

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

AUDIT COMMITTEE

19 July 2022

Report of the Director of Finance and ICT

**Strategic Risk Register (2022-23 Quarter 1) and
Corporate Risk Management Strategy Update**

1. Purpose

- 1.1 Review the Strategic Risk Register and 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 1 (30 June 2022).
- 2.2 Since the register was updated, the Council has been subject to a significant cyber-attack. The attack was quickly identified, and steps taken to contain any potential damage. Forensic analysis was conducted, supported by Microsoft's Detection and Response Team (DART). The Information Commissioner was informed immediately about the attack in view of the potential loss of data. However, at this time there is no evidence that any data was compromised.
- 2.3 Work continues to improve the cyber-resilience of the Council's systems to meet the standards and recommendations of the National Cyber Security Council (NCSC), and a joint advisory notice by the NCSC and national agencies in the USA, Australia, Canada and New Zealand, specifically in relation to Russian state-sponsored cyber-attacks and cyber-criminals.
- 2.4 At this time the Council is self-insuring against cyber-risk as insurance market requirements are now far more stringent. Discussions are ongoing with the Council's insurance brokers to ensure that commercial insurance cover is resumed at the earliest opportunity once new requirements are met.

3. Strategic Risk Register (2022-23 Quarter 1 update)

3.1 The strategic risk register includes those risks which could have a significant impact on the Council's ability to deliver its services and objectives. Historically these are defined as risks which score 12 and above, and therefore subject to active monitoring and control.

3.2 A summary of risks currently on the strategic risks register is shown in Table 1. The full register is shown at Appendix 2, with updates since 2021-22 Q4 shown in purple text.

Table 1 – Summary of current strategic risks (2022-23 Q1)

Risk description	Risk owner	Target score	Latest score	Change (from previous quarter)
Impact of a prolonged recovery and a funding gap	Peter Handford	Amber	Red (Q1)	No change
Increase in demand on Council services	Iain Little	Amber	Red (Q1)	No change
Failure to deliver critical services in emergency situations	Chris Henning	Amber	Red (Q1)	Risk re-stated in Q4
Failure to have adequate emergency response arrangements in place	Chris Henning	Amber	Amber (Q1)	Reduced - on target
Effective change management	Emma Crapper	Green	Green (Q4)	Reduced - on target
Supply chain failure	Peter Handford	Green	Red (Q4)	No change
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 (Q1)	No change
Information governance	Peter Handford	Amber	Red (Q4)	No change
Adapting to climate change	Claire Brailsford	Amber	Red (Q1)	Risk re-stated in Q4
Protection of vulnerable adults	Helen Jones	Amber	Red (Q1)	No change
Protection of vulnerable children	Carol Cammiss	Amber	Amber (Q1)	No change (reduced to Amber in Q4)
Maintenance of property assets	Dave Massingham	Amber	Red (Q1)	No change
Inability to maintain Highways and Countryside assets to an appropriate standard	Chris Henning	Green	Red (Q1)	Current rating increased following rescoping

Risk description	Risk owner	Target score	Latest score	Change (from previous quarter)
Failure to understand or respond adequately to new or changing legislation and regulation	Helen Barrington	Amber	Red (Q4)	No change
Ineffectual workforce planning	Emma Crapper	Green	Green (Q4)	Reduced - on target

3.3 Six risks have been Red for six successive quarters (18 months or more) up the end of 2022-23 Q1. These risks are indicated in orange in the 'change' column in Table 1. The committee should note that there are two Red risks currently scored to the end of 2021-22 Q4 which also could tip into six successive quarters if remaining Red in 2022-23 Q1.

3.4 One risk has increased from Green to Red in 2022-23 Q1:

- **'Inability to maintain Highways and Countryside assets to an appropriate standard'** – in 2021-22 Q3 this risk was narrowed in scope and retitled 'Maintenance of Place assets', reducing the risk from Red to Green. As requested by the committee, this risk has been reviewed to ensure it covers to full range of Place assets. The rescoped risk has been assessed as Red.

3.5 Four risks, which were previously Red, have been rescored at a lower severity since the last report and are included in Table 1 and Appendix 2 for completeness. These risks are:

- **'Failure to have adequate emergency response arrangements in place'** – this risk has reduced from Red to Amber in 2022-23 Q1 following a reassessment of the overall risk to the council by the risk owner.
- **'Protection of vulnerable children'** – this risk was reduced from Red and Amber by the risk owner in 2021-22 Q4. This reflects a reassessment of the overall risk to the council by the risk owner.
- **'Effective change management'** and **'Ineffectual workforce planning'** – these risks were fully reviewed by the risk owner and reduced from Red to Green in 2021-22 Q4. This reflected the management controls now in place or taking effect and the overall impact on the council.

3.6 The scores for all other risks remain unchanged from the last report.

3.7 As previously reported, in Appendix 2 there are two overall scores for each risk in 2021-22 Q2. A new scoring methodology was introduced in September 2021 to give greater weight to risk impact. Each risk was scored with both the old and new methodology during that quarter for comparison and continuity purposes. A few risks still require dates for achieving target scores. These will be added when data is uploaded to the APEX corporate risk database by August 2022.

3.8 Information on how risk impact and likelihood are assessed is included at the end of Appendix 2 to help the audit committee interpret the scores.

4. Corporate Risk Management Strategy

4.1 In general, good progress has been made in implementing the new corporate risk management strategy. An outline implementation plan for the strategy was included with the paper presented to the committee at its meeting on 20 July 2021. A copy of this, together with notes on progress, is attached at Appendix 3.

4.2 The new APEX corporate risk database module is expected to launch in 2022-23 Q2. Considerable work has been undertaken by departments to review and update their risk registers in readiness for uploading data to APEX. More time also has been allowed to customise the software before launch. This is to ensure the system is easy to use by risk owners and owners of risk actions, and not just by specialist staff.

4.3 Risk management training and awareness sessions have been held for all departmental management teams, and a few directorate and divisional teams. More structured discussions about risk are now taking place in management and operational teams. Work on producing online training and guidance material, including APEX, was delayed but has now commenced. Other work will take place during 2022-23 to strengthen risk assessment as part of corporate planning, led by the strategy and policy team.

4.4 Work to update and exercise business continuity plans across the Council was delayed during the COVID-19 pandemic. Corporate responsibility for this work is under review. The need for this work to recommence is recognised and a business continuity management specialist will be recruited to support this work and build expertise in this area.

