

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

AUDIT COMMITTEE

22 June 2021

Report of the Director of Finance and ICT

Strategic Risk Register Review

1. Purpose

- 1.1 The purpose of this report is to request Audit Committee to review the Strategic Risk Register and provide an update on the corporate risk management strategy for 2021-2024.

2. Information and Analysis

- 2.1 The Strategic Risk Register is shown at Appendix 1. The register includes those risks that may have a significant impact on the Council's ability to deliver its services and objectives.
- 2.2 Updates to the risk register are shown in purple text.
- 2.3 At present, all risks currently score 15 and above, putting these into the extreme high-risk category. These risks therefore are all subject to significant management action, control, evaluation or improvements and continued proactive monitoring.
- 2.4 Work is continuing to fully assess and develop management strategies for two strategic risks. These are:
- Risk Ref: 2020/21 - *Information governance*. The scope of this risk is being widened from a largely technical focus to cover all aspects of information governance within the Council.
 - Risk Ref: 2018/5 - *Failure to understand or respond adequately to new or changing legislation and regulation*. The new Director of Legal and Democratic Services is undertaking a full assessment of this risk in consultation with all Departments.

- 2.5 The risk scores for the following risks have been re-assessed since the last report:
- Risk Ref 2011/05 - *Failure to have adequate business continuity plans in place*. The current risk score has reduced but is still rated in the extreme high-risk category and the target risk score has increased but remains in the high-risk category.
 - Risk Ref 2021/02 - *Failure to have adequate emergency response arrangements in place*. The target risk score has increased from the high to extreme high-risk category as the impact of not having arrangements in place would be very high.
- 2.6 Further work will be undertaken to identify any additional steps to reduce the target and current scores for these risks, focussing on measures to reduce the likelihood (probability) of these risks occurring.
- 2.7 The scores for all other risks remain unchanged from the last report.
- 2.8 The corporate guide to assessing impact and likelihood is included within Appendix 2 to assist Audit Committee Members.

3. Alternative Options Considered

- 3.1 This is a regular report on progress with managing strategic risks.
- 3.2 Additionally, good progress has been made in updating the corporate risk management strategy for 2021-2024. The key proposals were reported at the last meeting and the full strategy will be brought to the next meeting with a recommendation for approval.
- 3.3 Action is also currently underway to upgrade APEX (the Council's performance information system) over the next few weeks to record all corporate risks. This will strengthen the Council's overview of risk management and provide the basis for improved monitoring and reporting in support of the strategy.
- 3.4 Over the coming months, the opportunity will be taken to systematically review risks in relation to deliverables in the Council Plan and service delivery plans to improve the quality of risk management and oversight.

4. Implications

- 4.1 Implications are discussed in Appendix 3.

5. Consultation

- 5.1 No formal consultation was undertaken in the preparation of this report.

6. Background Papers

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

7. Appendices

7.1 Appendix 1 – Strategic Risk Register.

7.2 Appendix 2 – Corporate Impact Assessment Criteria of Risk Category.

7.3 Appendix 3 – Implications.

8. Recommendations

That the Audit Committee:

- a) Review the Strategic Risk Register to:
 - a. note the key risks to the Council.
 - b. note the target scores as a reflection of the aims of the Council.
 - c. note the mitigations identified to achieve the target score.
- b) Note the progress with the revised corporate risk management strategy.
- c) Note the work underway to upgrade APEX to include data on all corporate risks in relation to planned deliverables.

9. Reasons for recommendations

9.1 The Audit Committee is charged with providing governance and oversight of risk management within the Council.

9.2 The revised corporate risk management strategy and upgrade to APEX will strengthen the Council's risk management arrangements, with the aim of putting the Council among the best performing local authorities for risk management by December 2024.

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Strategic Risk Register

Appendix 1

Report Date: June 2021

Date of Previous Risk Score: February 2021



Notes: References highlighted **Purple** have been added since the previous report.

Old Category is shown when there has been a change of category.

