

**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**AUDIT COMMITTEE**

**22 March 2022**

**Report of the Interim Director of Finance and ICT**

**Strategic Risk Register (Quarter 3) and  
Corporate Risk Management Strategy Update**

**1. Purpose**

- 1.1 For the Audit Committee to review the Strategic Risk Register and receive an update on the corporate risk management strategy for 2021-2024.

**2. Information and Analysis**

- 2.1 This report covers updates to the council's strategic risk register up to the end of Quarter 3 (31 December 2021). As the Committee will be aware, the Russian invasion of Ukraine has presented the Council with a range of new or changed strategic and operational risks. These arise from changed relations and substantial sanctions placed on Russia, and the human and economic impacts currently unfolding from the war.

- 2.2 The key risks which are currently being assessed and monitored by officers which are not fully reflected in the Quarter 3 update are:

- Potential increase in cyber threats (the National Cyber Security Centre (NCSC) is not currently advising a change in threat level)
- Potential need to support Ukrainian refugees (we are expecting national government guidance about this soon)
- Financial disruption arising from increased fuel, energy and material costs, interest rate increases etc.
- Potential changes to insurance costs and possibly to cover should events deteriorate further
- Potential withdrawal from contracts involving Russian suppliers
- Disruption to supply chains reaching into eastern Europe

2.3 The Council is also a designated Category 1 responder under the Civil Contingencies Act 2004. This means the Council could be called upon to support a multi-agency response to any 'malicious risks' within Derbyshire. This assessment and response to malicious risks is made by Derbyshire Police in liaison with national government and the security services. Any response requiring multi-agency action is coordinated through the Local Resilience Forum led by Derbyshire Police and supported by the council's emergency planning team.

### **3. Strategic Risk Register (Quarter 3 update)**

3.1 The Strategic Risk Register updated to the end of Quarter 3 is shown at Appendix 2. The register includes those risks that may have a significant impact on the Council's ability to deliver its services and objectives.

3.2 Updates to the risk register are shown in purple text.

3.3 Strategic risks are currently defined as risks which score 12 and above. These risks therefore are all subject to significant management action, control, evaluation or improvements and continued proactive monitoring.

3.4 Work has now been completed to fully assess and develop management strategies for two strategic risks highlighted in the last report. These are:

- *Information governance.*
- *Failure to understand or respond adequately to new or changing legislation and regulation.*

3.5 The scores for the following risks have changed since the last report:

- *Adapting to climate change* – the target score has increased from Green to Amber. This reflects a change in the probability assessment following a review by the climate change team.
- *Protection of vulnerable children* – The current score has reduced from 16 to 12 but remains Red.
- *Maintenance of property assets* – the target score has increased from Green to Amber. This reflects a change in the impact assessment following a review by the property team.
- *Maintenance of Place assets* – this risk has been redefined by the Future Highways Model (FHM) and Highways Capital Programme teams. The risk is now assessed as Green. This was discussed with the Audit Committee by the Executive Director of Place at the committee's last meeting. The committee commented that the risk definition should include consequences which will be added. The corporate risk team is discussing the scope of this risk to ensure it covers the breadth of Place assets such as waterways.

- 3.6 The scores for all other risks remain unchanged from the last report.
- 3.7 The corporate guide to assessing impact and likelihood is included within Appendix 2 to assist Audit Committee Members.

### **3. Alternative Options Considered**

- 3.1 This is a regular report on progress with managing strategic risks.
- 3.2 Additionally, good progress is being made to implement the corporate risk management strategy for 2021-2024. Work is in hand by departments to fully review their risk registers. It is expected that corporate risks will be uploaded to APEX during 2022-23 Quarter 1. A full progress report will be presented to the Audit Committee at its next meeting.

### **4. Implications**

- 4.1 Implications are discussed in Appendix 1.

### **5. Consultation**

- 5.1 The information in Appendix 2 was provided by risk owners.

### **6. Background Papers**

- 6.1 Electronic files held by Risk and Insurance management, Finance & ICT Services, County Hall Complex.

### **7. Appendices**

- 7.1 Appendix 1 – Implications.
- 7.2 Appendix 2 – Strategic Risk Register.

### **8. Recommendations**

That the Audit Committee:

- a) Notes work in hand to assess and monitor emerging risks for the Council from the Russian invasion and war with Ukraine.
- b) Reviews the Strategic Risk Register, noting the most severe risks to the Council and changes in scores for three risks in Quarter 3.
- c) Notes that a full report on progress with implementing the corporate risk management strategy will be presented to the Committee at its next meeting.

## **9. Reasons for recommendations**

- 9.1 The Audit Committee is charged with providing assurance of risk management within the Council.

### **Report Authors:**

**Paul Stone**  
Interim Director of Finance & ICT

**Jane Morgan**  
Risk and Insurance Manager

### **Contact details:**

paul.stone2@derbyshire.gov.uk

jane.morgan@derbyshire.gov.uk

## **Implications**

### **Financial**

- 1.1 Financial implications in relation to specific risks are noted in the strategic risk register where applicable.

### **Legal**

- 2.1 Legal implications in relation to specific risks are noted in the strategic risk register where applicable.

### **Human Resources**

- 3.1 Human Resources implications in relation to specific risks are noted in the strategic risk register where applicable.

### **Information Technology**

- 4.1 Information technology implications in relation to specific risks are noted in the strategic risk register.
- 4.2 The risk management upgrade to APEX is produced by the same company supplying the existing performance information software. The application is designed to fully integrate with this software.

### **Equalities Impact**

- 5.1 Equalities impact implications in relation to specific risks are noted in the strategic risk register where applicable.

### **Corporate objectives and priorities for change**

- 6.1 The strategic risk register and corporate risk management strategy underpin the successful delivery of the Council's objectives and deliverables set out in the Council Plan and service delivery plans.
- 6.2 The revised corporate risk management strategy, to be presented at the Audit Committee's next meeting, is designed to strengthen risk management arrangements to underpin improved performance across the Council, and to deliver greater public value from its work.

### **Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)**

- 7.1 All other implications in relation to specific risks are noted in the strategic risk register where applicable.

## STRATEGIC RISK REGISTER

<b>Report period:</b>	2021-22	Q3
<b>Report date:</b>	27 January 2022	



The Derbyshire County Council strategic risk register includes all risks with the greatest potential negative impact on the Council.

### Change to scoring from September 2021

The Corporate Risk Management Strategy 2021-2025 changed the method of scoring risks to give greater weighting to the 'Impact' score. The change took effect in September 2021 (2021-22 Q2). Risks scoring 15 or above (pre-September 2021) or 12 and above (from September 2021) are deemed 'strategic' and included in the strategic risk register. Scores for 2021-22 Q2 are shown using both methods to provide continuity when comparing scores pre and post-September 2021.

The scoring matrices are shown in Appendix 2A (pre-September 2021) and Appendix 2B (from September 2021).

### Scoring history (trend)

Historic scoring data is shown from when new and significantly changed risks were first included in the register.

During 2021-22 some risks were split into component parts and wording amended to provide greater clarity. Historic scores have been retained except where the wording changed significantly to make comparison difficult.

### Notes

1. Textual changes since the last report are shown in **Purple**.
2. Any risks not updated during the current quarter are **highlighted** in the 'Last update' box.

## Summary of strategic risks

Risk description	Risk owner	Target score	Current score (Q3)	Change (since last quarter)	Page
Impact of a prolonged recovery and a funding gap	Peter Handford	Amber	Red	No change	3
Increase in demand on Council services	Iain Little	Amber	Red	No change	7
Failure to have adequate business continuity plans in place	Chris Henning	Green	Red	No change	9
Failure to have adequate emergency response arrangements in place	Chris Henning	Amber	Red	No change	12
Effective change management	Emma Crapper	Green	Red	No change	15
Supply chain failure	Peter Handford	Green	Red	No change	18
Failure to achieve value for money for the Council's New Waste Treatment Facility; and failure to re-commission the facility and secure long-term operation	Chris Henning	Blue	Red	No change	21
Information governance	Peter Handford	Amber	Red	No change	23
Adapting to climate change	Claire Brailsford	Amber	Red	Target increase	26
Protection of vulnerable adults	Helen Jones	Amber	Red	No change	28
Protection of vulnerable children	Carol Cammiss	Amber	Red	Current increase	32
Maintenance of property assets	Dave Massingham	Amber	Red	Target increase	35
Maintenance of Place assets	Chris Henning	Green	Green	Current reduction	37
Failure to understand or respond adequately to new or changing legislation and regulation	Helen Barrington	Amber	Red	No change	40
Ineffectual workforce planning	Emma Crapper	Green	Red	No change	45