4.5 It is also proposed to introduce a few interim changes to the corporate risk management strategy, pending a fuller review in the autumn. This reflects feedback received as work has progressed on APEX. The proposed changes, detailed in Appendix 4, are:

- **Definition of corporate risk** – Definition of a corporate risk, to help identify which risks are considered ‘corporate’ and should be added to APEX.
- **Risk appetite** – The use of risk severity scores to help guide decisions on acceptable levels of risk: specifically, Red (‘extreme caution’); Amber (‘caution’); Green (‘limited acceptability’); and Blue (‘acceptable’).

- **Risk matrix impact scale** – To renumber the ‘impact’ scale from ‘1’ to address a technical issue in using a ‘0’ within the database software. This will not affect the descriptors or assessments made by risk owners. The change would be made automatically when risks data is uploaded to APEX and applied retrospectively from 2021-22 Q2 for data continuity.
- **Red risks** - To restrict ‘Red’ to only the most severe risks (scoring 20 or 25) where extreme caution is needed and allowing a better alignment with risk appetite (see above).
- **Impact descriptors** – To simplify terminology by aligning the wording used to describe each ‘Impact’ level; and to change the lowest ‘Impact’ level to read ‘Negligible or no impact’ to reflect the small amount of risk still present at the lowest level. It is also proposed to add ‘client groups’ to the ‘Public and employee health, safety and wellbeing’ impact category following feedback from operational teams.
- **Likelihood descriptors** – It has been raised that the ‘likelihood’ descriptor currently is not always easy to apply by being time-based only. It is proposed to add options allowing equivalent ‘relative’ and ‘probability’ assessments instead if more helpful in assessing a risk.

4.4 Subject to audit committee agreement, it is proposed to recommend to Cabinet that these changes are made as an interim update to the corporate risk management strategy by 31 August 2022 to coincide with launching the APEX corporate risk database, pending the annual review and update of the strategy in the autumn.

5. **Alternative Options Considered**

5.1 This is a regular report on progress with managing strategic risks and implementation of the corporate risk management strategy.

6. **Implications**

6.1 Implications are discussed in Appendix 1.

7. **Consultation**

7.1 The information in Appendix 2 was provided by risk owners. Other proposed changes have arisen from feedback during training sessions and preparations for APEX.

8. **Background Papers**

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

9. Appendices

- 9.1 Appendix 1 – Implications.
- 9.2 Appendix 2 – Strategic Risk Register.
- 9.3 Appendix 3 – Corporate Risk Management Strategy 2021-2025: Outline implementation plan progress report.
- 9.4 Appendix 4 - Proposed interim changes to the Corporate Risk Management Strategy 2021-2025 (Version 3.1).

10. Recommendations

That the Audit Committee:

- a) Notes work in hand to improve cyber-resilience and to secure commercial cyber insurance.
- b) Reviews the Strategic Risk Register, noting the most severe risks to the Council and changes in scores since the last report.
- c) Notes the progress with implementing the corporate risk management strategy.
- d) Agrees the proposed interim updates to the corporate risk management strategy for recommendation and approval by Cabinet.

11. Reasons for recommendations

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

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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 database upgrade to APEX is produced by the same company (InPhase) which supplies 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 corporate risk management strategy 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

Report period:	2022-23	Q1
Report date:	30 June 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 1A (pre-September 2021) and Appendix 1B (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. Risks which were not updated this quarter are **highlighted** in the 'Last update' box.

Summary of strategic risks

Risk description	Risk owner	Target score	Latest score	Change (since previous quarter)	Page
Impact of a prolonged recovery and a funding gap	Peter Handford	Amber	Red (Q1)	No change	3
Increase in demand on Council services	Iain Little	Amber	Red (Q1)	No change	7
Failure to deliver critical services in emergency situations	Chris Henning	Amber	Red (Q1)	Risk re-stated in Q4	9
Failure to have adequate emergency response arrangements in place	Chris Henning	Amber	Amber (Q1)	Reduced - on target	12
Effective change management	Emma Crapper	Green	Green (Q4)	Reduced - on target	15
Supply chain failure	Peter Handford	Green	Red (Q4)	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 (Q1)	No change	21
Information governance	Peter Handford	Amber	Red (Q4)	No change	23
Adapting to climate change	Chris Henning	Amber	Red (Q1)	Risk re-stated in Q4	26
Protection of vulnerable adults	Helen Jones	Amber	Red (Q1)	No change	30
Protection of vulnerable children	Carol Cammiss	Amber	Amber (Q1)	No change (reduced to Amber in Q4)	34
Maintenance of property assets	Dave Massingham	Amber	Red (Q1)	No change	37
Inability to maintain Highways and Countryside assets to an appropriate standard	Chris Henning	Green	Red (Q1)	Current rating increased following rescoping	39
Failure to understand or respond adequately to new or changing legislation and regulation	Helen Barrington	Amber	Red (Q4)	No change	44
Ineffectual workforce planning	Emma Crapper	Green	Green (Q4)	Reduced - on target	49

Risk Description	Impact of a prolonged recovery and a funding gap									
	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.									
Risk Owner	Peter Handford				Executive Director of Corporate Services and Transformation					
Last update	Period: 2022-23 Q1				Date:		30 June 2022			
Target (score)	AMBER (8) by tba				Probability: Probable (4)		Impact: Moderate (2)			
Current (score)	RED (20)				Probability: Almost Certain (5)		Impact: Extremely High (4)			
Assessment history	2020-21	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4	2021-23	Q1	Q2
					Q2 (Post-Sep 2021)					
Other	Reputation impact assessment			MODERATE		Financial impact assessment		Band 8		
Progress update	<p>The Council has updated its Five-Year Financial Plan alongside the setting of the Revenue Budget 2022/23 in February 2022. The update reflects the outcomes of the Spending Round 2021 and the Local Government Finance Settlement 2022/23.</p> <p>There is a significant commitment in the Council's 2022/23 Revenue Budget to provide an additional £29m of ongoing funding and £17m to support service pressures.</p> <p>Given the severity of the impact on Government finances of the response to the Covid-19 pandemic, 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 2022/23 budget. The Revenue Budget 2022-23 included a £3.7m contingency to support departmental service pressures.</p>									

	<p>There is a continued reliance on the achievement of a programme of budget savings.</p> <p>Within the Contingency budget £1m has been set-aside for increased costs due to inflation, however the rate of inflation has increased significantly since the budget was set and these costs may exceed the set-aside amount.</p> <p>The current economic climate, relatively high inflation and low growth, some of which can be attributed to global activities such as the effects of the war in the Ukraine, is unlikely to improve in the short-term and will inevitably squeeze the Government's fiscal position.</p> <p>The Spending Review 2021 announced that £3.6bn of £5.4bn of funding for adult social care reform will be routed through local government to implement the cap on personal care.</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> <p>The revenue and capital budgets for 2022/23 were agreed at Council on 8 February. These continue to be constrained by the availability of funding and continue to rely upon the use of reserves to manage the achievement of the required budget reductions.</p>		
Controls	Description	Status	Owner
	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