Previous Risk Score shows rating, probability and impact prior to the Current Risk Score



No Change



Downwards movement



Upwards movement


Risk Ref: 2011/1 Category: Strategic	Risk Owner	Progress Update	Previous Risk Score	Movement Direction	Current Risk Score	Target Risk Score
<p>Risk Description</p> <p><i>Impact of a prolonged recovery and a funding gap</i></p> <p>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</p>	<p>Peter Handford Director of Finance and ICT</p>	<p>The Council has updated its Five-Year Financial Plan alongside the setting of the Revenue Budget 2021/22 in February 2021. The update reflects the outcomes of the Spending Round 2020 and the Local Government Finance Settlement 2021/22.</p> <p>The continuation of mainstream funding for local authorities at 2020/21 levels is welcome, together with the</p>	<p>EXTREME 25</p> <p>Probability Almost Certain 5</p> <p>Impact Very High 5</p>		<p>EXTREME 25</p> <p>Probability Almost Certain 5</p> <p>Impact Very High 5</p>	<p>HIGH 12</p> <p>Probability Probable 4</p> <p>Impact Medium 3</p>

<p>interruption of front line service delivery.</p>		<p>additional funding for social care including the option of the Adult Social Care precept.</p> <p>This additional funding has allowed the Council to invest in critical services, such as adults and children's' social care. However, savings of £72m+ are still required over the medium in order to maintain a balanced annual budget.</p> <p>There is a significant commitment in the Council's 2021/22 Revenue Budget to provide an additional £27m of ongoing funding and £15m to support service pressures.</p> <p>Given the uncertainty regarding Covid-19, the EU Exit, local government devolution and delays to the Fair Funding and Business Rates Reviews, consideration has been given to the longer-term financial sustainability of the Council in setting its 2021/22 budget.</p>				
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		<p>There is a reliance on the achievement of a programme of budget savings.</p> <p>The Covid-19 pandemic has resulted in an economic shock from which it will take some time to recover.</p>			
Controls:	<u>REF:</u>	<u>Control Description</u>	<u>Status</u>	<u>Owner</u>	
	FIN001	Five-Year Financial Plan is updated at least annually and following key Government announcements e.g. Spending Rounds.	In place/embedded	E Scriven	
	FIN002	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	
	FIN003	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 place/embedded	P Handford	

	FIN004	Budget Monitoring Policy ensures that there is regular reporting to SMTs and Members. The Director of Finance meets with Executive Directors and Cabinet Members to discuss the latest monitoring position. The position is reported to Cabinet and Council on a quarterly basis (effective from 1/4/2020) alongside departmental performance information.	In place/embedded	E Scriven
	FIN005	The Reserves Policy stipulates that the Council's level of reserves will be reviewed at least annually. This includes a projection of the General Reserve balance to ensure that is maintained at an adequate risk assessed level.	In place/embedded	E Scriven
	FIN006	Positive use of Better Care Fund and alignment of health and social care priorities for integrated working.	In progress/taking effect	H Jones
	FIN007	Lobby Government in ensuring fair funding for Derbyshire. The Council responds to all key Government consultations in respect of the Funding Review which is currently ongoing. Consideration is being given to the establishment of countywide lobbying in association with district/borough/city councils, adopting a joined-up approach in respect of priority areas such as social care and homelessness.	In progress/taking effect	P Handford

	FIN008	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	C Allcock
	FIN009	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 Financial Foresight Toolkit will be utilised to support a corporate approach to 2022/23 budget setting.	In progress/taking effect	P Handford
	FIN010	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.	In progress/taking effect	P Handford


Risk Ref: 2020/01 Category: Strategic	Risk Owner	Progress Update	Previous Risk Score	Movement Direction	Current Risk Score	Target Risk Score
<p>Risk Description</p> <p><i>Increase in Demand on Council Services</i></p> <p>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.</p>	<p>Iain Little Deputy Director of Public Health</p>	<p>Demand Management has been identified as a priority project within the Enterprising Council approach.</p> <p><i>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.</i></p> <p>An SRO has been identified, and next steps will include establishing a cross-council project team.</p>	<p>EXTREME 20</p> <p>Probability Probable 4</p> <p>Impact Very High 5</p>	<p></p>	<p>EXTREME 20</p> <p>Probability Probable 4</p> <p>Impact Very High 5</p>	<p>High 12</p> <p>Probability Probable 4</p> <p>Impact Medium 3</p>

		This work has been delayed due to capacity pressures caused by the Council's Covid-19 response.				
	<u>Ref:</u>	<u>Control Description</u>	<u>Status</u>		<u>Owner</u>	
	To be added	SRO identified to lead work Demand management programme group established	In place/embedded In progress/taking effect		E Crapper I Little	

Risk Ref: 2011/05 Category: Strategic	Risk Owner	Progress Update	Previous Risk Score	Movement Direction	Current Risk Score	Target Risk Score
<p>Risk Description</p> <p><i>Failure to have adequate business continuity plans in place</i></p> <p>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.</p>	<p>Chris Henning Executive Director, Place</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> <p>The plan concentrates on services provided at County Hall headquarters, Chatsworth Hall, John Hadfield House and Shand House. and identifies priority functions which need to be maintained or restored in order to provide critical services.</p> <p>Further work is being undertaken to look at services provided at other locations, partnership working and external suppliers.</p>	<p>EXTREME 25</p> <p>Probability Almost Certain 5</p> <p>Impact Very High 5</p>	<p></p>	<p>EXTREME 16</p> <p>Probability Probable 4</p> <p>Impact High 4</p>	<p>HIGH 12</p> <p>Probability Possible 3</p> <p>Impact High 4</p>