<b>Risk Description</b>	<b>Impact of a prolonged recovery and a funding gap</b>									
	In the event that the Authority does not develop sufficient and timely proposals to deal with the ongoing or further reductions in funding/resources, there is a risk that the need to close the funding gap may result in identifying measures for unplanned reductions in service spend leading to deterioration or interruption of front line service delivery.									
<b>Risk Owner</b>	<b>Peter Handford</b>				Executive Director of Corporate Services and Transformation					
<b>Last update</b>	Period:	2021-22 Q3				Date:	21 December 2021			
<b>Target (score)</b>	AMBER (8)				Probability:	Probable (4)		Impact:	Moderate (2)	
<b>Current (score)</b>	RED (20)				Probability:	Almost Certain (5)		Impact:	Extremely High (4)	
<b>Assessment history</b>	2020-21	Q1	Q2	Q3	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4
								Q2 (Post-Sep 2021)		
<b>Other</b>	<b>Reputation impact assessment</b>			MODERATE		<b>Financial impact assessment</b>			Band 8	
<b>Progress update</b>	<p>The Council has updated its Five-Year Financial Plan alongside the setting of the Revenue Budget 2021/22 in February 2021. The update reflects the outcomes of the Spending Round 2020 and the Local Government Finance Settlement 2021/22.</p> <p>There is a significant commitment in the Council's 2021/22 Revenue Budget to provide an additional £27m of ongoing funding and £15m to support service pressures.</p> <p>Given the uncertainty regarding Covid-19, the EU Exit, local government devolution and delays to the Fair Funding and Business Rates Reviews, consideration has been given to the longer- term financial sustainability of the Council in setting its 2021/22 budget. The Revenue Budget 2021-22 included a £10m contingency to support rising social care costs. This budget has been allocated to the Adult Social Care and Health, and Children's Services departments, following the Quarter 1 2021-22 forecast outturn position which identified financial pressures for both departments.</p>									



	<p>There is a reliance on the achievement of a programme of budget savings.</p> <p>The Covid-19 pandemic has resulted in an economic shock from which it will take some time to recover. The Revenue Outturn 2020-21 was considered by Cabinet on 29 July 2021 and approved the allocation from underspends of £9.000m to the Budget Management Earmarked Reserve and £14.000m to a newly established reserve as a contingency against potential funding losses during the Covid-19 recovery.</p> <p>The Spending Review 2021 announced additional funding for local authorities of £1.6bn in each of the next three financial years to support inflationary and demand pressures, and to help meet the National Insurance increases from the introduction of the Social Care Levy.</p> <p>The Provisional Finance Settlement announced on 16 December has failed to provide a multi-year settlement which would have helped to support financial planning and financial sustainability.</p>		
<b>Controls</b>	<b>Description</b>	<b>Status</b>	<b>Owner</b>
	Five-Year Financial Plan is updated at least annually and following key Government announcements e.g. Spending Rounds. In addition to this, the Council's Financial Strategy has been revised and updated, and was approved by Cabinet on 9 September 2021. The Strategy sets out a framework in which the Council manages its financial resources.	In place/embedded	E Scriven
	Departmental budget reductions programmed developed together with a plan of lead-in times for consultation, where appropriate and the identification of workforce reductions.	In place/embedded	P Handford
	Budget Management Strategy Group established to ensure a cohesive approach to the monitoring of departmental budget saving targets, associated consultation activity and budget setting procedures. Departmental representatives following	In place/embedded	P Handford

	agreed terms of reference are meeting at least monthly with an expectation that the frequency of meetings will be more regular during the budget setting period. In addition, the Capital Strategy Group oversee the capital bids process and monitoring of the capital programme.		
	Budget Monitoring Policy ensures that there is regular reporting to SMTs and Members. The Director of Finance meets with Executive Directors and Cabinet Members to discuss the latest monitoring position. The position is reported to Cabinet and Council on a quarterly basis (effective from 1/4/2020) alongside departmental performance information.	In place/embedded	E Scriven
	The Reserves Policy stipulates that the Council's level of reserves will be reviewed at least annually. This includes a projection of the General Reserve balance to ensure that is maintained at an adequate risk assessed level.	In place/embedded	E Scriven
	Positive use of Better Care Fund and alignment of health and social care priorities for integrated working.	In progress/taking effect	H Jones
	Lobby Government in ensuring fair funding for Derbyshire. The Council responds to all key Government consultations in respect of the Funding Review which is currently ongoing. Consideration is being given to the establishment of countywide lobbying in association with district/borough/city councils, adopting a joined-up approach in respect of priority areas such as social care and homelessness.	In progress/taking effect	P Handford
	Monitor the impact of the National Funding Formula for schools and closely monitor the implications of the High Needs Block	In progress/taking effect	C Allcock

	level of funding ensuring compliance with the revised Government regulations.		
	Departments have identified estimated Covid-19 costs for 2021/22 and initial identification of service pressures over and above those identified as part of the 2021/22 budget setting process. The budget setting process for 2022/23 commenced in early Summer 2021 to ensure that the Council has early sight of the financial pressures faced in both short and medium-term.	In progress/taking effect	P Handford
	A £15m recovery fund has been established to support the Derbyshire economy and recovery from Covid-19. It is expected that the majority of the scheme will each provide significant benefit to the local economy with a smaller portion for internal recovery, with a further £14.000m made available from 2020/21 underspends.	In progress/taking effect	P Handford

<b>Risk Description</b>	<b>Increase in demand on Council services</b>									
	As demand for services changes, the Council may need to adapt the services it currently offers in order to provide the new or additional services. Failing to manage the changes could lead to core services being reduced leading to significant impact upon stakeholders and partnerships; potential litigation; fines; risk of injury or death.									
<b>Risk Owner</b>	<b>Iain Little</b>				Deputy Director of Public Health					
<b>Last update</b>	Period:	2021-22 Q3				Date:	14 January 2022			
<b>Target (score)</b>	AMBER (8)				Probability:	Probable (4)		Impact:	Moderate (2)	
<b>Current (score)</b>	RED (16)				Probability:	Probable (4)		Impact:	Extremely High (4)	
<b>Assessment history</b>	2020-21	Q1	Q2	Q3	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4
								Q2 (Post-Sep 2021)		
<b>Other</b>	<b>Reputation impact assessment</b>			HIGH			<b>Financial impact assessment</b>		Band 4	
<b>Progress update</b>	<p>Demand Management has been identified as a priority project within the Enterprising Council approach.</p> <p>A report to Enterprising Council Board in May 2021 recommended that demand management is embedded across change management projects and programmes through developing an approach to understand and measuring demand. This will align the work with the Strategic Transformation workstream.</p> <p>An SRO has been identified, and links made to incorporate demand management within work of the Strategic Transformation Programme Management Office. This work continues to be delayed due to capacity pressures caused by the Council's Covid-19 response.</p>									

Controls	Description	Status	Owner
	SRO identified to lead work.	In place/embedded	E Crapper
	Demand management approach agreed.	In place/embedded	I Little
	Embedding of demand management approach within work of Strategic Transformation PMO	In progress/taking effect	I Little/E Crapper

<b>Risk Description</b>	<b>Failure to have adequate business continuity plans in place</b>									
	The emerging risk environment, the number and type of emergency and the interdependencies of services is increasingly making business continuity or "resilience" a significant focus for the Council.									
<b>Risk Owner</b>	<b>Chris Henning</b>				Executive Director, Place					
<b>Last update</b>	Period:	2021-22 Q3				Date:	12 January 2022			
<b>Target (score)</b>	GREEN (6)				Probability:	Unlikely (2)		Impact:	High (3)	
<b>Current (score)</b>	RED (20)				Probability:	Almost Certain (5)		Impact:	Extremely High (4)	
<b>Assessment history</b>	2020-21	Q1	Q2	Q3	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4
								Q2 (Post-Sep 2021)		
<b>Other</b>	<b>Reputation impact assessment</b>			MODERATE			<b>Financial impact assessment</b>		Band 5	
<b>Progress update</b>	<p>The Council's corporate business continuity plan provides a strategic framework around which staff can work to enable critical functions to be maintained, or quickly restored to minimise any effect on service delivery to the community.</p> <p>The plan concentrates on services provided at County Hall headquarters, Chatsworth Hall, John Hadfield House and Shand House. and identifies priority functions which need to be maintained or restored in order to provide critical services.</p> <p>Further work is being undertaken to look at services provided at other locations, partnership working and external suppliers.</p> <p>There is an established annual programme of training and exercises to ensure staff understand what their roles and responsibilities are, test the effectiveness of the plan and assist with future development.</p>									