	<p>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 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.</p>	<p>In place/embedded</p>	<p>P Handford</p>
	<p>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.</p>	<p>In place/embedded</p>	<p>E Scriven</p>
	<p>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.</p>	<p>In place/embedded</p>	<p>E Scriven</p>
	<p>Positive use of Better Care Fund and alignment of health and social care priorities for integrated working.</p>	<p>In progress/taking effect</p>	<p>H Jones</p>
	<p>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.</p>	<p>In progress/taking effect</p>	<p>P Handford</p>

	Monitor the impact of the National Funding Formula for schools and closely monitor the implications of the High Needs Block level of funding ensuring compliance with the revised Government regulations.	In progress/taking effect	S Kerslake
	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	

Risk Description	Increase in demand on Council services									
	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.									
Risk Owner	Iain Little				Deputy Director of Public Health					
Last update	Period:	2022-23 Q1				Date:	24 June 2022			
Target (score)	AMBER (8) by 31 March 2023				Probability:	Probable (4)		Impact:	Moderate (2)	
Current (score)	RED (16)				Probability:	Probable (4)		Impact:	Extremely High (4)	
Assessment history	2020-21	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4	2021-23	Q1	Q2
Other	Reputation impact assessment			HIGH		Financial impact assessment			Band 4	
Progress update	<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 is now progressing following previous delays due to capacity pressures caused by the Council's Covid-19 response. A cross-Council working group has been established and met, with a definition and work programme to be proposed to the EC Board in Q1/2 2022/23.</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 – for completion by March 2023	In progress/taking effect	I Little/E Crapper

Risk Description	Failure to deliver critical services in emergency situations									
	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. Having spent 2 years (through Covid/major flood events) in a largely 'emergency response' context, business continuity plans need revisiting.									
Risk Owner	Chris Henning				Executive Director, Place					
Last update	Period: 2022-23 Q1				Date:		26 June 2022			
Target (score)	GREEN (4) by 31 March 2023				Probability: Rare (1)		Impact:		Extremely High (4)	
Current (score)	RED (12)				Probability: Possible (3)		Impact:		Extremely High (4)	
Assessment history	2020-21	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4	2022-23	Q1	Q2
Other	Reputation impact assessment			MODERATE		Financial impact assessment			Band 5	
Progress update	<p>The risk description has changed from 'Failure to have adequate business continuity plans in place'.</p> <p>The Emergency Plan and Business Continuity Plan are both due to be updated in the near future as part of the Emergency Planning work programme. The Universal Contact List that supports both of these documents has recently been updated in May 2022, this contains the contact information for key officers and stakeholders so that is up to date with any recent changes.</p> <p>A report is to be submitted to CMT to consider how the business continuity management process is carried out going forward.</p> <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>									

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.

Further work is being undertaken to look at services provided at other locations, partnership working and external suppliers.

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.

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.

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.

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.

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>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 & Insurance Manager and Emergency Planning Manager.</p>		
Controls	Description	Status	Owner
	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

Risk Description	Failure to have adequate emergency response arrangements in place									
	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.									
Risk Owner	Chris Henning				Executive Director, Place					
Last update	Period: 2022-23 Q1				Date:		5 April 2022			
Target (score)	AMBER (8) by 30 June 2022				Probability:		Unlikely (2)		Impact: Extremely High (4)	
Current (score)	AMBER (6)				Probability:		Possible (2)		Impact: Extremely High (3)	
Assessment history	2020-21	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4	2021-23	Q1	Q2
Other	Reputation impact assessment			HIGH			Financial impact assessment		Band 5	
Progress update	<p>The emergency response arrangements are under review to ensure resilience and training for key response staff. This will help enable a new lower target score to be achieved.</p> <p>The Emergency Plan and Business Continuity Plan are both due to be updated in the near future as part of our overall work programme. The Universal Contact List that supports both of these</p>									

	<p>documents has recently been updated in May 2022, this contains the contact information for key officers and stakeholders so that is up to date with any recent changes.</p> <p>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.</p> <p>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.</p>		
Controls	Description	Status	Owner
	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

	<p>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:</p> <ul style="list-style-type: none"> • Part 1 provides information about flooding and flood risk - it covers who to call, and how local people can help themselves to become more resilient to the impacts of flooding. • 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. 	In place/embedded	J Gould
	<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

Risk Description	Effective change management									
	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.									
	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.									
	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.									
Risk Owner	Emma Crapper				Director of Organisation Development and Policy					
Last update	Period:	2021-22 Q4				Date:	7 April 2022			
Target (score)	GREEN (6)				Probability:	Possible (3)		Impact:	Moderate (2)	
Current (score)	GREEN (6)				Probability:	Possible (3)		Impact:	Moderate (2)	
Assessment history	2020-21	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4	2021-23	Q1	Q2
					Q2 (Post-Sep 2021)					
Other	Reputation impact assessment			HIGH			Financial impact assessment		Band 4	
Progress update	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.									

	<p>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.</p> <p>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.</p> <p>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).</p> <p>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).</p> <p>The approach to engaging leaders has been reviewed and the Shaping the Future forum was launched on 27th April 2022. Feedback also suggested the need to be clear about how we, engage, develop and inform leaders and a wider framework has been developed to support this.</p> <p>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.</p>		
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 and further support on 26 April 2022, underpinned by departmental and organisational employee engagement forums.	In progress/taking effect	J Skila
	The revised approach to engaging, developing and informing leaders to be deployed throughout 2022/23.	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