		<p>There is an established annual programme of training and exercises to ensure staff understand what their roles and responsibilities are, test the effectiveness of the plan and assist with future development.</p> <p>Following a Business Continuity exercise organised by Emergency Planning a revised priority functions spreadsheet for all service areas is in place. The document ensures that heads of service are actively considering and documenting their business continuity arrangements. The priority functions spreadsheet needs to be revisited throughout the year; the previous version was completed in Nov 2020.</p> <p>Following the outbreak of the coronavirus, the Council has engaged in significant scenario planning across all departments to ensure that</p>				
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		the Council is equipped to respond to ensure continuity of services on a priority basis.			
Controls:	<u>REF</u>	<u>Control Description</u>	<u>Status</u>	<u>Owner</u>	
	2011/05 ETE001	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	
	2011/05 ETE002	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	
	2011/05 ETE001	Departments hold in-depth reviews of their continuity arrangements to ensure key services can continue.	In progress/taking effect	E Crapper	
	2011/05 ETE001	ICT and procurement to work with departments to ensure systems procured provide resilience.	In progress/taking effect	T Gerrard	
	2011/05 ETE001	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 Ref: 2021/02 Category: Strategic	Risk Owner	Progress Update	Previous Risk Score	Movement Direction	Current Risk Score	Target Risk Score
<p>Risk Description</p> <p><i>Failure to have adequate emergency response arrangements in place</i></p> <p>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.</p> <p>The emerging risk environment, the number and type of emergencies is increasingly making continuity or "resilience" a significant focus for the Council.</p>	<p>Chris Henning Executive Director, Place</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</p>	<p>EXTREME 20</p> <p>Probability Probable 4</p> <p>Impact Very High 5</p>	<p></p>	<p>EXTREME 20</p> <p>Probability Probable 4</p> <p>Impact Very High 5</p>	<p>EXTREME 15</p> <p>Probability Possible 3</p> <p>Impact Very High 5</p>

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.		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.				
Controls:	To be added	<u>Control Description</u>	<u>Status</u>	<u>Owner</u>		
		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	In place/embedded	C Henning				

		<p>ensure an effective response by responding agencies including the County Council.</p> <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 <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</p>	<p>In place/embedded</p> <p>In place/embedded</p>	<p>C Brailsford</p> <p>C Brailsford</p>
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		enforce the owners of registered assets to carry out this duty.		
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Risk Ref: 2011/19 Category: Strategic	Risk Owner	Progress Update	Previous Risk Score	Movement Direction	Current Risk Score	Target Risk Score
<p>Risk Description</p> <p>Effective Change Management</p> <p>The Council is undergoing significant organisational change from financial pressure or political change which could create significant workforce issues around having the right skills, productivity and capacity, each of which may adversely impact upon service delivery if not managed.</p> <p>The effect of reducing the Council workforce and pressure for increased productivity without effective change management and employee engagement also carries health and attendance risks.</p> <p>The lack of effective change management can lead to</p>	<p>Emma Crapper</p> <p>Director of Organisation Development and Policy</p>	<p>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> <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</p>	<p>EXTREME 20</p> <p>Probability Probable 4</p> <p>Impact Very High 5</p>	<p></p>	<p>EXTREME 20</p> <p>Probability Probable 4</p> <p>Impact Very High 5</p>	<p>MODERATE 9</p> <p>Probability Possible 3</p> <p>Impact Medium 3</p>

<p>significant impact upon stakeholders and partnerships; potential litigation; fines; risk of injury or death and unplanned spending increases.</p>		<p>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 and in the previous 12 months, the Council’s has deployed a number of pulse surveys to seek views from its workforce.</p> <p>A cycle of regular pulse surveys has been approved</p>				
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		<p>which will complement the Council's wider approach to engagement (Listen and Engage, Shape and Respond). This is supported by internal communications narrative work centred on 'Our Spirit'.</p> <p>Feedback from leadership forums also help inform and mitigate against potential concerns within the workforce and will shape the engagement approach further as we proceed, supported by a clear leadership development approach and leadership behavioural framework.</p> <p>The council continues to progress its wellbeing strategy actions plans, focused on people, data and systems to ensure the strategy is successfully embedded, with continuation of new initiatives such as the employee assistance programme.</p>				
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	<u>Ref:</u>	<u>Control Description</u>		<u>Status</u>	<u>Owner</u>	
	To be added	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 pulse survey cycle as approved by CMT on 8 February 2020.		In progress/taking effect	J Skila	
		Regular leadership forums / senior leadership forums to support leader development and information sharing, coupled with a leadership behavioural framework.		In progress/taking effect	J Skila	
		Ongoing deployment and monitoring of the council's wellbeing strategy and associated action plans.		In progress/taking effect	J Skila	