	<p>Following a Business Continuity exercise organised by Emergency Planning a revised priority functions spreadsheet for all service areas is in place. The document ensures that heads of service are actively considering and documenting their business continuity arrangements. The priority functions spreadsheet needs to be revisited throughout the year; the previous version was completed in Nov 2020.</p> <p>Following the outbreak of the coronavirus, the Council has engaged in significant scenario planning across all departments to ensure that the Council is equipped to respond to ensure continuity of services on a priority basis.</p> <p>Directorates providing key services should have up to date service area plans detailing how they will continue/or resume critical services. An audit of these needs to be undertaken to ensure that there are plans and that they are up to date.</p> <p>The corporate business continuity priority functions spreadsheet needs to be revisited throughout the year; the previous version was completed in Nov 2020. The plan has been used during the response to Covid-19 however the plan has not been exercised since October 2019.</p> <p>Concern has been raised as to whether directorates/service areas have in place local service area plans and/or how up to date they are, and the adequacy of these. A review of how business continuity planning is resourced needs to be undertaken to ensure that it is adequately resourced.</p> <p>The revised scoring was proposed following a meeting with the Risk &amp; Insurance Manager and Emergency Planning Manager.</p>		
<b>Controls</b>	<b>Description</b>	<b>Status</b>	<b>Owner</b>
	Corporate Business Continuity Plans updated and tested on an annual basis. Plan is held on an external resilient portal (ResilienceDirect) to which staff with identified roles and responsibilities have access.	In place/embedded	E Partington

	In the event of an emergency, the Business Continuity Management Team (key strategic corporate staff) will meet at appropriate intervals to agree the strategic objectives and task the Business Continuity Support Team in order to ensure an effective co-ordinated response.	In place/embedded	E Crapper
	Departments hold in-depth reviews of their continuity arrangements to ensure key services can continue.	In progress/taking effect	E Crapper
	ICT and procurement to work with departments to ensure systems procured provide resilience.	In progress/taking effect	T Gerrard
	Cross departmental working in place to support key areas. Skills and training identified.	In progress/taking effect	E Crapper
	Business Continuity Policy – May 2018	In progress/taking effect	E Partington



<b>Risk Description</b>	<b>Failure to have adequate emergency response arrangements in place</b>									
	The Council's ability to provide an effective response to an emergency situation, including major incidents such as severe weather (e.g. climate change-based flooding), fire, loss of utilities or pandemics, whilst maintaining its critical services to the public.									
	The emerging risk environment, the number and type of emergencies is increasingly making continuity or "resilience" a significant focus for the Council.									
	Budget cuts and rationalisation (including resourcing reductions) also challenge the Council in its ability to fulfil its Category 1 Responder statutory duty under the Civil Contingencies Act 2004.									
<b>Risk Owner</b>	<b>Chris Henning</b>				Executive Director, Place					
<b>Last update</b>	Period:	2021-22 Q3				Date:	12 January 2022			
<b>Target (score)</b>	AMBER (8)				Probability:	Unlikely (2)		Impact:	Extremely High (4)	
<b>Current (score)</b>	RED (16)				Probability:	Probable (4)		Impact:	Extremely High (4)	
<b>Assessment history</b>	2020-21	Q1	Q2	Q3	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4
								Q2 (Post-Sep 2021)		
<b>Other</b>	<b>Reputation impact assessment</b>			HIGH			<b>Financial impact assessment</b>		Band 5	
<b>Progress update</b>	Under the Civil Contingencies Act (CCA) 2004 the County Council is defined as a Category 1 Responder and therefore has statutory duties placed on it, one of which is to ensure that it has plans in place to respond to an emergency and continue to provide critical services, i.e. emergency planning and business continuity arrangements.									
	The Local Resilience Forum is made up of Category 1 Responders as defined by the CCA. As a Category 1 Responder the Council is jointly responsible for preparing and maintaining Derbyshire									

	LRF's community risk register and ensuring that multi-agency plans are in place to mitigate/respond to the risks/threats identified within it.		
<b>Controls</b>	<b>Description</b>	<b>Status</b>	<b>Owner</b>
	Corporate Emergency Plan updated and tested on an annual basis with multi agency training and exercises. Plan is held on an external resilient portal (ResilienceDirect) to which staff with identified roles and responsibilities have access.	In place/embedded	E Partington
	In the event of an emergency, key staff will attend multi agency Strategic Co-ordinating and Tactical Co-ordinating Groups as appropriate. During Covid-19, wherever possible, Strategic Coordinating Group and Tactical Coordinating Group meetings will be held virtually in response to Covid-19 and other major incidents.	In place/embedded	C Henning
	Following emergencies departments review their response with internal debriefs that feed into LRF multi-agency debriefs as appropriate.	In place/embedded	C Henning
	LRF multi-agency risk and capability plans are prepared and maintained by LRF partners to ensure an effective response by responding agencies including the County Council.	In place/embedded	C Henning
	Flood Risk Management Strategy and guidance notes - The flood risk management strategy sets out the Council's actions to help manage flood risk in Derbyshire. It also gives the role of our partners (such as district and borough councils, water companies, parish and town councils). The strategy is divided into 2 parts: <ul style="list-style-type: none"> <li>Part 1 provides information about flooding and flood risk - it covers who to call, and how local people can help</li> </ul>	In place/embedded	J Gould

	<p>themselves to become more resilient to the impacts of flooding.</p> <ul style="list-style-type: none"> <li>Part 2 covers the more technical details of understanding flood risk in Derbyshire - it has an action plan about how we will manage future risks and get money to cover costs.</li> </ul>		
	<p>Flood Risk Asset Register - register of structures or features in Derbyshire which are considered to have a significant impact on flood risk and requires permission if any changes are to be made. Owners of assets and features on the asset register must maintain their assets and ensure that they are working fully. The Council has the power to enforce the owners of registered assets to carry out this duty.</p>	In place/embedded	J Gould

<b>Risk Description</b>	<b>Effective change management</b>													
	<p>The Council is undergoing significant organisational change from financial pressure or political change which could create significant workforce issues around having the right skills, behaviours, productivity and capacity, each of which may adversely impact upon service delivery if not managed effectively.</p> <p>The effect of implementing organisational change, could result in adverse employee relations and impacts on the Council's workforce coupled with pressure for increased productivity should effective change management and employee engagement not be in place.</p> <p>The lack of effective change management could lead to significant impact upon stakeholders and partnerships; potential litigation; fines; risk of injury or death and unplanned spending increases.</p>													
	<b>Risk Owner</b>					<b>Emma Crapper</b>					Director of Organisation Development and Policy			
<b>Last update</b>	Period:		2021-22 Q3			Date:		14 January 2022						
<b>Target (score)</b>	GREEN (6)			Probability:		Possible (3)		Impact:		Moderate (2)				
<b>Current (score)</b>	RED (16)			Probability:		Probable (4)		Impact:		Extremely High (4)				
<b>Assessment history</b>	2020-21	Q1	Q2	Q3	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4				
								Q2 (Post-Sep 2021)						
<b>Other</b>	<b>Reputation impact assessment</b>			HIGH			<b>Financial impact assessment</b>			Band 4				
<b>Progress update</b>	Work has taken place to further develop the whole council strategic transformation case identified as a key priority to drive forward Phase 2 of the Council's Enterprising Council approach. The initial work has focused on developing a whole council view of change activity across the organisation which will support the identification of priority programmes of work and the targeting of resources.													

A new centralised programme management office is currently in the process of being developed and this will ensure that the council develops a consistent approach to project/programme management and business planning across the organisation. The initial work has focussed on reviewing the existing change and transformation projects and programmes taking place across the Council. The PMO will also be responsible for ensuring the Council has the necessary skills, capacity and capability to deliver identify change.

A new Assistant Director – Business Change has been appointed for twelve months creating additional capacity to support the effective implementation of the strategic transformation case and the PMO.

Employee engagement and wellbeing is central to the development of the Council's people strategy with an employee engagement cycle now in place and a number of employee wellbeing initiatives having been implemented (i.e. employee assistance programme, Thrive app).

A cycle of regular pulse surveys and local team action planning has been implemented which will complement the Council's wider approach to engagement (Listen and Engage, Shape and Respond). This is supported by internal communications narrative work centred on 'Our Spirit', with departmental employee engagement forums having now been held for all departments and the organisational engagement forum held in November 2021.

Feedback from leadership forums continues to help inform and mitigate against potential concerns within the workforce and will shape the engagement approach further as we proceed, supported by a clear leadership development approach and leadership behavioural framework. Leadership connections groups have been implemented to further strengthen discussions and communications across the leadership forum.

The council continues to progress and review its wellbeing strategy actions plans, focused on people, data and systems to ensure the strategy is successfully embedded. The wellbeing strategy is being reviewed by end March 2022 to ensure it remains fit for purpose.

