue Service (#1-3) are reported to Resources & Fire & Rescue OSC, so added to this summary

Red risks:

- Cyber attack (# 6)
- Insufficient resources (# 17)
- **Resourcing to Risk (WFRS) – #22**

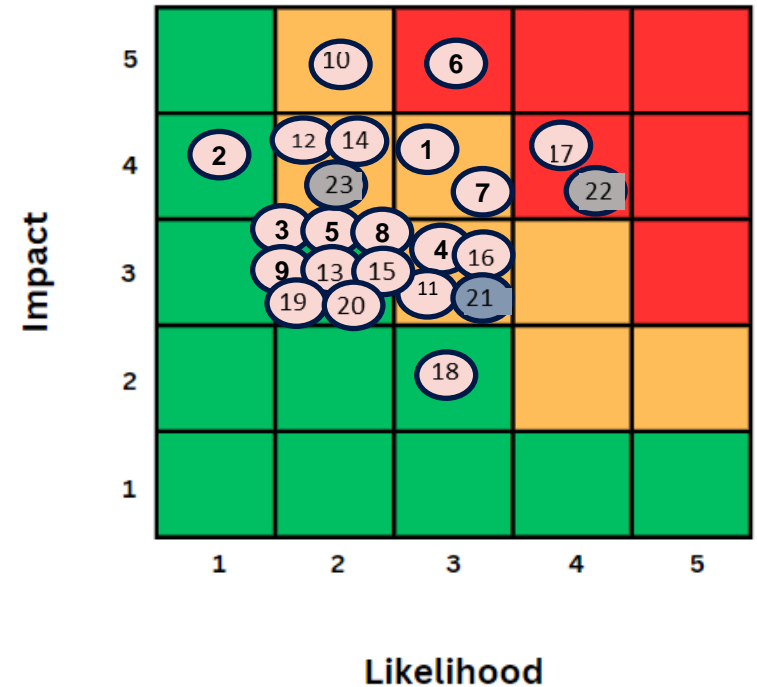
New risks this Quarter: N/a

Closed risks this Quarter:

- Inflation creates an unbalanced budget – incorporated into overall financial risk
- ERP project
- **CM 2 - Inability to meet statutory functions (WFRS)**

Risk owners: Bal Jacob, Craig Cusack, Sarah Duxbury, Ben Brook

Control action owners: Nic Vine, Peter Wren, Charles Barlow, Tejay De Kretser, Martin Lewis, Steph Gardener, Rebecca Murphy, Chirs Kaye, Liz Firmstone, Andrew Harper, Finance projects and MT



Residual risk - Analysis		Appetite	
Number of risks	23	Averse	-
Risks on target	5	Minimalist	2
Risk level has exceeded the target for 3 quarters in a row	7	Cautious	13
Risk level has exceeded target for 3 quarters in a row and is currently more than 3 points above target	7	Open	7
		Hungry	-



Resources - Strategy, Planning & Governance & Enabling			Inherent risk	Residual risk	Target risk	Direction
RE 1	Increase in serious data breaches and/or failure to address organisational backlog of Subject Access Requests	Sarah Duxbury	20	12	8	TBC
RE 2	Detriment to quality standards if we don't have the people and essential skills to provide a service (to:- Clients / Members / Internal Customers / External Customers) leads to not aligning with the Council Plan.	Sarah Duxbury	8	4	4	Cautious
RE 3	Failing to meet MTFs targets and sustain areas of income generation to achieve break even across all commercial activity	Sarah Duxbury	9	6	6	Cautious
RE 4	If we are not able to effectively prioritise Council plan deliverables and/or if demand from services and new priorities outstrips the capacity within Change Programmes, and other support services across the Council, then then desired outcomes will not be delivered.	Sarah Duxbury	12	9	6	Cautious
RE 5	Detriment to outcomes for individuals and communities if we are not able to deliver our Levelling Up/ Creating Opportunities commitments in a sustainable Community Powered way	Sarah Duxbury	16	9	9	Cautious
RE 6	Cyber Attack is successful and personal data and systems are compromised	Craig Cusack	20	15	8	Minimalist
RE 7	Inflationary Impacts & Capital costs, including for Education Capital Schemes, exceeding current basic need funding for delivery of projects to provide sufficiency affecting the wider Council finances	Craig Cusack	16	12	9	Open
RE 8	Interruptions to Customer Service Centre services due to transition to the new customer enterprise platform (CRM)	Craig Cusack	12	6	6	Cautious
RE 9	Unable to use the asset base to achieve an acceptable rate of return, including expected rates of return from WPDG enterprises against a more open risk appetite.	Craig Cusack	9	6	6	Open
RE 10	Social Care System Mosaic fails and is unable to be recovered due to the historical complexity of the applications design	Craig Cusack	10	10	2	Cautious
RE 11	Lack of understanding of the moral and ethical considerations in adopting Artificial Intelligence in delivering Council services	Craig Cusack	6	6	4	Cautious
RE 12	Failure of property rationalisation	Craig Cusack	12	8	6	Open
Re 13	Significant ICT Infrastructure failure due to aging	Craig Cusack	9	6	4	Minimalist

Resources – workforce and finance

			Inherent risk	Residual risk	Target risk	Appetite
RE 14	If there is a loss of essential skills and failure to plan for future skills there won't be alignment with the Council Plan (wrong people in the wrong place with the wrong skills)	Bal Jacob	10	8	6	Open
RE 15	Lack of Clear and accurate HR data to support workforce management and planning.	Bal Jacob	9	6	3	Open
RE 16	Sustaining absence levels so that increases do not affect delivery of quality services	Bal Jacob	9	9	6	Open
RE 17	Insufficient resources to deliver the Authority's Council Plan and priorities given identifiable spending pressures and longer term structural deficit position.	Purnima Kandula	20	16	9	Cautious
RE 18	Poor investment / improvement decisions are made and / or poorly managed improvement projects which result in poor value for money (reduced benefits, cost overruns) or financial loss for the Council.	Purnima Kandula	16	6	4	Open
RE 19	Any financial system control weaknesses increase the risk of errors or fraud leading to financial losses.	Purnima Kandula	9	6	4	Cautious
RE 20	Procurement and Contract Management activity not consistently in line with legal requirements and reflected in Contract Standing Orders and best practice	Purnima Kandula	9	6	4	Cautious
CM 1	Critical failure of ICT systems that are essential for Fire and Rescue to mobilise to provide critical information	Ben Brook	15	9	2	Cautious
CM 2	Resourcing to Risk - Our resource provision is not effectively aligned to the risk and demand within Warwickshire.	Ben Brook	16	16	6	Cautious
CM 3	National Power Outage: Maintaining statutory duties during Local and/or National Power outage	Ben Brook	12	8	4	Cautious