Risk Ref: 2011/20 Category: Strategic	Risk Owner	Progress Update	Previous Risk Score	Movement Direction	Current Risk Score	Target Risk Score
Risk Description Supply Chain Failure Failure to manage contracts effectively could lead to unforeseen increased costs; risk of contracts collapsing; increased carbon footprint.	Peter Handford Director of Finance and ICT	A Central Contract Management Support Team has been proposed to improve management of contracts across the Council. This is still subject to approval.	<div style="background-color: red; color: white; padding: 5px; text-align: center;">EXTREME 25</div> Probability Almost Certain 5 Impact Very High 5		<div style="background-color: red; color: white; padding: 5px; text-align: center;">EXTREME 25</div> Probability Almost Certain 5 Impact Very High 5	<div style="background-color: yellow; padding: 5px; text-align: center;">MODERATE 6</div> Probability Unlikely 2 Impact Medium 3
	<u>Ref:</u>	<u>Control Description</u>		<u>Status</u>		<u>Owner</u>
	To be added	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.	Proposed/not yet approved	T Gerrard
		Identification of high value/high risk contracts including partnerships and partners which demand a higher level of contract management.	Proposed/not yet approved	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.	Proposed/not yet approved	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.	Proposed/not yet approved	T Gerrard

		<p>Reviewing and updating tender documentation and contracts to identify weaknesses which could contribute towards supply chain failure.</p>	In progress/taking effect	T Gerrard
		<p>Ensuring Business Continuity Plans are reviewed and tested with providers during the life of the contract as part of robust contract management activity</p>	Proposed/not yet approved	T Gerrard
		<p>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 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.</p>	In progress/taking effect	T Gerrard

Risk Ref: 2011/2 Category: Strategic	Risk Owner	Progress Update	Previous Risk Score	Movement Direction	Current Risk Score	Target Risk Score
<p>Risk Description</p> <p><i>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</i></p> <p>The Council is working with stakeholders to determine the "Estimated Fair Value" (EFV) of the facility following termination of the Project Agreement with RRS. This is the compensation due to the former contractor and comprises the value of the plant, considering all of the costs of rectifying ongoing issues, and the costs of providing the services to meet the agreed contract standards.</p> <p>Failure to achieve value for money is a significant risk to the Council's budget. Failure to</p>	<p>Chris Henning Executive Director, Place</p>	<p>The Council is meeting regularly with the project funders to reach a consensual settlement on the EFV. In parallel preparations continue in the event negotiations are unsuccessful.</p> <p>Work to determine the condition and capability of the facility is nearing completion and will determine the next steps for the facility. This information is informing the EFV workstream.</p> <p>Project planning is underway on services post 2022, when the Service Continuity Contract expires. A Work Plan of key actions is in place, resources allocated and are subject to regular review.</p>	<p>EXTREME 25</p> <p>Probability Almost Certain 5</p> <p>Impact Very High 5</p>	<p>↔</p>	<p>EXTREME 25</p> <p>Probability Almost Certain 5</p> <p>Impact Very High 5</p>	<p>MODERATE 6</p> <p>Probability Unlikely 2</p> <p>Impact Medium 3</p>


<p>recommission the facility is a significant risk for the long-term waste management strategy, the Council's future economic and environmental sustainability and its reputation.</p>						
	<p><u>Ref:</u></p>	<p><u>Control Description</u></p>			<p><u>Status</u></p>	<p><u>Owner</u></p>
	<p>To be added</p>	<p>A Service Continuity Contract has been put in place to make sure waste continues to be dealt with, and that recycling centres and waste transfer stations continue to operate. These services are being provided by waste management company Renewi under a new two-year contract. The contract includes work to secure and preserve the waste treatment facility.</p> <p>Joint Waste Contract Management Boards (with Derby City Council) in place and meet regularly to provide strategic leadership</p> <p>Internal Waste Project Board has been established</p> <p>Specialist advisors (finance; commercial and legal) appointed and support the Project Team. The Project Team meets at minimum weekly.</p>			<p>In place/ embedded</p> <p>In place/ embedded</p> <p>In progress/ taking effect</p> <p>In place/ embedded</p>	<p>C Brailsford</p> <p>C Brailsford</p> <p>C Brailsford</p> <p>C Brailsford</p>