Controls	Description	Status	Owner
	Development of strategic transformation case and prioritised council wide programme of transformation.	In progress/taking effect	E Crapper
	Creation of a centralised Programme Management Office for the Council.	In progress/taking effect	E Crapper
	Development of effective governance arrangements to monitor and evaluate agreed change activity.	In progress/taking effect	E Crapper
	Deployment of the employee engagement cycle as approved by CMT on 8 February 2020 supported by departmental and organisational employee engagement forums.	In progress/taking effect	J Skila
	Regular leadership forums / senior leadership forums to support leader development and information sharing, coupled with a leadership behavioural framework. <a href="#">A review of the approach to forums to be completed by February 2022.</a>	In progress/taking effect	J Skila
	Ongoing deployment, review and monitoring of the council's wellbeing strategy and associated action plans.	In progress/taking effect	J Skila

<b>Risk Description</b>	<b>Supply chain failure</b>									
	Failure to manage contracts effectively could lead to unforeseen increased costs; risk of contracts collapsing; increased carbon footprint.									
<b>Risk Owner</b>	<b>Peter Handford</b>					Executive Director of Corporate Services and Transformation				
<b>Last update</b>	Period: 2021-22 Q3				Date:		27 January 2022			
<b>Target (score)</b>	GREEN (6)				Probability:		Unlikely (2)		Impact: High (3)	
<b>Current (score)</b>	RED (20)				Probability:		Almost Certain (5)		Impact: Extremely High (4)	
<b>Assessment history</b>	2020-21	Q1	Q2	Q3	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4
								Q2 (Post-Sep 2021)		
<b>Other</b>	<b>Reputation impact assessment</b>			HIGH			<b>Financial impact assessment</b>			Band 8
<b>Progress update</b>	A Central Contract Management Support Team to improve management of contracts across the Council <i>has been approved and is now in progress.</i>									
<b>Controls</b>	<b>Description</b>						<b>Status</b>		<b>Owner</b>	
	A guidance document has been produced to ensure departments are aware of their responsibilities to ensure management of business continuity is part of their contract management processes. This document will be issued once audit sign off is received.						Proposed/not yet approved		T Gerrard	
	Proposed introduction of a standardised Contract Management Framework via a Central Management Professional Standards Team across the Council.						<i>In progress/taking effect</i>		T Gerrard	

	Identification of high value/high risk contracts including partnerships and partners which demand a higher level of contract management.	In progress/taking effect	T Gerrard
	Understanding the flow of Council goods and services from our suppliers will help mitigate supply chain risk and identify any potential risk to supply and/or costs this should include the manufacturing, movement and storage of goods, right through to order fulfilment. This data should be captured and reported on centrally as part of robust contract/supply chain management.	In progress/taking effect	T Gerrard
	Use of an external credit reference agency is proposed as part of contract management activity to check financial standing of providers during the life of the contract.	Proposed/not yet approved	T Gerrard
	Contract & provider knowledge sharing with other councils via the East Midlands Heads of Procurement and the national Public Sector Procurement Working Group.	In progress/taking effect	T Gerrard
	Reviewing and updating tender documentation and contracts to identify weaknesses which could contribute towards supply chain failure.	In progress/taking effect	T Gerrard
	Ensuring Business Continuity Plans are reviewed and tested with providers during the life of the contract as part of robust contract management activity.	In progress/taking effect	T Gerrard
	County Procurement is an active member of the Council's Environmental Sustainability Group. As part of this Group proposals to embed sustainability into Procurement activities are being considered. The Social Value Portal organisation is	In progress/taking effect	T Gerrard



	being on-boarded to deliver sustainability as part of the Social Value framework. A Soft Market Testing exercise is also being undertaken to identify a sustainability partner.		
--	---	--	--

<b>Risk Description</b>	<b>Failure to achieve value for money for the Council’s New Waste Treatment Facility; and failure to re-commission the facility and secure long-term operation</b>									
	<p>The Council is working with stakeholders to determine the “Estimated Fair Value” (EFV) of the facility following termination of the Project Agreement with RRS. This is the compensation due to the former contractor and comprises the value of the plant, considering all <b>associated</b> costs of rectifying ongoing issues, and the costs of providing the services to meet the agreed contract standards.</p> <p>Failure to achieve value for money is a significant risk to the Council’s budget. Failure to <b>determine the future use of the New Waste Treatment Facility</b> is a significant risk for the long-term waste management strategy, the Council’s future economic and environmental sustainability and its reputation.</p>									
<b>Risk Owner</b>	<b>Chris Henning</b>				Executive Director, Place					
<b>Last update</b>	Period: 2021-22 Q3				Date:		11 January 2022			
<b>Target (score)</b>	BLUE (2)				Probability: Unlikely (2)		Impact: Low (1)			
<b>Current (score)</b>	RED (20)				Probability: Almost Certain (5)		Impact: Extremely High (4)			
<b>Assessment history</b>	2020-21	Q1	Q2	Q3	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4
								Q2 (Post-Sep 2021)		
<b>Other</b>	<b>Reputation impact assessment</b>			HIGH		<b>Financial impact assessment</b>			Band 7	
<b>Progress update</b>	<p>The councils are working to agree an “estimated fair value” for the facility taking into account all of the costs of rectifying ongoing issues at the facility, and the costs of providing the services to meet the agreed contract standards. In parallel preparations continue in the event negotiations are unsuccessful.</p> <p>Work to determine the condition and capability of the facility is nearing completion and will determine the next steps for the facility.</p>									

	Project planning is underway on services post 2022, when the Service Continuity Contract expires. A Work Plan of key actions is in place, resources allocated and are subject to regular review.		
<b>Controls</b>	<b>Description</b>	<b>Status</b>	<b>Owner</b>
	A Service Continuity Contract has been put in place to make sure waste continues to be dealt with, and that recycling centres and waste transfer stations continue to operate. These services are being provided by waste management company Renewi under a new <b>short-term</b> contract. The contract includes work to secure and preserve the waste treatment facility.	In place/embedded	C Brailsford
	Joint Waste Contract Management Boards (with Derby City Council) in place and meet regularly to provide strategic leadership.	In place/embedded	C Brailsford
	Internal Waste Project Board has been established and meets monthly.	In place/embedded	C Brailsford
	Specialist advisors (finance; commercial, <b>technical</b> and legal) appointed and support the Project Team. The Project Team meets at minimum weekly.	In place/embedded	C Brailsford

<b>Risk Description</b>	<b>Information governance</b>									
	The Council's information governance policies, processes and systems insufficiently protect personal, commercial and other sensitive data, leading to potential harm to vulnerable persons, employees and commercial relationships, legal action, financial penalties and reputational damage.									
<b>Risk Owner</b>	<b>Peter Handford</b>				Executive Director of Corporate Services and Transformation					
<b>Last update</b>	Period:	2021-22 Q3				Date:	18 January 2022			
<b>Target (score)</b>	AMBER (9)				Probability:	Possible (3)		Impact:	High (3)	
<b>Current (score)</b>	RED (12)				Probability:	Possible (3)		Impact:	Extremely High (4)	
<b>Assessment history</b>	2020-21	Q1	Q2	Q3	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4
								Q2 (Post-Sep 2021)		
<b>Other</b>	<b>Reputation impact assessment</b>			HIGH			<b>Financial impact assessment</b>		Band 3	
<b>Progress update</b>	<p>This corporate risk is being reformulated by the Director of Finance and ICT to address information governance (incorporating GDPR and cyber resilience).</p> <p>The risk scores are unchanged until the review is complete, and an informed assessment is made, however the current score reflects the large amount of controls in place.</p> <p>An implementation plan for The Data Strategy will shortly be provided for approval to centralise legacy flat file data into a secure SharePoint structure.</p>									
<b>Controls</b>	<b>Description</b>						<b>Status</b>		<b>Owner</b>	
	The ICT Data Architecture function to build out the data use and management guidelines for the Council.						In progress/taking effect		R Pearson	

	The data management strategy and a resource requirements report are to be considered by CMT and/or Cabinet over the coming weeks. This will allow the ICT Service to put the resources in place to develop an implementation plan to migrate to SharePoint and implement the advance security options available in the e5 license <del>is being developed</del> .	In progress/taking effect	R Pearson
	Staff see a screen each time they logon to the Council's network that lists the key policies that they must read and acknowledge. These same policies are presented to new staff at induction.	In place/embedded	
	File counter icon on desktops show staff their documents that are held locally.	In place/embedded	J White
	Information Governance Training is mandatory online training for all council staff, agency staff and temporary staff. It must be completed every 12 months and metrics are presented to the Information Governance Group monthly.	In place/embedded	J White
	ISO27001 certification gives the Council assurance that physical and technical processes are in place to secure and protect data.	In place/embedded	J White
	The council has a robust security incident management system in place which alerts of security vulnerabilities and data breaches. <b>The new Halo system is now live and improvements have been implemented to alert ICT Services of incidents that pertain to malware and phishing incidents.</b>	In place/embedded	J White
	The council has access control on all systems holding data and permissions are reviewed quarterly.	In place/embedded	R Pearson

	The council has a range of technical defences in place to secure the council's Data Centres, server and network architecture, data backups and business continuity plans.	In place/embedded	R Pearson
	All Council issued devices are encrypted and PIN protected to prevent access to data on the hard drive.	In place/embedded	R Pearson