Risk Description	Supply chain failure									
	Failure to manage contracts effectively could lead to unforeseen increased costs; risk of contracts collapsing; increased carbon footprint.									
Risk Owner	Peter Handford				Executive Director of Corporate Services and Transformation					
Last update	Period:	2021-22 Q4				Date:	31 March 2022			
Target (score)	GREEN (6) by tba				Probability:	Unlikely (2)		Impact:	High (3)	
Current (score)	RED (20)				Probability:	Almost Certain (5)		Impact:	Extremely High (4)	
Assessment history	2020-21	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4	2021-23	Q1	Q2
					Q2 (Post-Sep 2021)					
Other	Reputation impact assessment			HIGH		Financial impact assessment		Band 8		
Progress update	A Central Contract Management Support Team to improve management of contracts across the Council has been approved and appointments are being made to the team.									
Controls	Description					Status		Owner		
	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.					In progress/taking effect		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.		
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Risk Description	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									
	<p>Following termination of the Project Agreement with RRS, the Council is now engaged in defending legal action brought by the owners of the debt accrued in the development of the plant. This puts at significant risk to deliver the value for money originally envisaged in the long term waste strategy.</p> <p>Failure to achieve value for money is a significant risk to the Council's budget. Failure to determine the future use of the New Waste Treatment Facility is a significant risk for the long-term waste management strategy, the Council's future economic and environmental sustainability and its reputation.</p>									
Risk Owner	Chris Henning				Executive Director, Place					
Last update	Period: 2022-23 Q1			Date: 24 June 2022						
Target (score)	BLUE (2) by tba				Probability: Unlikely (2)		Impact: Low (1)			
Current (score)	RED (20)				Probability: Almost Certain (5)		Impact: Extremely High (4)			
Assessment history	2020-21	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4	2022-23	Q1	Q2
Other	Reputation impact assessment		HIGH			Financial impact assessment		Band 7		
Progress update	<p>RRS has commenced formal court proceedings against the Council and Derby City Council, following termination, in August 2019, of the Project Agreement for the Joint Waste Project, including the waste treatment centre in Derby. The Councils will be defending these proceedings and preparations for the proceedings is underway.</p> <p>The councils need 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.</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> <p>Procurement for services post 2 October 2022, when the Service Continuity Contract expires is almost complete, contracts to be awarded in July 2022. A Work Plan of key actions is in place, resources allocated and are subject to regular review.</p>		
Controls	Description	Status	Owner
	A Service Continuity Contract is 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 short-term contract up to October 2022. The contract includes work to secure, clean 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 is in place and meets monthly.	In place/embedded	C Brailsford
	Specialist advisors (finance; commercial, technical and legal) support the Project Team. The Project Team meets at minimum weekly.	In place/embedded	C Brailsford

Risk Description	Information governance									
	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.									
Risk Owner	Peter Handford				Executive Director of Corporate Services and Transformation					
Last update	Period:	2021-22 Q4				Date:	29 April 2022			
Target (score)	AMBER (9) by tba				Probability:	Possible (3)		Impact:	High (3)	
Current (score)	RED (12)				Probability:	Possible (3)		Impact:	Extremely High (4)	
Assessment history	2020-21	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4	2021-23	Q1	Q2
Other	Reputation impact assessment		HIGH			Financial impact assessment		Band 3		
Progress update	<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>									
Controls	Description					Status		Owner		
	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 have been considered by CMT and will be presented to Cabinet in June 2022. 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.	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	J White
	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. 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.	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

Risk Description	Adapting to climate change									
	The Council and County 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.									
Risk Owner	Chris Henning				Executive Director Place					
Last update	Period:	2022-23 Q1				Date:	14 June 2022			
Target (score)	AMBER (9) by 31/03/2030				Probability:	Probable (3)		Impact:	High (3)	
Current (score)	RED (16)				Probability:	Probable (4)		Impact:	Extremely High (4)	
Assessment history	2020-21	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4	2021-23	Q1	Q2
					Q2 (Post-Sep 2021)					
Other	Reputation impact assessment			HIGH			Financial impact assessment		Band 8	
Progress update	A Derbyshire Climate Change Adaptation Plan was produced in 2013 with a review of progress taken place in 2017. 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. 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.									

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 **foundation to work from**.

A 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. **This is an internal-facing document being used to help inform the risks and opportunities facing the Council and the wider county**. A project proposal for assessing the risks facing Council Services has also been developed and shared with CMT, the Corporate Risk Management Group (CRMG) and the Council's Governance Board, **with project delivery now commenced and continuing in 2022-23**.

The project is being delivered through the following steps, the first of which has now commenced:

1. Engagement with each departmental management team to provide an overview of the area of work and confirm next steps for departmental engagement (July – August 2022).
2. Meetings/workshops held with relevant officers from each department to review the risks and adaptation actions highlighted in the 2013 Derbyshire Climate Change Adaptation Plan, and to establish the key current risks, how they will change in likelihood and/or severity due to climate change, and set out the actions that need to be taken to adapt and build resilience to the risks. Opportunities are also to be explored (September – November 2022).
3. Risk analysis presented back to the CRMG for comment and implementation guidance (December 2022).
4. Agreed climate change risks and adaptation measures to be incorporated into the Corporate Risk Register, Departmental Risk Registers and Service Plans, as appropriate (January – February 2023).
5. Appropriate monitoring and evaluation plan(s) established, including for where partnership working is required (January – February 2023).

To fully understand the risks, and to align with the latest UK Government Climate Change Risk Assessment (UKCCRA3), the Local Partnerships Adaptation Toolkit for Local Authorities will be used to help structure the process of assessing current and future climate vulnerability, establishing appropriate responses, and developing monitoring and evaluation processes. Project delivery will be monitored by the Council's Climate Change and Environment Programme Board (CCEPB).

	The project will focus on Council services and functions. There is also a need for a better understanding of wider county and regional risks, opportunities and priority areas of action to be established, particularly around impacts on communities, businesses and the natural environment. Opportunities for a collaborative county-wide or regional study are being explored with the Environment Agency and through Vision Derbyshire, and the East Midlands Local Authority Climate Network. This collaborative approach would accelerate action in areas where cross border working is needed to build county-wide and regional resilience whilst allowing individual authorities to also manage their own authority and service-level risk assessments and action plans.		
Controls	Description	Status	Owner
	Analysis and distribution of future climate projections for Derbyshire to complete by 31/05/2022.	In progress/taking effect	C Brailsford
	Departmental engagement and Council Service risks identified and confirmed with departments by 30/11/2022	In progress/taking effect	C Brailsford
	Adaptation actions identified and confirmed with departments by 31/12/2022.	In progress/taking effect	C Brailsford
	Council Service risks and adaptation plans embedded and aligned where possible to existing processes and plans to be completed by 31/02/2023.	In progress/taking effect	C Brailsford
	County or regional project developed and delivered with partners to assess and address climate change risks facing the region, its communities and businesses and the natural and built environment. To be completed by 31/12/2023.	Proposed/not yet approved	C Brailsford
	Derbyshire Local Flood Risk Management Strategy developed and embedded, which considers how flood risk is likely to change in the future due to climate change and other environmental stresses.	In place/embedded	J Gould
	Derbyshire Natural Capital and Biodiversity Strategy to complete by 31/12/2022. The Strategy will set out the level of	In progress/taking effect	C Brailsford

	resilience of Derbyshire's natural environment to climate change, and ways in which this resilience can be enhanced.		
	Climate Change Supplementary Planning Guidance approved and embedded by 30/09/2022, which sets out how planning processes should take account of climate change risk and resilience for all new developments.	In progress/taking effect	J Battye