Risk Ref: 2020/01 Category: Strategic	Risk Owner	Progress Update	Previous Risk Score	Movement Direction	Current Risk Score	Target Risk Score
<p>Risk Description</p> <p>Information governance</p> <p>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</p>	<p>Peter Handford</p> <p>Director of Finance and ICT</p>	<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.</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>	<p>EXTREME 15</p> <p>Probability Possible 3</p> <p>Impact Very High 5</p>	<p></p>	<p>EXTREME 15</p> <p>Probability Possible 3</p> <p>Impact Very High 5</p>	<p>High 12</p> <p>Probability Possible 3</p> <p>Impact Medium 4</p>

	<u>Ref:</u>	<u>Control Description</u>	<u>Status</u>	<u>Owner</u>
	To be added	<p>As part of the ICT Phase 2 a dedicated Data Architecture function has been implemented to build out the data use and management guidelines.</p> <p>An implementation plan to migrate to SharePoint, and implement the advance security options available in the e5 license is being developed.</p>	<p>In progress/ taking effect</p> <p>In progress/ taking effect</p>	<p>R Pearson</p> <p>R Pearson</p>

Risk Ref: 2011/11 Category: Strategic	Risk Owner	Progress Update	Previous Risk Score	Movement Direction	Current Risk Score	Target Risk Score
<p>Risk Description</p> <p>Adapting to Climate Change</p> <p>The Council faces a challenge in relation to an increase in extreme weather patterns including increased rainfall, drought, heatwaves and unseasonal weather. This will result in risks of increased frequency of flooding; damage to infrastructure; risk to health, well-being and productivity; water and energy shortages; risks to natural capital; interruption of food production and trade; new and emerging pests, diseases and plant and animal species. Climate change around the world is likely to result in mass migration of people.</p>	<p>Claire Brailsford Acting Director of Environment and Transport</p>	<p>The Derbyshire Climate Change Adaptation Plan was produced in 2013 with a review of progress taking place in 2017.</p> <p>The Adaptation Plan addressed flooding, infrastructure, service delivery, adapting the built environment and community and business resilience planning with considerable work being undertaken in each area.</p>	<p>EXTREME 16</p> <p>Probability Possible 4</p> <p>Impact High 4</p>	<p>↔</p>	<p>EXTREME 16</p> <p>Probability Probable 4</p> <p>Impact High 4</p>	<p>MODERATE 6</p> <p>Probability Unlikely 2</p> <p>Impact Medium 3</p>


	<u>Ref:</u>	<u>Control Description</u>			<u>Status</u>	<u>Owner</u>
	To be added	Analysis and distribution of future climate projections for Derbyshire			In progress/ taking effect	C Brailsford
		Derbyshire Local Flood Risk Management Strategy			In place/ embedded	C Brailsford
		Derbyshire Natural Capital Strategy (being commissioned)			In progress/ taking effect	J Battye/ C Brailsford
		Planning guidance			Proposed/not yet approved	J Battye

Risk Ref: 2011/9 Category: Strategic	Risk Owner	Progress Update	Previous Risk Score	Movement Direction	Current Risk Score	Target Risk Score
<p>Risk Description</p> <p>Protection of Vulnerable Adults</p> <p>Failure to protect the most vulnerable in our society could lead to significant fines; special measures; litigation; decreased staff morale; reputational damage</p>	<p>Helen Jones</p> <p>Executive Director, Adult Social Care and Health</p>	<p>This risk was last updated in February 2021</p> <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>Alongside this strategy a Quality Improvement Board (QIB) has been established. The Board is chaired by the Service Director and involves Group Managers across the department. The Board ensures that the quality and</p>	<p>EXTREME 15</p> <p>Probability Possible 3</p> <p>Impact Very High 5</p>	<p></p>	<p>EXTREME 15</p> <p>Probability Possible 3</p> <p>Impact Very High 5</p>	<p>HIGH 10</p> <p>Probability Unlikely 2</p> <p>Impact Very High 5</p>

		<p>improvement of all ASC services is the responsibility of the whole department and that the QA strategy is being implemented.</p> <p>The work of the Board is focused into six key work streams; Safe Services, Quality Recording, Quality Monitoring and Improvement, Quality Workforce, Communications and Quality Policies and Procedures. Each work stream has a set focus and purpose and key actions to address the learning points. These key actions are delivered through detailed work stream action plans.</p>				
	<u>Ref:</u>	<u>Control Description</u>			<u>Status</u>	<u>Owner</u>
	2011/9 ASC001	An Adult Social Care Quality Assurance Strategy and Framework has been developed and agreed. This is now being implemented and embedded into practice.			In progress / taking effect	S Stevens
	2011/9 ASC002	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	S Stevens