<b>Risk Description</b>	<b>Adapting to climate change</b>									
	The Council faces a challenge in relation to an increase in extreme weather patterns including increased rainfall, drought, heatwaves and unseasonal weather. This will result in risks of increased frequency of flooding; damage to infrastructure; risk to health, well-being and productivity; water and energy shortages; risks to natural capital; interruption of food production and trade; new and emerging pests, diseases and plant and animal species. Climate change around the world is likely to result in mass migration of people.									
<b>Risk Owner</b>	<b>Claire Brailsford</b>				Director of Environment and Transport					
<b>Last update</b>	Period:	2021-22 Q3				Date:	11 January 2022			
<b>Target (score)</b>	AMBER (9)				Probability:	Possible (3)		Impact:	High (3)	
<b>Current (score)</b>	RED (16)				Probability:	Probable (4)		Impact:	Extremely High (4)	
<b>Assessment history</b>	2020-21	Q1	Q2	Q3	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4
								Q2 (Post-Sep 2021)		
<b>Other</b>	<b>Reputation impact assessment</b>			HIGH		<b>Financial impact assessment</b>			Band 8	
<b>Progress update</b>	<p>The Derbyshire Climate Change Adaptation Plan was produced in 2013 with a review of progress taking place in 2017.</p> <p>The Adaptation Plan addressed flooding, infrastructure, service delivery, adapting the built environment and community and business resilience planning with considerable work being undertaken in each area.</p> <p>Since the 2013 study climate change understanding and science has progressed, and the policy and guidance around climate change adaptation has changed. The target score has been reassessed in the context of these changes.</p>									

	<p>There is therefore now a need to assess what this information means to the Council and the services that it delivers, using the Derbyshire Climate Change Adaptation Plan developed in 2013 as a good starting point.</p> <p>A draft Climate Projections for Derbyshire 2020-2100 report has been developed, summarising information about how the climate of Derbyshire, the UK and the world are changing and may change in the future. A draft project proposal for assessing the risks facing Council Services has also been developed and shared with CMT and the Corporate Risk Management Group, with a plan for project delivery in 2022.</p> <p>Work undertaken on climate projections and will inform plans to build the resilience of Derbyshire to a changing climate to include risk assessments and adaptation plans.</p>		
<b>Controls</b>	<b>Description</b>	<b>Status</b>	<b>Owner</b>
	Analysis and distribution of future climate projections for Derbyshire	In progress/taking effect	C Brailsford
	Council Service risk assessments and adaptation plans <i>aligned where possible to existing processes and plans</i>	In progress/taking effect	C Brailsford
	Derbyshire Local Flood Risk Management Strategy	In place/embedded	J Gould
	Derbyshire Natural Capital <i>and Biodiversity</i> Strategy (being commissioned)	In progress/taking effect	C Brailsford
Planning guidance	Proposed/not yet approved	J Batty	



<b>Risk Description</b>	<b>Protection of vulnerable adults</b>									
	Failure to protect the most vulnerable in our society could lead to significant fines; special measures; litigation; decreased staff morale; reputational damage.									
<b>Risk Owner</b>	<b>Helen Jones</b>				Executive Director, Adult Social Care and Health					
<b>Last update</b>	Period:	2021-22 Q3				Date:	12 January 2022			
<b>Target (score)</b>	AMBER (8)				Probability:	Unlikely (2)		Impact:	Extremely High (4)	
<b>Current (score)</b>	RED (12)				Probability:	Possible (3)		Impact:	Extremely High (4)	
<b>Assessment history</b>	2020-21	Q1	Q2	Q3	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4
								Q2 (Post-Sep 2021)		
<b>Other</b>	<b>Reputation impact assessment</b>			HIGH			<b>Financial impact assessment</b>			Band 4
<b>Progress update</b>	<p>An Adult Social Care (ASC) Quality Assurance Strategy has been developed which is the foundation from which we will ensure that all ASCH functions drive the delivery of high quality services for the people of Derbyshire and work to continuously improve quality based on a clear understanding of expectations and requirements.</p> <p>This strategy has been incorporated into policy and is being driven by an overarching Quality Assurance Board that meets on a quarterly basis and which receives highlight reports at each meeting from workstream leads who are responsible for a specific area of quality assurance across the ASC department. There are six key work streams; Safe Services, Quality Recording, Quality Monitoring and Improvement, Quality Workforce, Communications and Quality Policies and Procedures.</p> <p>Each work stream is required to utilise appropriate data to monitor and scrutinise activity across the department and report to the board via a highlight report as well as focus activity on key actions through detailed work stream action plans.</p>									

	<p>The QA Board has reported updates on activity and required action to the ASC Portfolio Holder verbally to date and is now in the process of arranging quarterly written progress reporting from October 2021 onwards.</p> <p>In specific relation to the directly provided services such as residential care, homecare and day care activity there is also a Quality Improvement Board (QIB) which has now been established for some eighteen months or more. This Board is chaired by an Assistant Director and involves Group Managers across the department. The Board ensures that the quality and improvement of all directly provided services is the responsibility of the whole department and that the QA strategy is being implemented.</p> <p>The work of this Board is focused into the same six key work streams, and feeds directly into, the Quality Assurance Board that Board.</p> <p>Further to the above ASC is now being impacted by the new Covid variant which is impacting staffing levels both internally and within the PVI sector. ASC has re-established emergency planning Gold, Silver and Bronze calls and an operational Covid risk register.</p>		
<b>Controls</b>	<b>Description</b>	<b>Status</b>	<b>Owner</b>
	An Adult Social Care Quality Assurance Strategy and Framework has been developed and agreed. This strategy has now been converted into policy and implemented across the department and is being embedded into practice.	In progress/taking effect	S Stevens
	The Quality Improvement Board meets on a six weekly basis to review progress within work streams, to drive delivery on the action plan and to identify new learning.	In place/embedded	T Henson
The Quality Improvement Board provides regular updates to the ASC Quality Assurance Board, Senior Management team and Executive Director.	In place/embedded	T Henson	

	Safeguarding leadership arrangements have been reviewed and additional investment has been made into the team as well as a transfer of the operational structure into the Commissioning, Safeguarding and Performance team to enable more independent scrutiny and oversight.	In place/embedded	J Ryalls/ S Knowles
	We have reviewed our approach to learning reviews and serious incidents. We have revised policy and process in order to ensure appropriate and consistent monitoring, review and learning mechanisms are established and embedded.	In progress/taking effect	J Ryalls/ S Knowles
	Additional investment has been made into the ASC Quality and Compliance team in order to ensure we have a focused approach to audit, monitoring and continuous improvement.	In place/embedded	T Henson
	An initial performance dashboard has been developed which currently monitors the performance of our care homes by measuring across six key metrics; staffing vacancies, occupancy, incidents, training, complaints and CQC rating.  This dashboard is further being developed to capture quality, compliance and safeguarding activity across the whole department. Both the high-level dashboard, and a more detailed report sitting underneath, are sent to all relevant operational staff and are also monitored by the Quality and Compliance Team.	In progress/taking effect	T Henson
Senior Managers are updated in relation to any significant incidents through a newly embedded 'notifiable incident form'.	In place/embedded	D Sullivan/ T Henson	

	<p>A Quality Assurance Board that meets on a quarterly basis, and which receives highlight reports at each meeting from workstream leads who are responsible for a specific area of quality assurance across the ASC department, has been established to oversee progress on actions and receive highlight reports on meets on a six weekly basis to review progress within work streams, to drive delivery on the action plan and to identify new learning. This board has provided regular verbal updates to the ASC Senior Management team, Executive Director and Portfolio Holder.</p> <p>From October 2021 the board will be providing written updates on a quarterly basis to the Executive Director and Portfolio Holder.</p>	In place/embedded	S Stevens
	<p>A data dashboard which was initially developed for our transformation programme, is being further developed to ensure that accurate reporting on specific areas of Quality assurance can be maintained in one place to support monitoring and reporting to the Quality Assurance Board.</p>	In progress/taking effect	L Elba-Porter

<b>Risk Description</b>	<b>Protection of vulnerable children</b>									
	Failure to protect the most vulnerable in our society could lead to significant fines; special measures; litigation; decreased staff morale; reputational damage.									
<b>Risk Owner</b>	<b>Carol Cammiss</b>					Executive Director, Children's Services				
<b>Last update</b>	Period:	2021-22 Q3				Date:	12 January 2022			
<b>Target (score)</b>	AMBER (8)				Probability:	Unlikely (2)		Impact:	Extremely High (4)	
<b>Current (score)</b>	RED (16)				Probability:	Probable (4)		Impact:	Extremely High (4)	
<b>Assessment history</b>	2020-21	Q1	Q2	Q3	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4
								Q2 (Post-Sep 2021)		
<b>Other</b>	<b>Reputation impact assessment</b>			HIGH			<b>Financial impact assessment</b>		Band 7	
<b>Progress update</b>	<p>Risk can never be eliminated entirely, however Derbyshire continuously seeks to strengthen risk management and practice in cases known to the Authority. As demonstrated recently, heightened media attention at times of national or local tragedy can impact on referral rates and capacity to respond for a variety of reasons in light of other LA's seeing an increase the likelihood is that Derbyshire could follow a similar trend therefore the risk rating has been increased.</p> <p>A range of robust mitigation measures are in place and will continue. The council has robust policies and procedures in place to safeguard vulnerable children, supported by training and development, supervision and quality assurance processes. Our ongoing quality assurance programme indicates that practice has strengthened and the vast majority of casework in our reflective case reviews is judged to be good or better.</p> <p>Structures and capacity within frontline teams have been reviewed, in order to reduce caseloads and increase support for practitioners via reflective supervision and management oversight.</p>									