Risk Description	Protection of vulnerable adults									
	Failure to protect the most vulnerable in our society could lead to significant fines; special measures; litigation; decreased staff morale; reputational damage.									
Risk Owner	Helen Jones				Executive Director, Adult Social Care and Health					
Last update	Period:	2022-23 Q1				Date:	24 June 2022			
Target (score)	AMBER (8) by tba				Probability:	Unlikely (2)		Impact:	Extremely High (4)	
Current (score)	RED (12)				Probability:	Possible (3)		Impact:	Extremely High (4)	
Assessment history	2020-21	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4	2021-23	Q1	Q2
					Q2 (Post-Sep 2021)					
Other	Reputation impact assessment			HIGH			Financial impact assessment		Band 4	
Progress update	<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 six weekly 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 initially reported updates on activity and required action to the ASC Portfolio Holder verbally and has been providing written reports to the ASC Portfolio Holder and Executive Director on a quarterly basis 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>ASC was impacted by the new Covid variant during January – March 2022 re-establishing emergency planning mitigated this risk.</p>		
Controls	Description	Status	Owner
	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. Monitoring & review of leadership arrangements is ongoing.	In place/embedded	G Poulter
	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. To embed by July 2022.	In progress/taking effect	G Poulter
	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	G Poulter
	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. To embed by August 2022.	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>The board has been providing written updates on progress on a quarterly basis to the Executive Director and Portfolio Holder. Next report is due on 27 June 2022.</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. Complete by October 2022.</p>	In progress/taking effect	L Elba-Porter

Risk Description	Protection of vulnerable children									
	Failure to protect the most vulnerable in our society could lead to significant fines; special measures; litigation; decreased staff morale; reputational damage.									
Risk Owner	Carol Cammiss				Executive Director, Children's Services					
Last update	Period:	2022-23 Q1				Date:	28 June 2022			
Target (score)	AMBER (8)				Probability:	Unlikely (2)		Impact:	Extremely High (4)	
Current (score)	AMBER (8)				Probability:	Probable (4)		Impact:	Moderate (2)	
Assessment history	2020-21	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4	2021-23	Q1	Q2
					Q2 (Post-Sep 2021)					
Other	Reputation impact assessment			HIGH			Financial impact assessment		Band 7	
Progress update	<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. However, the overall impact on the Council would be expected to be moderate and has been rescored accordingly for 2021-22 Q4.</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>		
Controls	Description	Status	Owner
	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
	Ensure a sufficiency of placements for children entering care including unaccompanied asylum seeking children (UASC).	In progress/taking effect	J Gracey

Risk Description	Maintenance of property assets									
	Failure to maintain our assets could lead to significant fines; significant litigation; decreased staff morale; reputational damage; HSE investigation.									
Risk Owner	Dave Massingham					Director of Property				
Last update	Period: 2022-23 Q1				Date:		22 June 2022			
Target (score)	AMBER (8) by 31/03/2023				Probability:		Unlikely (2)		Impact: Extremely High (4)	
Current (score)	RED (12)				Probability:		Possible (3)		Impact: Extremely High (4)	
Assessment history	2020-21	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4	2021-23	Q1	Q2
					Q2 (Post-Sep 2021)					
Other	Reputation impact assessment			MODERATE			Financial impact assessment		Band 4	
Progress update	<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. A Maintenance Strategy has been prepared awaiting final approved.</p> <p>Maintenance governance meetings in place.</p>									

Controls	Description	Status	Owner
	Decision taken to adopt Asset Management Strategy and Asset Management Plan in place of previous Framework by June 2022. Asset Management Strategy sign off at CAMG and Derbyshire Property Board and to go to cabinet on 28th July 2022.	In progress/taking effect	J Scholes
	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 to complete by April 2025.	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
	Repairs and Maintenance Strategy has been prepared awaiting final sign off.	In progress/taking effect	S Brown

Risk Description	Inability to maintain Highways and Countryside assets to an appropriate standard									
	Council's ability to maintain Highways and Countryside Service assets to a requisite standard, as judged both by industry practice and resident perception. (Note that other assets maintained by Place Department are considered to be Departmentally-managed risks, in line with assets maintained by other Departments. Highways and Countryside Service assets, because of their number and nature are considered a strategic risk)									
Risk Owner	Chris Henning				Executive Director, Place					
Last update	Period:	2022-23 Q1				Date:	17 June 2022			
Target (score)	GREEN (4) by 31/03/2023				Probability:	Unlikely (2)		Impact:	Moderate (2)	
Current (score)	RED (12)				Probability:	Probable (4)		Impact:	High (3)	
Assessment history	2020-21	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4	2021-23	Q1	Q2
					Q2 (Post-Sep 2021)					
Other	Reputation impact assessment			MODERATE			Financial impact assessment		Band 4	
Progress update	<p>This has been reassessed as a 'red' risk because of the period of under-investment in both Highways and Countryside Service assets. This under-investment is now being addressed – particularly through the Highways Capital programme, which is designed to deliver the Council Plan commitment for £120m capital investment over 3 years. However, issues such as landslips, retaining walls and ageing structures cannot all be addressed in the short-term or within current budgets. The ability of the County Council to adapt to climate change will form a particular challenge as the County's highways assets are prone to issues such as landslips.</p> <p>Following a Departmental Management Team meeting, and additional risk focussed meeting, it has been agreed that on the new corporate risk register template this strategic risk will be separated out into the 3 divisional areas within Place; Highways, Environmental & Transport and Economy & Regeneration. This will ensure the risk owner, risk and mitigation measures are clearly defined. The</p>									

divisions will score their specific risk separately. Note that this risk focuses on Highways and Countryside Service Assets. Other assets maintained by Place Department are considered to be Departmentally-managed risks, in line with assets maintained by other Departments. Highways assets (including footpaths) and Countryside Service assets (including waterbodies), because of their number and nature are considered a strategic risk).

A Corporate Property Asset Management Framework is in place that includes Place. Working with Property Services, Service Asset Management Plans are being developed. 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.

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.

As the risks and mitigations vary significantly across the 3 divisions, and within each division, the scores for each division on the new template will reflect therefore a more realistic risk rating. The Highways and Flooding score has remained GREEN, as above for Quarter 1.

Highways and Flooding:

This risk was reviewed within the development of the FHM and Highways Capital Programmes leading to a change in assessment from 2021-22 Q3. From 2022-23 Q1, the maintenance of all Place assets will be scoped and disaggregated into divisional areas to ensure that the risks are appropriately managed with mitigation measures and risk owners clearly identified.