	2011/9 ASC003	The Quality Improvement Board provides regular updates to the ASC Senior Management team, Executive Director and Portfolio Holder.	In place / embedded	J Vollar
	2011/9 ASC004	Safeguarding leadership arrangements have been reviewed and additional investment has been made into the team as well as a transfer of the operational structure into the Commissioning, Safeguarding and Performance team to enable more independent scrutiny and oversight.	In place/ embedded	J Ryalls / S Knowles
	2011/9 ASC005	We have reviewed our approach to learning reviews and serious incidents and are revising policy and process in order to ensure appropriate and consistent monitoring, review and learning mechanisms are established and embedded	In progress/ taking effect	J Ryalls / S Knowles
	2011/9 ASC006	Additional investment has been made into the ASC Quality and Compliance team in order to ensure we have a focused approach to audit, monitoring and continuous improvement.	In place/ embedded	T Henson
	2011/9 ASC007	An initial performance dashboard has been developed which currently monitors the performance of our care homes by measuring across six key metrics; staffing vacancies, occupancy, incidents, training, complaints and CQC rating. This dashboard is further being developed to capture quality, compliance and safeguarding activity across the whole department. Both the high-level dashboard, and a more detailed report sitting underneath, are sent to all relevant operational staff and are also monitored by the Quality and Compliance Team.	In progress/ taking effect	T Henson


	2011/9 ASC008	Senior Managers are updated in relation to any significant incidents through a newly embedded 'notifiable incident form'.	In place/ embedded	D Sullivan / T Henson
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Risk Ref: 2021/02 Category: Strategic	Risk Owner	Progress Update	Previous Risk Score	Movement Direction	Current Risk Score	Target Risk Score
<p>Risk Description</p> <p><i>Protection of Vulnerable Children</i></p> <p>Failure to protect the most vulnerable in our society could lead to significant fines; special measures; litigation; decreased staff morale; reputational damage</p>	<p>Jane Parfremment</p> <p>Executive Director, Children's Services</p>	<p>Whilst risk can never be eliminated entirely, the council has robust policies and procedures in place to safeguard vulnerable children, supported by training and development, supervision and quality assurance processes.</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>EXTREME 15</p> <p>Probability Possible 3</p> <p>Impact Very High 5</p>	<p></p>	<p>EXTREME 15</p> <p>Probability Possible 3</p> <p>Impact Very High 5</p>	<p>HIGH 10</p> <p>Probability Unlikely 2</p> <p>Impact Very High 5</p>

		<p>More recently, social care in Localities have experienced higher turnover during the pandemic and additional strategies have been put in place.</p> <p>These measures provide a firm foundation for ongoing service improvement and the reduction of risks to children.</p>				
	<u>Ref:</u>	<u>Control Description</u>			<u>Status</u>	<u>Owner</u>
	To be added	<p>Robust policies & procedures, training, supervision and QA in place. Supported by strong independent quality assurance function.</p> <p>Derbyshire Safeguarding Childrens Partnership embedding and supporting quality assurance and development of multi-agency safeguarding practice</p> <p>Systemic practice operating model; integration of Early Help and Social Care.</p> <p>Formal and informal learning, coaching and mentoring. Work underway to further strengthen L&D approaches</p> <p>Robust procedures within Starting point to embed multi</p>			<p>In place/ embedded</p> <p>In progress/ taking effect</p> <p>In place/ embedded</p> <p>In progress/ taking effect</p> <p>In progress/ taking effect</p>	<p>A Noble</p> <p>L Dale</p> <p>A Noble</p> <p>A Noble / L&D team</p> <p>P Lambert</p>