	<p>Successful recruitment and retention strategies have reduced turnover and vacancies in social care over the past two years, leading to greater workforce stability.</p> <p>More recently, the higher turnover that we had seen in some Localities during the pandemic appears to have levelled off, however periodic strains in capacity are unavoidable with the regularity of workforce changes. Supportive communications have been shared with the workforce regarding the respect and value of their hard work and practice with children and families.</p> <p>These measures provide a firm foundation for ongoing service improvement and the reduction of risks to children.</p>		
<b>Controls</b>	<b>Description</b>	<b>Status</b>	<b>Owner</b>
	Robust policies & procedures, training, supervision and QA in place. Supported by strong independent quality assurance function.	In place/embedded	A Noble
	Derbyshire Safeguarding Childrens Partnership embedding and supporting quality assurance and development of multi-agency safeguarding practice.	In progress/taking effect	L Dale
	Systemic practice operating model; integration of Early Help and Social Care.	In place/embedded	A Noble
	Formal and informal learning, coaching and mentoring. Work underway to further strengthen L&D approaches	In progress/taking effect	A Noble/ L&D team
	Robust procedures within Starting point to embed multi agency thresholds and pathways. Further work across DDSCP to strengthen partnership responsibility.	In progress/taking effect	P Lambert
	Reviewing of staffing, training and caseloads - establishing ongoing funding of service structure and capacity.	In progress/taking effect	A Noble

	Practice improvement plans with oversight by QA Board chaired by Exec Director. Regular performance monitoring and accountability at all levels across children's safeguarding and SEND services. Plan recently reviewed following achievement of original actions.	In place/embedded	P Lambert
	Supervision policy and management oversight reviewed and strengthened.	In place/embedded	P Lambert
	Workforce strategy - recruitment and retention of social workers improved; supporting more stable workforce and reducing remaining capacity pressures. Strategies developed and implemented to address recent staffing challenges in Locality areas. Longer term approaches to recruitment and retention being explored.	In progress/taking effect	P Lambert
	Strengthened procedures via DDSCP to identify and embed learning from serious case reviews/child practice reviews. Implementation of regular assurance reports to CMT on learning reviews and actions to strengthen practice.	In progress/taking effect	A Noble
	Systems in place to report regularly and learn from complaints.	In place/embedded	D Cohen
	Systems in place to ensure a joined-up approach to managing risks for children during COVID-19; strengthened multi-agency working.	In place/embedded	A Noble/ I Peel

<b>Risk Description</b>	<b>Maintenance of property assets</b>										
	Failure to maintain our assets could lead to significant fines; significant litigation; decreased staff morale; reputational damage; HSE investigation.										
<b>Risk Owner</b>	<b>Dave Massingham</b>					Director of Property					
<b>Last update</b>	Period:	2021-22 Q3				Date:	11 January 2022				
<b>Target (score)</b>	AMBER (8)				Probability:	Unlikely (2)		Impact:	Extremely High (4)		
<b>Current (score)</b>	RED (12)				Probability:	Possible (3)		Impact:	Extremely High (4)		
<b>Assessment history</b>	2020-21	Q1	Q2	Q3	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4	
								Q2 (Post-Sep 2021)			
<b>Other</b>	<b>Reputation impact assessment</b>			MODERATE			<b>Financial impact assessment</b>		Band 4		
<b>Progress update</b>	<p>In February 2021 a new Governance and decision arrangements framework was presented to Cabinet and agreed.</p> <p>Resources within operational service areas have been refocused on priority risk areas of Statutory Compliance and a new administrative and contract management team for Statutory Compliance areas has been implemented.</p> <p>Created a Statutory Compliance Policy.</p> <p>Currently reviewing Asset Management Strategy and writing a Maintenance Strategy. Maintenance governance meetings in place.</p>										
<b>Controls</b>	<b>Description</b>						<b>Status</b>		<b>Owner</b>		
	Decision taken to adopt Asset Management Strategy and Asset.						In progress/taking effect		J Scholes		



	Management Plan in place of previous Framework.		
	Governance and Performance Framework is a key deliverable in the service plan.	In place/embedded	G Massey
	A 5-year programme of individual asset plans for all council assets has been developed and is underway.	In progress/taking effect	J Scholes
	5-year programme of individual Condition Surveys for all council assets.	In place/embedded	S Brown
	Annual Premises Reviews to 100% of managed estate.	In place/embedded	S Brown
	Planned Preventative Maintenance plans to align with Asset Plans.	In progress/taking effect	S Brown
	Dedicated resource to Statutory Compliance – administration, contract management and operational service provision.	In place/embedded	S Brown

<b>Risk Description</b>	<b>Maintenance of Place assets</b>										
	Council's ability to maintain assets to a requisite standard.										
<b>Risk Owner</b>	<b>Chris Henning</b>					Executive Director, Place					
<b>Last update</b>	Period:	2021-22 Q3				Date:	11 January 2022				
<b>Target (score)</b>	GREEN (4)				Probability:	Unlikely (2)		Impact:	Moderate (2)		
<b>Current (score)</b>	GREEN (6)				Probability:	Possible (3)		Impact:	Moderate (2)		
<b>Assessment history</b>	2020-21	Q1	Q2	Q3	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4	
								Q2 (Post-Sep 2021)			
<b>Other</b>	<b>Reputation impact assessment</b>			MODERATE			<b>Financial impact assessment</b>			Band 4	
<b>Progress update</b>	<p>This risk is to be reviewed within the development of the FHM and Highways Capital Programmes. The risk has been updated to reflect a more accurate risk description, moving away from the potential consequence led narrative. Evaluating the current risk and mitigations in place against the risk has led to this risk moving from Red to Green.</p> <p>Representatives from Place, Property and Corporate Finance are seeking to develop a holistic strategy and approach to how individual plans, processes and procedures will fit together to form the Council's joined up approach.</p> <p>Derbyshire's approach to Highways Asset Management is set out in the 2016 Code of Practice for Well-Managed Highway Infrastructure.</p> <p>These required local authorities to adopt a risk based, integrated asset management approach to maintaining highway infrastructure by October 2018. These approaches are supported by the new funding models for local authority highway maintenance.</p>										

	<p>A Corporate Property Asset Management Framework is in place. Working with Property Services, Service Asset Management Plans are being developed.</p> <p>The Capital Strategy for 2022-22 provides a high-level overview of how capital expenditure and capital financing contribute to the provision of local public services.</p>		
<b>Controls</b>	<b>Description</b>	<b>Status</b>	<b>Owner</b>
	<p>The Highways Infrastructure Asset Management Policy and Strategy documents set out delivery of road-related services against our key priorities taking into consideration residents' needs, the condition of the asset and how best use can be made of available resources. The emphasis is on managing our infrastructure assets efficiently and effectively by focusing on investing in long-term planned maintenance instead of short-term repairs. Documentation is reviewed biennially.</p>	<p>In progress/taking effect</p>	<p>J Gould</p>
	<p>Highway Network Management Plan - technical document which specifies how the department manages and provides change to Derbyshire's highway network. The document follows a review of existing policies and procedures to reflect the change to the risk-based approach set out in the HIAMs documentation and the criteria to manage the network. It reflects changes to materials and techniques within the industry, relevant legislation and current environmental guidance and practice.</p>	<p>In progress/taking effect</p>	<p>J Gould</p>
<p>Environmental Management System (EMS) - ISO 14001 Certification – Yearly Audit programme and three yearly recertification.</p>	<p>In place/embedded</p>	<p>J Gould</p>	

	Quality Management System (QMS) – ISO 9001-2015 Certification - Yearly Audit programme and three yearly recertification.	In place/embedded	D Massey
--	--	-------------------	----------

<b>Risk Description</b>	<b>Failure to understand or respond adequately to new or changing legislation and regulation</b>									
	Lack of knowledge and understanding of statutory duties meaning the Council is at increased risk of special measures, HSE investigation, corporate manslaughter charges, personal prosecution and insurers refusing to provide indemnity on property or liability claims.									
<b>Risk Owner</b>	<b>Helen Barrington</b>				Director of Legal and Democratic Services					
<b>Last update</b>	Period:	2021-22 Q3				Date:	31 December 2021			
<b>Target (score)</b>	AMBER (8)				Probability:	Unlikely (2)		Impact:	Extremely High (4)	
<b>Current (score)</b>	RED (20)				Probability:	Almost Certain (5)		Impact:	Extremely High (4)	
<b>Assessment history</b>	2020-21	Q1	Q2	Q3	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4
								Q2 (Post-Sep 2021)		
<b>Other</b>	<b>Reputation impact assessment</b>			HIGH			<b>Financial impact assessment</b>		Band 7	
<b>Progress update</b>	<p>This corporate risk was reviewed by the new Director of Legal and Democratic Services during Q2.</p> <p>Frequent changes in guidance and legislation relating to coronavirus that take effect with very little notice continues to present a challenge for the Council.</p> <p>The new feedback / complaints system continues to be rolled out to all departments and the model for reporting and process improvements is being worked on. The Assistant Director Communications</p>									

and Customers intends to bring a paper to Corporate Management Team in relation to reporting and process improvements in Spring 2022.