The current risk was updated to reflect a more accurate risk description, moving away from the potential consequence led narrative; with failure to maintain our assets leading to potential significant fines, significant litigation, decreased staff morale, reputational damage and HSE investigation. Evaluating the current risk and mitigations in place against the risk has led to this risk moving from Red to Green.

Derbyshire's approach to Highways Asset Management is set out in the 2016 Code of Practice for Well-Managed Highway Infrastructure.

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.

Environment & Transport

Using the new divisional approach to risk it has been identified that failure to maintain assets is a key risk particularly for Countryside and Waste Services. More detailed work is required but initially evaluating the current risk and mitigations in place against the risk has resulted in this risk being scored a red.

Heads of Service are responsible for ensuring asset management systems and inspection regimes are in place in accordance with statutory duties and good practice in the relevant field. Details are contained in various policies and procedural documents held within service areas; however further substantive work is required to put asset regimes in place for all assets.

The Countryside Service has in excess of 121 assets ranging from 4,478 acres of land including Sites of Special Scientific Interest (SSSIs), reservoirs, canals, Greenways and physical structures. A key area of focus is the management of Waterbodies. The Waste Management Service has 9 Household Waste Recycling Centres (HWRCs) and a waste transfer station.

Particular areas of focus remain the development of asset management regimes for waterbodies notably reservoirs and canals; structures (e.g. bridges) and HWRCs.

Economy & Regeneration

Using the new divisional approach to risk it has been identified that the condition of Buxton Museum poses the greatest asset-related risk in terms of staff and visitor safety and ability to maintain service delivery. This issue has been shared between Corporate Property and the Libraries and Museums Service and is being managed as departmental risk wider issues, including the general condition of library buildings, are being picked up through regular dialogue with Property colleagues.

Controls	Description	Status	Owner
	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.	In progress/taking effect	J Gould
	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.	In progress/taking effect	J Gould
	Environmental Management System (EMS) - ISO 14001 Certification – Yearly Audit programme and three yearly recertification.	In place/embedded	J Gould
	Quality Management System (QMS) – ISO 9001-2015 Certification - Yearly Audit programme and three yearly recertification.	In place/embedded	D Massey
	Regular (quarterly) meetings set up between Corporate Property and Libraries and Heritage Service to review condition	In place/embedded	J Battye

	of buildings, repairs and maintenance issues and investment plan and confirm impacts on service delivery.		
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Risk Description	Failure to understand or respond adequately to new or changing legislation and regulation									
	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.									
Risk Owner	Helen Barrington				Director of Legal and Democratic Services					
Last update	Period: 2021-22 Q4			Date: 31 March 2022						
Target (score)	AMBER (8) by 31/03/2022				Probability: Unlikely (2)		Impact: Extremely High (4)			
Current (score)	RED (20)				Probability: Almost Certain (5)		Impact: Extremely High (4)			
Assessment history	2020-21	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4	2021-23	Q1	Q2
					Q2 (Post-Sep 2021)					
Other	Reputation impact assessment			HIGH			Financial impact assessment		Band 7	
Progress update	<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 and Customers intends will bring the annual complaints report and update to Corporate Management Team in Spring 2022.</p> <p>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.</p>									

	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.		
	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	In place/embedded	H Barrington/ P Peat

	to address areas of weaker or poor practice and ensure legislative compliance.		
	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 to be identified and addressed. 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 will bring the annual complaints report and an update on progress to Corporate Management Team in Spring 2022. To complete by 30/06/2022.	In progress/taking effect	J Odams
	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	In place/embedded	H Barrington

	<p>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>		
	<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. Research is ongoing to identify appropriate resources and additional budget requirements. Proposals to be agreed by 30/09/2022.</p>	In progress/taking effect	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 & Strategy brings a wealth of VAT knowledge. The Council continues to utilise external VAT advice when it is appropriate to do so. To complete by 31/03/2023.</p>	In progress/taking effect	P Stone
	<p>Opportunity to develop robust relationship with the external auditors who highlight statutory/legislative changes to officers early so that they can be addressed. To complete by 31/03/2023.</p>	Proposed/not yet approved	P Stone

Risk Description	Ineffectual workforce planning									
	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.									
Risk Owner	Emma Crapper				Director of Organisation Development and Policy					
Last update	Period:	2021-22 Q4				Date:	7 April 2022			
Target (score)	GREEN (6)				Probability:	Possible (3)		Impact:	Moderate (2)	
Current (score)	GREEN (6)				Probability:	Possible (3)		Impact:	Moderate (2)	
Assessment history	2020-21	Q4	2021-22	Q1	Q2 (Pre-Sep 2021)	Q3	Q4	2021-23	Q1	Q2
					Q2 (Post-Sep 2021)					
Other	Reputation impact assessment			LOW			Financial impact assessment		Band 3	
Progress update	<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 be central to our future workforce planning approaches.</p> <p>Workforce planning commenced during 21/22 focusing on areas with the most significant workforce challenges diagnosed through assessment of vacancies, turnover and agency spend coupled with national shortages in some areas and specialist roles (particularly in Place).</p>									

	<p>These pilots have enabled the workforce planning offer to be established alongside quarterly updates to the service. The areas where support has commenced are:</p> <ul style="list-style-type: none"> - Early Help & Safeguarding – plans established - Direct Care – plans established - All directorates in Place – plans in development with the Directors - Legal and Democratic Services / Finance & ICT – limited progress due to immediate challenges in supporting Place. <p>The key elements of the support offered by HR being:</p> <ul style="list-style-type: none"> • Provide core metrics, reviewed on a quarterly basis • Capture issues identified from the data, current known issues, priorities identified within the People Plan • Agree the priorities of the service to prioritise the plan • Work with the matrix HR teams to agree leads for the actions in the plan • Identify action leads to propose priorities and delivery timescale • Quarterly updates to the service on progress, priorities and review of the core metrics to analyse trends • Workforce planning support and approach should be adaptive to the need of the service and to fluctuating priorities <p>Workforce planning remains a manager and departmental responsibility and we have seen good engagement from services to date. Further rollout of the approach will be considered with departments.</p> <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.</p>		
Controls	Description	Status	Owner
	Continue to understand our workforce, the market and ongoing development and delivery of strategic workforce plans aligned to high priority workforce groups supported by clear deliverable	In progress/taking effect	J Skila

	plans leading to a reduction in reliance on agency usage and spend.		
	Further develop our total reward offering, implementing salary sacrifice schemes and consideration of an employee benefit scheme. We will also develop our Employee Value Proposition (EVP), online presence and ensure our terms and conditions and flexible working policies are fit for purpose and support our new ways of working.	In progress/taking effect	J Skila
	Continue to develop our recruitment offer by improving processes in particular through a review of our vacancy control processes, improvements to our careers site, utilisation of social media and raising the awareness of our EVP following deployment of the Council's recruitment services review.	In progress/taking effect	J Skila
	Consider how we introduce learning pathways and further develop our approach to employee induction as part of our Talent Development plan in 2022/23.	In progress/taking effect	J Skila