		<p>agency thresholds and pathways. Further work across DDSCP to strengthen partnership responsibility</p> <p>Reviewing of staffing, training and caseloads - including successful growth bid.</p> <p>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. <i>Plan recently reviewed following achievement of original actions.</i></p> <p>Supervision policy and management oversight reviewed and strengthened.</p> <p>Workforce strategy - recruitment and retention of social workers improved; supporting more stable workforce and reducing remaining capacity pressures. <i>Strategies developed and implemented to address recent staffing challenges in Locality areas. Longer term approaches to recruitment and retention being explored.</i></p> <p>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.</p> <p>Systems in place to report regularly and learn from complaints.</p>	<p>In place/ embedded</p> <p>In place/ embedded</p> <p>In place/ embedded</p> <p>In progress/ taking effect</p> <p>In progress/ taking effect</p> <p>In place / embedded</p>	<p>A Noble</p> <p>P Lambert</p> <p>P Lambert</p> <p>P Lambert</p> <p>A Noble</p> <p>D Cohen</p>
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		Systems in place to ensure a joined up approach to managing risks for children during COVID-19; strengthened multi-agency working to achieve visibility for children including those with EHC plans.	In place/ embedded	A Noble / I Peel
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Risk Ref: 2012/2 Category:	Risk Owner	Progress Update	Previous Risk Score	Movement Direction	Current Risk Score	Target Risk Score
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	Dave Massingham Director of Property	<p>In February 2019 Cabinet approved a new operating model for Corporate Property Services based on the property life cycle. The Asset Management Framework developed in 2019 documents the Strategy for managing Land and Buildings.</p> <p>A new Senior Management Team was established during 2020 and a programme to externalise non-core services commenced March 2020.</p> <p>In February 2021 a new Governance and decision arrangements framework was</p>	<div style="background-color: red; color: white; padding: 5px; text-align: center;">EXTREME 15</div> <p>Probability Possible 3</p> <p>Impact Very High 5</p>		<div style="background-color: red; color: white; padding: 5px; text-align: center;">EXTREME 15</div> <p>Probability Possible 3</p> <p>Impact Very High 5</p>	<div style="background-color: yellow; padding: 5px; text-align: center;">MODERATE 6</div> <p>Probability Unlikely 2</p> <p>Impact Medium 3</p>

		<p>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>				
	<u>Ref:</u>	<u>Control Description</u>		<u>Status</u>	<u>Owner</u>	
	2012/2 PROP001	Asset Management Framework is reviewed annually		In place/ embedded	J Scholes	
	2012/2 PROP002	Governance and Performance Framework is a key deliverable in the service plan		In progress/ taking effect	G Massey	
	2012/2 PROP003	A 5-year programme of individual asset plans for all council assets has been developed and is underway		In progress/ taking effect	J Scholes	
	2012/2 PROP004	5-year programme of individual Condition Surveys for all council assets		In place/ embedded	S Brown	
	2012/2 PROP005	Annual Premises Reviews to 100% of managed estate		In place/ embedded	S Brown	


	2012/2 PROP006	Planned Preventative Maintenance plans to align with Asset Plans	In progress/ taking effect	S Brown
	2012/2 PROP007	Dedicated resource to Statutory Compliance – administration, contract management and operational service provision	In place/ embedded	S Brown

Risk Ref: 2021/03 Category:	Risk Owner	Progress Update	Previous Risk Score	Movement Direction	Current Risk Score	Target Risk Score
<p>Risk Description</p> <p>Maintenance of Place Assets</p> <p>Failure to maintain our assets could lead to significant fines; significant litigation; decreased staff morale; reputational damage; HSE investigation</p>	<p>Chris Henning Executive Director, Place</p>	<p>Representatives from Place, Property and Corporate Finance are seeking to develop a holistic strategy and approach to how individual plans, processes and procedures will fit together to form the Council's joined up approach.</p> <p>Derbyshire's approach to Highways Asset Management has been developed using the recommendations made within the 2013 Highways Management Efficiency Programme (HMEP) Highway Infrastructure Asset Management Guidance and is the basis of the Council's approach to delivering best practice, as set out in the 2016 Code of Practice for Well-</p>	<p>EXTREME 15</p> <p>Probability Possible 3</p> <p>Impact Very High 5</p>	<p>↔</p>	<p>EXTREME 15</p> <p>Probability Possible 3</p> <p>Impact Very High 5</p>	<p>MODERATE 6</p> <p>Probability Unlikely 2</p> <p>Impact Medium 3</p>

		<p>Managed Highway Infrastructure.</p> <p>These required local authorities to adopt a risk based, integrated asset management approach to maintaining highway infrastructure by October 2018. These approaches are supported by the new funding models for local authority highway maintenance.</p> <p>A Corporate Property Asset Management Framework is in place. <i>Working with Property Service, Service Asset Management Plans are being developed.</i></p> <p>The Capital Strategy for 2022-22 provides a high-level overview of how capital expenditure and capital financing contribute to the provision of local public services.</p>				
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	<u>Ref:</u>	<u>Control Description</u>	<u>Status</u>	<u>Owner</u>
	To be added	<p>The Highways Infrastructure Asset Management Policy and Strategy documents set out delivery of road-related services against our key priorities taking into consideration residents' needs, the condition of the asset and how best use can be made of available resources. The emphasis is on managing our infrastructure assets efficiently and effectively by focusing on investing in long-term planned maintenance instead of short-term repairs. Documentation is reviewed biennially.</p> <p>Highway Network Management Plan - technical document which specifies how the department manages and provides change to Derbyshire's highway network. The document follows a review of existing policies and procedures to reflect the change to the risk-based approach set out in the HIAMs documentation and the criteria to manage the network. It reflects changes to materials and techniques within the industry, relevant legislation and current environmental guidance and practice.</p> <p>Environmental Management System (EMS) - ISO 14001 Certification – Yearly Audit programme and three yearly recertification</p> <p>Quality Management System (QMS) – ISO 9001-2015 Certification - Yearly Audit programme and three yearly recertification</p>	<p>In progress/ taking effect</p> <p>In progress/ taking effect</p> <p>In place/ embedded</p> <p>In place/ embedded</p>	<p>J Gould</p> <p>J Gould</p> <p>J Gould</p> <p>D Massey</p>