Options to enhance VAT knowledge are still under consideration, however, the recent appointment of the Head of Financial Management & Strategy brings a wealth of VAT knowledge. The Council continues to utilise external VAT advice when it is appropriate to do so.

Controls	Description	Status	Owner
	<p>The Applicable Legislation Register containing principal current legislation that is applicable to the Council is published on the intranet. The Register is reviewed by the Information Governance Group annually, or as required, following additions and updates to legislation.</p>	In place/embedded	H Barrington
	<p><a href="https://staff.derbyshire.gov.uk/site-elements/documents/information-security/applicable-legislation-register.pdf">https://staff.derbyshire.gov.uk/site-elements/documents/information-security/applicable-legislation-register.pdf</a></p> <p>Need to ensure that this Register is updated regularly and promoted more widely.</p>	Proposed/not yet approved	H Barrington
	<p>All draft reports to Members are scrutinised for legal implications by Legal Services and relevant Council procedures provide for legal advice to be taken at appropriate stages.</p>	In place/embedded	H Barrington
	<p>Monitoring Officer, Deputy Monitoring Officer, Section 151 Officer and Deputy Section 151 officer in post. Requirement for the posts to be legally or CCAB qualified respectively.</p>	In place/embedded	H Barrington / P Handford

	A range of qualified and experienced officers are in post across the major functions. Professional officers are required to maintain CPD. Relevant training and development opportunities are also provided.	In place/embedded	Individual service areas
	Senior officers are members of local and national networks and forums to support, share best practice and information, including Derbyshire Monitoring Officers Group, Lawyers in Local Government, EM Lawshare, Derbyshire Finance Officers Association, Society of County Treasurers, Midlands Highway Alliance, engagement with DfE and Ofsted, Local Family Justice Board, East Midlands improvement alliance led by Directors of Children's Services etc.	In place/embedded	Individual service areas
	Annual membership of relevant professional bodies for example: Association of Public Service Excellence (APSE), Chartered Institute of Public Finance and Accountancy (CIPFA), LGComms for Communications and CCMA for Customer Service, Association of Directors of Children's Services that ensures officers are alerted to changes in legislation.	In place/embedded	Individual service areas
	Officers subscribe to relevant professional updates and bulletins for information about changes in legislation, including CIPFA Finance Advisory Network, Public Sector Tax, Practical Law, Local Government Lawyer, LGA, LGiU,	In place/embedded	Individual service areas
	External and internal audits/quality assurance are conducted on a variety of services in relation to quality, environmental, information governance and health and safety.	In place/embedded	Individual service areas

	External advisers and consultants with specialised knowledge and experience in particular fields of expertise are used as required.	In place/embedded	Individual service areas
	Complaints to the Local Government and Social Care Ombudsman are dealt with by a competent and legally qualified solicitor, who is able to identify trends and areas of non-compliance with legislation. Robust improvement plans can then be developed with strong governance arrangements to address areas of weaker or poor practice and ensure legislative compliance.	In place/embedded	H Barrington/ P Peat
	Claims against the Council are assessed on a case by case basis to establish whether the claim has arisen due to failure to comply with legislation. Data shows that there is good understanding of legislation and overall compliance with it. The prospects of success of defending claims are predominantly reduced as a result of insufficient record keeping to evidence compliance.	In place/embedded	H Barrington
	Complaints are currently processed within departments without corporate oversight and comprehensive records. This is in the process of delivery change to support central monitoring and oversight that will enable trends and areas of non-compliance with legislation to be identified and addressed. <i>The new feedback / complaints system continues to be rolled out to all departments and the model for reporting and process improvements is being worked on. The Assistant Director Communications and Customers intends to bring a paper to Corporate Management Team in relation to reporting and process improvements in Spring 2022.</i>	In progress/taking effect	J Odams

	<p>Legal Services subscribe to Legal Resources as a reference source when giving legal advice to the Council, however this is predominantly hard copy specialist encyclopaedias. It subscribes to one online package PLC, which covers certain areas of law but not others. Free online resources are available and made use of such as Legislation.gov.uk. Hard copy resources are updated to incorporate new legislation, however there is inevitably a delay in legislative changes taking effect and being published in hard copy form. In addition, as council officers have in the main been working from home since March 2020, access to hard copy materials is limited. There is a significant risk that officers may inadvertently give incorrect advice due to lack of access to up to date and accurate legal resources.</p>	In place/embedded	H Barrington
	<p>A move to online resources and procurement of an additional package would ensure that legislative reference materials are updated almost instantaneously and available remotely. Industry standard resources also include 'alert' functions to ensure officers are aware of legislative changes in their specialist areas. This would provide an opportunity for lawyers to notify client departments of changes in legislation they may not be aware of.</p>	Proposed/not yet approved	H Barrington
	<p>The lack of a dedicated VAT Officer has the risk of penalties from HMRC in the event of a VAT breach. Options to enhance VAT knowledge are still under consideration, however, the recent appointment of the Head of Financial Management &amp; Strategy brings a wealth of VAT knowledge. The Council continues to utilise external VAT advice when it is appropriate to do so.</p>	In progress/taking effect	P Stone



	Opportunity to develop robust relationship with the external auditors who highlight statutory/legislative changes to officers early so that they can be addressed.	Proposed/not yet approved	P Stone
--	--	---------------------------	---------

<b>Risk Description</b>	<b>Ineffectual workforce planning</b>									
	A failure to recruit and retain experienced staff and a lack of future talent development and succession planning may restrict the organisation's ability to ensure effective continuity of key skills and knowledge at all levels including leadership skills and behaviours. This could result in increased vacancy and attrition rates, and lack of resource and skills to enable effective service delivery.									
<b>Risk Owner</b>	<b>Emma Crapper</b>				Director of Organisation Development and Policy					
<b>Last update</b>	Period:	2021-22 Q3				Date:	14 January 2022			
<b>Target (score)</b>	GREEN (6)				Probability:	Possible (3)		Impact:	Moderate (2)	
<b>Current (score)</b>	RED (20)				Probability:	Almost Certain (5)		Impact:	Extremely High (4)	
<b>Assessment history</b>	2020-21	Q1	Q2	Q3	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4
								Q2 (Post-Sep 2021)		
<b>Other</b>	<b>Reputation impact assessment</b>			LOW		<b>Financial impact assessment</b>			Band 3	
<b>Progress update</b>	<p>Aligned to the development of the council's people strategy, core people priorities have been defined and approved which include focus on the attraction and retention of the workforce and responsive workforce plans.</p> <p>A review of recruitment services has been deployed, coupled with a revised learning and development operating model. This includes consideration of the organisation's approach to succession planning and performance management which will central to our future workforce planning approaches.</p> <p>In conjunction with the LGA, an assessment has been undertaken of the council's current approach to workforce planning in readiness for developing the future activity which is required to support delivery of more responsive workforce plans with findings now shared and workforce profiles have been developed for hard to recruit/key workforce groups aligned to service need.</p>									

	Learning and Development plans are key to delivering effective workforce planning with plans in place aligned to the Learning and Development Strategy to address key areas.		
<b>Controls</b>	<b>Description</b>	<b>Status</b>	<b>Owner</b>
	Continue to understand our workforce, the market and development and delivery of strategic workforce plans aligned to high priority workforce groups supported by clear deliverable plans leading to a reduction in reliance on agency usage and spend.	In progress/taking effect	J Skila
	Further develop our Employee Value Proposition (EVP), ensuring our terms and conditions and flexible working policies are fit for purpose and support our Modern Ways of Working vision.	In progress/taking effect	J Skila
	Continue to develop our recruitment offer through improvements to our careers site, utilisation of social media and raising the awareness of our EVP aligned to organisational values with Managers through training and development.	In progress/taking effect	J Skila
	Introduce learning pathways starting with a corporate, department and local induction for all roles and develop a framework for priority areas.	In progress/taking effect	J Skila