Appendix 1A

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

Impact Score	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
			Likelihood Score				

Likelihood scoring

5	Almost certain	The event is expected to occur every year
4	Probable	The event could occur every year
3	Possible	The event could occur every two years
2	Unlikely	The event could occur every five years
1	Rare	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	Extremely high	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	High	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

	Impact grading	Public and employee health, safety and wellbeing	Community	Economy	Environment	Service Disruption	Skills capability	Legal	Contracts and Partnerships	Information Security
2	Moderate	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
1	Low	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
0	None	No impact	No impact	No impact	No impact	No impact	No impact	No impact	No impact	No impact

Reputation impact assessment

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

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

Corporate Risk Management Strategy 2021-2025: Outline implementation plan progress report

Timescale	Action	Owner	Update
Ongoing	Strategic Risk Register quarterly reviews by CMT and Audit Committee	Risk & Insurance	Quarterly reports produced and will continue to be developed as additional data captured in APEX.
Ongoing	Departmental Risk Register monthly reviews by department management teams (prioritising major risks)	All Departments	Department management teams review risks regularly and departmental risk registers prior to quarterly reports.
Ongoing	Executive/Service Directors attend Audit Committee to discuss service delivery risk management (at least annually)	All Departments	All strategic risk owners (including executive directors) attended the audit committee during 2021-22. A further round of attendance by executive directors (supported by service directors as necessary) is scheduled for 2022-23.
May 2021 – ongoing	Council and committee reports requirements strengthened to include risk assessments as appropriate		Reports include an assessment of risk. Work to further strengthen this is ongoing.
May 2021 – ongoing	Communicate with all Directors, managers and other staff	Risk & Insurance	All departmental management teams have held at least one discussion about the corporate risk management strategy and how it is implemented. Workshop sessions have been held with several management and divisional teams to explain the strategy, role of risk management and the introduction of APEX. This work is ongoing.

June - July 2021	Risk management maturity baseline assessment (CIPFA/ALARM framework) – with quarterly progress updates and an independent annual review thereafter	All Departments/Risk & Insurance	The baseline assessment is complete and departments self-assessing progress periodically. An independent assessor is being identified by the Assistant Director of Finance (Audit).
July 2021	Agree Corporate Risk Management Strategy 2021-2025	Audit Committee	Strategy agreed and approved by Cabinet on 9 September 2021.
July 2021	Install APEX risk management module	Strategy & Policy/ ICT/ InPhase	Installation completed and work continuing to customise the module for ease of use. Beta testing to complete during July 2022 for launch during 2022-23 Q2.
July – September 2021	DCC and ‘Our Derbyshire’ websites – update risk management information	Risk & Insurance	Basic updates completed. Further updates will be made as policies and materials are updated during 2022-23.
July – September 2021	Financial Regulations – update risk management sections as required	Risk & Insurance	Work deferred to 2022-23 because of staff pressures.
July – September 2021	Procurement risk management framework developed and published for all significant procurement/ commissioning	Risk & Insurance	Work is ongoing with the corporate procurement team to update and embed robust risk assessment procedures in all procurement activities.
July – October 2021	Departments identify and assess risk portfolios for all service delivery plan deliverables	All Departments	Summary risk information is included in all service plans. A more robust risk assessment of council and service plan deliverables will be incorporated in the 2022-23 corporate planning round led by the strategy and policy team.
July 2021 – ongoing	Training sessions delivered to teams and Members as required	Risk & Insurance	A number of training sessions for departments and divisions and Members have been delivered and further sessions are planned,

			including introduction of the APEX corporate risk module.
July – November 2021	Online risk management induction and annual refresher training modules developed and published for all staff and Members	Risk & Insurance	Work started later for completion during 2022-23 because of staff pressures.
December 2021	Q3 performance and risk reports – first reports using APEX data	Risk & Insurance	This has been deferred while the APEX risk module has been further customised for ease of use. The first risk reports fully using APEX data are now expected in 2022-23 Q3. Work to integrate risk data into Cabinet portfolio performance reports is ongoing.
September 2021 – March 2022	Corporate Risk Register developed and published alongside Council Plan	Risk & Insurance	Work deferred to 2022-23 because of corporate planning timescales and staff pressures. Proposals on how to present this information with the Council Plan will be developed during the 2022-23 corporate planning round led by the strategy and policy team.
September 2021 – March 2022	Service delivery planning 2022-2023 – risk-based decision making about deliverables	Strategy & Policy/ All Departments	More detailed scrutiny of risks described in service plans was undertaken. This will be built on in the 2022-23 corporate planning round led by the strategy and policy team.
October 2021 – March 2022	All Council business continuity plans reviewed, gaps identified, and action plan produced (business continuity management specialist to be recruited to coordinate and support this work)	Emergency Planning/ All Departments	All departments are aware of the need to update their business continuity plans. The executive director for Place (as owner of this strategic risk) has committed to completing this work during 2022-23. A business continuity

			planning specialist will be recruited to support this work.
April-May 2022	Managing Executive Director's annual report on risk management	Risk & Insurance	The need for this proposed report and how it might be presented is under review.

Proposed interim changes to the Corporate Risk Management Strategy 2021-2025 (Version 3.1)

(A) DEFINITION OF 'CORPORATE RISK'

The following changes (shown in blue) are proposed to Section 2:

2. Definition of risk management

The Council has adopted the following definitions of risk and risk management:

(a) Risk

A 'risk' is an internal or external opportunity, event, issue, relationship, process or resource in which ~~presents~~ **there is a degree of some** uncertainty ~~in delivering a~~ **about achieving the** desired outcome.

A 'corporate risk' is a strategic, operational or programme risk of sufficient potential or actual magnitude which requires the ownership or oversight of a director. Corporate risks are likely to be risks initially assessed as 'major risks' ('Red' or 'Amber') prior to the application of any management actions to prevent or mitigate the risk.

A 'strategic risk' is a risk which ~~has~~ **could have** a fundamental impact on the Council's purpose, constitution, strategic aims and objectives and ability to carry out its statutory and other major obligations.