Risk Ref: 2018/5 Category	Risk Owner	Progress Update	Previous Risk Score	Movement Direction	Current Risk Score	Target Risk Score
<p>Risk Description</p> <p><i>Failure to understand or respond adequately to new or changing legislation and regulation</i></p> <p>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.</p>	<p>Helen Barrington</p> <p>Director of Legal and Democratic Services</p>	<p>This corporate risk is under review by the new Director of Legal and Democratic Services.</p> <p>The risk scores are unchanged until the review is complete and an informed assessment is made.</p>	<p>EXTREME 25</p> <p>Probability Almost Certain 5</p> <p>Impact Very High 5</p>	<p>↔</p>	<p>EXTREME 25</p> <p>Probability Almost Certain 5</p> <p>Impact Very High 5</p>	<p>HIGH 10</p> <p>Probability Unlikely 2</p> <p>Impact Very High 5</p>
	<p><u>Ref:</u></p> <p>To be added</p>	<p><u>Control Description</u></p> <p>Under review</p>			<p><u>Status</u></p>	<p><u>Owner</u></p>

Risk Ref: 2018/4 Category: Strategic	Risk Owner	Progress Update	Previous Risk Score	Movement Direction	Current Risk Score	Target Risk Score
<p>Risk Description</p> <p><i>Ineffectual workforce planning</i></p> <p>A failure to recruit and retain experienced staff; a lack of succession planning in order to ensure effective continuity of key skills and knowledge at all levels including leadership skills. Resulting in unfilled posts, accepting a lower calibre of staff, increasing training requirement to upskill new staff, vital knowledge lost leading to service delivery issues</p>	<p>Emma Crapper</p> <p>Director of Organisation Development and Policy</p>	<p>Aligned to the development of the council's people strategy, core people priorities have been defined which include focus on the attraction and retention of the workforce and responsive workforce plans.</p> <p>A review of recruitment services is underway, coupled with a current review of the council's learning and development model. This includes consideration of the organisation's approach to succession planning and performance management which will central to our future workforce planning approaches.</p> <p>In conjunction with the LGA, an assessment has been undertaken of the council's</p>	<p>EXTREME 25</p> <p>Probability Almost Certain 5</p> <p>Impact Very High 5</p>	<p></p> <p>EXTREME 25</p> <p>Probability Almost Certain 5</p> <p>Impact Very High 5</p>	<p>MODERATE 9</p> <p>Probability Possible 3</p> <p>Impact Medium 3</p>	

		current approach to workforce planning in readiness for developing the future activity which is required to support delivery of more responsive workforce plans.				
	<u>Ref:</u>	<u>Control Description</u>			<u>Status</u>	<u>Owner</u>
	To be added	<p>In conjunction with LGA, evaluation and development of the council's strategic workforce planning approach supported by consistent establishment controls that enable effective forecasting, resourcing solutions and development of departmental L&D plans (including succession planning and career/learning pathways).</p> <p>Deliver improved proactive recruitment campaign management and strategic recruitment advice considering the future needs, values and behaviours of the organisation. Be more active in the recruitment marketplace on the council's journey to becoming an employer of choice.</p>			In progress/ taking effect	J Skila
					In progress/ taking effect	J Skila

Corporate Impact Assessment Criteria of Risk Category										
Scale	Scale Description	Risk Categories								
		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,	Some minor effects on the ability of stakeholders to pursue rights and entitlements, eg other sources or avenues would not

									sensitive data loss internally controlled	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

Likelihood 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)

Risk Score Matrix (Impact x Likelihood)						
Likelihood	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
	Impact					

Colour	Score
Green	Low
Yellow	Moderate
Amber	High
Red	Extreme

Financial

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

Legal

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

Human Resources

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

Information Technology

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

Equalities Impact

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

Corporate objectives and priorities for change

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

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

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