### Corporate risk scoring tables (pre-September 2021)

Source: Derbyshire County Council Risk Management Strategy 2019-21 (v2.7)

#### Risk severity matrix

Likelihood	5	Moderate (5)	High (10)	Extreme (15)	Extreme (20)	Extreme (25)
	4	Low (4)	Moderate (8)	High (12)	Extreme (16)	Extreme (20)
	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	Extreme (15)
	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)
		1	2	3	4	5
		Impact				

## Probability assessment criteria

Scale	Description
5	ALMOST CERTAIN: The event is expected to occur or occurs regularly (monthly, quarterly or biannual)
4	PROBABLE: The event will probably occur (annually)
3	POSSIBLE: The event may occur (1 incident in 2 years)
2	UNLIKELY: The event could occur (1 incident in 5 years)
1	RARE: The event may occur in certain extreme circumstances (1 Incident in 10 years or above)

## Impact assessment criteria by risk category

		Risk Categories (highest scoring category used for overall score)								
Scale	Scale Description	Financial	Reputational	Physical Injury/Health and Safety	Environmental Damage	Service/ Operational Disruption/ Key Targets/ Objectives	Statutory Duties/ legal Implications	Partnership Implications	Information Governance	Stakeholder Implications
5	Very High	>£25,000,000	Lasting or permanent brand damage resulting from adverse comments in national press and media. Members/Officers forced to resign	Death or severe life-changing injuries	Major national or international	Severe disruption/loss of service more than 7 days	Multiple Litigation	Complete failure / breakdown of partnership	Significant breach, extensive national press, ICO fines, loss of ISO 27001 certification	Stakeholders would be unable to pursue their rights and entitlement and may face life threatening consequences
4	High	£10,000,000 to <£25,000,000	Temporary brand damage from coverage in national press/media	Extensive or multiple injuries/ Incidents reportable to HSE	Major local impact	Disruption/Loss of service less than 7 days	Litigation	Significant impact on partnership or most of expected benefits fail	Larger breach, no sensitive data loss local press coverage Or Minor breach, sensitive data loss local press coverage	Stakeholders would experience considerable difficulty in pursuing rights and entitlements
3	Medium	£5,000,000 to <£10,000,000	Extensive coverage in regional press/radio/TV/social media	Serious injuries/ incidents reportable to HSE	Moderate locally	Disruption/Loss of service less than 48 hours	Ombudsman	Adverse effect on partnering arrangements	Larger breach, no sensitive data loss and internally controlled Or Minor breach, sensitive data loss internally controlled	Some minor effects on the ability of stakeholders to pursue rights and entitlements, e.g. other sources or avenues would not be available to stakeholders
2	Low	£2,500,000 to <£5,000,000	Minor adverse comments in regional press/social media	Minor (i.e. first aid treatment)/ No time lost from work	Minor locally	Internal disruption only, no loss of service	Individual Claims	Minimal Impact on Partnership	Individual breach no loss of sensitive data	Minimal impact without needing to look at other sources or avenues
1	Negligible	<£2,500,000	Minimal adverse comments with minimal press/social media	None	None/ Insignificant	No loss of service	No impact	No Impact	No impact	No impact

**Corporate risk scoring tables (from September 2021)**

Source: Derbyshire County Council Corporate Risk Management Strategy 2021-25 (v1.0)

**Risk severity matrix**

<b>Impact Score</b>	Extremely high	4	Green (4)	Amber (8)	Red (12)	Red (16)	Red (20)
	High	3	Green (3)	Green (6)	Amber (9)	Red (12)	Red (15)
	Moderate	2	Blue (2)	Green (4)	Green (6)	Amber (8)	Amber (10)
	Low	1	Blue (1)	Blue (2)	Green (3)	Green (4)	Green (5)
	None	0	Blue (0)	Blue (0)	Blue (0)	Blue (0)	Blue (0)
			1	2	3	4	5
			Rare	Unlikely	Possible	Probable	Almost certain
			<b>Likelihood Score</b>				

## Likelihood scoring

<b>5</b>	<b>Almost certain</b>	The event is expected to occur every year
<b>4</b>	<b>Probable</b>	The event could occur every year
<b>3</b>	<b>Possible</b>	The event could occur every two years
<b>2</b>	<b>Unlikely</b>	The event could occur every five years
<b>1</b>	<b>Rare</b>	The event could occur every 10 years or longer



## Impact scoring

The highest scoring area (the 'primary impact') used to assess risk severity.

	Impact grading	Public and employee health, safety and wellbeing	Community	Economy	Environment	Service Disruption	Skills capability	Legal	Contracts and Partnerships	Information Security
4	<b>Extremely high</b>	Substantial level of harm to the health, safety and wellbeing of the community, members of the public or employees	Substantial disadvantage to large parts of the community and/or many vulnerable residents	Substantial negative impact on the County's economy, including hard infrastructure	International and/or national environmental damage	Substantial external or internal disruption and/or loss of service (more than seven days)	Substantial under-performance from skills gaps and/or shortages	Substantial legal action, claims and/or penalties against or by the Council	Substantial impact on service delivery from a contract and/or partnership failure	Substantial breach; Information Commissioner Office (ICO) fine; loss of ISO 27001 certification
3	<b>High</b>	Significant level of harm to the health, safety and wellbeing of the community, members of the public or employees	Significant disadvantage to large parts of the community and/or some vulnerable residents	Significant negative impact on the County's economy, including hard infrastructure	Significant regional environmental damage and/or failure to meet all or most internal climate change targets	Significant external or internal disruption and/or loss of service (between three to seven days)	Significant under-performance from skills gaps and/or shortages	Significant legal action, claims and/or penalties against or by the Council	Significant impact on service delivery from a contract and/or partnership failure	Significant external breach with no loss of sensitive data; or minor external breach with loss of sensitive data

	<b>Impact grading</b>	<b>Public and employee health, safety and wellbeing</b>	<b>Community</b>	<b>Economy</b>	<b>Environment</b>	<b>Service Disruption</b>	<b>Skills capability</b>	<b>Legal</b>	<b>Contracts and Partnerships</b>	<b>Information Security</b>
<b>2</b>	<b>Moderate</b>	Moderate level of harm to the health, safety and wellbeing of the community, members of the public or employees	Moderate disadvantage to large parts of the community and/or some vulnerable residents	Moderate negative impact on the County's economy, including hard infrastructure	Moderate regional and/or major local environmental damage and/or failure to meet many internal climate change targets	Moderate external or internal disruption and/or loss of service (between 24 to 48 hours)	Moderate under-performance from skills gaps and/or shortages	Moderate legal action, claims and/or penalties against or by the Council	Moderate impact on service delivery from a contract and/or partnership failure	Significant internal breach with no loss of sensitive data; or minor internal breach with loss of sensitive data
<b>1</b>	<b>Low</b>	Minimal level of harm to the health, safety and wellbeing of the community, members of the public or employees	Minimal disadvantage to the community and/or some vulnerable residents	Minimal negative impact on the County's economy, including hard infrastructure	Minimal regional and/or local environmental damage and/or failure to meet some internal climate change targets	Minimal external or internal disruption and/or loss of service (less than 24 hours)	Minimal under-performance from skills gaps and/or shortages	Minimal legal action, claims and/or penalties against or by the Council	Minimal impact on service delivery from a contract and/or partnership failure	Minor external or internal breach with no loss of sensitive data
<b>0</b>	<b>None</b>	No impact	No impact	No impact	No impact	No impact	No impact	No impact	No impact	No impact

## Reputation impact assessment

<b>Extremely High</b>	Lasting or permanent national/local brand damage resulting from adverse comments in national press and media. Members/Officers almost certainly forced to resign.
<b>High</b>	Temporary national/local brand damage lasting up to two years from coverage in national and/or regional press/media. Members/Officers potentially forced to resign.
<b>Moderate</b>	Temporary local brand damage lasting up to one year from extensive coverage in regional press/ media.
<b>Low</b>	Temporary local brand damage lasting up to a few weeks from minor adverse comments in regional press/social media.
<b>Extremely Low</b>	Negligible local brand damage from limited adverse comments with minimal press/social media.

## Financial impact assessment

Each risk is assessed for the potential range of capital and/or revenue loss to the Council if the risk materialised.

<b>Band 8</b>	Loss over £20 million
<b>Band 7</b>	Loss between £10 million and £20 million
<b>Band 6</b>	Loss between £5 million and £10 million
<b>Band 5</b>	Loss between £3 million and £5 million
<b>Band 4</b>	Loss between £1 million and £3 million
<b>Band 3</b>	Loss between £100,000 and £1 million
<b>Band 2</b>	Loss between £50,000 and £100,000
<b>Band 1</b>	Loss under £50,000
<b>Band 0</b>	No financial loss