An 'operational risk' is ~~either~~ a 'process', ~~or~~ 'resource' **or 'programme'** risk:

- 'Process risk' - a **specific** risk which concerns the policies, procedures, plans, practices and related vulnerabilities in successfully delivering the Council's strategic and operational aims and objectives.
- 'Resource risk' - a **specific** risk which concerns the human, financial, physical, information and intellectual resources of the Council required to successfully deliver its strategic and operational aims and objectives.
- 'Programme risk' – a **summary risk which indicates the overall risk presented by a programme. Specific risks related to a programme and subordinate projects will be recorded in programme and project risk registers.**

A 'major risk' is a **strategic, operational or programme** risk which has been assessed as 'Red' or 'Amber' using the Council's corporate risk assessment criteria.

(b) Risk management

'Risk management' is the proactive identification, assessment, acceptance, and management control, reporting and assurance of risks to successfully deliver the Council's vision, aims, objectives and statutory obligations.

(B) RISK APPETITE

It is proposed to add the following table. This shows the relationship between risk severity, risk appetite, the minimum level of authority for accepting a new risk (based on the inherent score before management action is taken), and management action needed:

Severity	Risk level	Description	Risk appetite (acceptability)	Minimum acceptance level for a new risk (based on inherent score)	Management action (based on current score)
High	Major	More than probable that at least one critical service and/or priority will not be delivered as planned leading to a significant impact or more	Extreme caution Statutory duty or exceptional circumstances and/or ideally be reduced to a lower severity	Cabinet/CMT	Immediate corporate management action to terminate the risk or reduce the risk severity Regular review by senior management to monitor changes in risk and controls
		More than possible that at least one critical service and/or priority will not be delivered as planned leading to a moderate impact or more	Caution Must have clear public and/or business benefits and ideally be reduced to a lower severity	Executive Director	Urgent corporate management action to terminate the risk or reduce the risk severity if possible Regular review by senior management to monitor changes in risk and controls
Medium	Moderate	Lower likelihood and/or lower impact from a critical service and/or priority not being delivered as planned	Limited acceptability Acceptable, subject to detailed scrutiny of a risk with a moderate impact or more	Director	Corporate management action to reduce the risk severity if possible or as necessary Regular review by senior management to monitor changes in risk and controls

Severity	Risk level	Description	Risk appetite (acceptability)	Minimum acceptance level for a new risk (based on inherent score)	Management action (based on current score)
	Minor	Small likelihood and/or smaller impact from a critical service and/or priority not being delivered as planned	Acceptable Acceptable, without further management action to prevent and/or mitigate the risk	Assistant Director	Periodic review by senior management to monitor changes in risk and controls

(C) RISK MATRIX AND LIKELIHOOD/IMPACT TABLES

The following changes (shown in blue) are proposed to Appendix A:

Appendix A – Risk assessment scoring tables

A risk is assessed by taking account of:

- Impact – the potential consequences if the risk materialised.
- Likelihood – ~~the likely time period in which~~ how often the risk could materialise occur.

Each risk is categorised according to its severity using the traffic light system shown in Table A1.

Greatest emphasis is given to impact scores, to highlighting those risks needing the most management attention.

Table A1 – Risk severity

Delete current table:

Impact Score	Extremely high	4	Green	Amber	Red	Red	Red
	High	3	Green	Green	Amber	Red	Red
	Moderate	2	Blue	Green	Green	Amber	Amber
	Low	1	Blue	Blue	Green	Green	Green
	None	0	Blue	Blue	Blue	Blue	Blue
			1	2	3	4	5
			Rare	Unlikely	Possible	Probable	Almost certain
			Likelihood Score				

Add proposed table:

Impact Score	Substantial	5	Blue	Green	Amber	Red	Red
	Significant	4	Blue	Green	Amber	Amber	Red
	Moderate	3	Blue	Green	Green	Amber	Amber
	Minimal	2	Blue	Blue	Green	Green	Green
	Negligible	1	Blue	Blue	Blue	Blue	Blue
			1	2	3	4	5
			Rare	Unlikely	Possible	Probable	Almost certain
			Likelihood Score				

Tables A2 and A3 show the detailed criteria for assessing likelihood and impact.

Table A2 – Likelihood scoring

Delete current table:

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

Add proposed table:

	Descriptor	Time-based assessment	Relative assessment	Probability assessment
5	Almost certain	Will <i>likely</i> occur every year	Almost certainly will occur	95% or more chance will occur
4	Probable	Could occur every year	Quite likely to occur	60-94% chance will occur
3	Possible	Could occur every two years	Might occur	30-59% chance will occur
2	Unlikely	Could occur every five years	Less likely to occur	10-29% chance will occur
1	Rare	Unlikely to occur ever	Extremely unlikely to occur	Less than 10% chance will occur

Table A3 – Impact scoring

All relevant impact areas should be graded, with the highest scoring area (the ‘primary impact’) used to assess risk severity.

Note 1: Confidential risk assessment of specific individuals, legal action or claims should be undertaken separately and recorded locally by the relevant Division.

Impact grading		CRITICAL IMPACT	EXTERNAL IMPACTS			ORGANISATIONAL IMPACTS				
		Public and employee health, safety and wellbeing	Community	Economy	Environment	Service Disruption	Skills capability	Legal	Contracts and Partnerships	Information Security
5	Substantial	Substantial harm to the health, safety and wellbeing of the community, client group, 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
4	Significant	Significant harm to the health, safety and wellbeing of the community, client group, 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

Impact grading		CRITICAL IMPACT	EXTERNAL IMPACTS			ORGANISATIONAL IMPACTS				
		Public and employee health, safety and wellbeing	Community	Economy	Environment	Service Disruption	Skills capability	Legal	Contracts and Partnerships	Information Security
3	Moderate	Moderate harm to the health, safety and wellbeing of the community, client group , 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
2	Minimal	Minimal harm to the health, safety and wellbeing of the community, client group , 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
1	Negligible	Negligible or no impact	Negligible or no impact	Negligible or no impact	Negligible or no impact	Negligible or no impact	Negligible or no impact	Negligible or no impact	Negligible or no impact	Negligible or no impact

All risks have the potential to impact on the Council's reputation. Each risk is given a separate reputation impact assessment, as shown in Table A4.

Table A4 – Reputation impact assessment

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

Each risk is assessed for the potential range of **net** capital and/or revenue loss to the Council if the risk materialised **happened**, as shown in Table A5.

Table A5 – Financial impact assessment

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

The information from these assessments is recorded in [the APEX corporate risk database](#). An additional classification of risks is also included in APEX to enable for analysis and reporting as required.