

**AUDIT COMMITTEE
26 JANUARY 2022**

MID YEAR RISK MANAGEMENT UPDATE REPORT 2021/22

SUMMARY REPORT

Purpose of the Report

1. To update Members on the approach to and outcomes from the Council's Risk Management processes.

Summary

2. Positive progress continues to be made within the Authority regarding the management of key strategic risks and with the work undertaken by Officers to manage operational risk.

Recommendation

3. It is recommended this Risk Management Report be noted.

Reasons

4. The recommendation is supported to provide the Audit Committee with evidence to reflect on the Council's approach to Risk Management.

**Ian Williams
Chief Executive**

Background Papers

- (i) Council's Risk Management Strategy
- (ii) Corporate and Group Risk Registers
- (iii) Annual Risk Management Report to Audit Committee 28 July 2021

S17 Crime and Disorder	This report has no implications for crime and disorder
Health and Well Being	There is no specific health and well-being impact
Carbon Impact and Climate Change	There are no specific recommendations contained within the attached reports concerning Carbon Reduction.
Diversity	There is no specific diversity impact.
Wards Affected	All wards are affected equally
Groups Affected	All groups are affected equally
Budget and Policy Framework	This report does not recommend a change to the Council's budget or policy framework
Key Decision	This is not a key decision
Urgent Decision	For the purpose of the 'call-in' procedure this does not represent an urgent matter
Council Plan	There is no specific relevance to the strategy beyond a reflection on the Council's governance arrangements
Efficiency	Insurance premiums reflect the pro-active approach taken to risk management within the Council.
Impact on Looked After Children and Care Leavers	The report does not impact upon Looked After Children or Care Leavers.

MAIN REPORT

Background

5. Risk Management is an essential part of effective and efficient management and planning and it strengthens the ability of the Council to achieve its objectives and enhance the value of services provided. It is also an important element in demonstrating continuous improvement as well as being part of the Council's Local Code of Corporate Governance that reflects the requirements of the CIPFA/SOLACE Framework of Corporate Governance.

Information and Analysis

Strategic Risk Outcomes

6. A key element of the Council's planning process is that the areas of potential risk, which could adversely impact on the ability to meet objectives, are identified together with the officer responsible for managing that risk. These risks are plotted on to a standard likelihood and impact matrix with reference to management controls in place and working. The shaded part of the matrix signifies the area above the 'risk appetite line'. Risks in this region require further specific management i.e. are priorities for improvement that have an appropriate improvement action plan. Risk matrices that reflect the updated Council structure agreed by [Council](#) on 28 January 2021, are attached at Appendices A-E and show the current Council Corporate and Departmental risks.
7. All risks are continually managed during the year by Corporate and Departmental Management Teams including any emerging risks identified. In addition, Assistant Directors/Heads of Service are required to confirm in their Annual Managers Assurance Statements (MAS) that processes are in place to ensure that controls identified to support the positioning of risks on the risk matrices are in place and working.
8. The information that follows, provided by appropriate departmental staff, details progress made on improvement actions for those risks identified as above the risk appetite line.
 - (a) **Corporate Risks (Appendix A)** – one risk has been identified as above the risk appetite line.

(C18) COVID-19:

1. **Health and safety of the Council workforce**
2. **Health and safety of the public of Darlington**
3. **The impact on the Economy of the Borough and its population**
4. **Financial impacts on the Council of increased costs and reduced income**

- (i) In terms of mitigating this risk the Council has introduced safe working practices; is working with partners to make the public aware of risks and working to ensure compliance within businesses and other sectors in the Borough; will work with Government departments and the Tees Valley Combined Authority to seek to limit the impacts by utilising interventions to kick start the economy; and will keep its Medium Term Financial Plan

(MTFP) under constant review and take appropriate decisions to safeguard the Council's finances. The Council is also running community testing in a number of settings to help identify asymptomatic people and the roll out of the vaccinations programme by the NHS, supported locally by the Council and volunteers, to reduce the health risks particularly of the most vulnerable in the early stages of the roll out. The Council is also reviewing business continuity plans and preparing for scenarios of reduced workforce levels and the consequences on service provision.

- (b) **Operations Group (Appendix C)** – one risk has been identified as above the risk appetite line.

(OG28 Previously EG & NS20) Inability to cope with significant increase in homelessness cases due to new requirements by DLUHC to accommodate everyone irrespective of status in order to limit spread of COVID-19 and also increased levels of homelessness due to increased relationship breakdowns and financial difficulties.

- (i) Additional funding has been provided by the Department for Levelling Up, Housing and Communities (DLUHC) for homeless services. More accommodation and support has been commissioned to cope with increased demand and additional staff have been recruited to the Housing Options Team. However, demand for emergency accommodation has remained high with the shortage of appropriate move on accommodation exacerbating the issue.

- (c) **People Group (Appendix D)** – three risks have been identified as above the risk appetite line.

(PG1 Previously C & A1) Inability to contain placement costs for children looked after.

- (i) A full Transformation and Efficiency programme is being delivered with the key objective of developing sufficient provision within or close to Darlington that meet the needs of looked after children. This includes in-house foster care, residential care and specialist provision for complex needs. Due to the changing complexities and the demand for placements not just locally, but also regionally and nationally, the work will be informed by other localities, and joint working will take place where this can add value.

(PG8b Previously C & A8b) Increased demand for Children's services impacts negatively on budget.

- (ii) Work is ongoing within the Transformation Programme to safely reduce the level of risk in children's services. Input to this work has been enhanced with colleagues from Leeds City Council under the DfE sponsored Strengthening Families Programme. The ethos of the work will continue despite the programme formally ceasing.

(PG14b Previously C & A 14b) Failure to respond appropriately to safeguard vulnerable children, in line with national legislation and safeguarding children, thresholds and procedures.

- (iii) Services are in place to screen contacts and referrals, and to respond should concerns be identified. Pathways for intervention are both internal and multi-agency, and the Council ensures that its own staff understand and apply them robustly. During the Covid-19 restrictions, each child open to children's services has a risk assessment in place to determine level of safeguarding need and appropriate visiting frequency. Children have received face to face contact from Children's teams to ensure appropriate safe living environments and services are put in place to meet their needs.

(PG8a Previously C&A8a) Increased demand for Adult Services impacts negatively on plans for budget efficiencies

- (iv) There is increasing demand for adult social care and support specifically domiciliary care, aides, adaptations and support for people with significant learning disabilities. People are living with multiple conditions and disabilities and require intensive support to remain at home and as independent as possible. Covid has also had a significant impact on people's wellbeing and support needs. Adult Social Care will continue with the Transformation programme, and ensure that all assessments are strength based and outcome focussed with the support of the local community. Performance, practice and quality will be continuously monitored and reviewed to ensure we reduce, delay and prevent people from requiring care and support prematurely. Funding streams and grants from the Department of Health & Social Care will support the demand management and provide some temporary cost mitigation.

(PG9c) Market (Domiciliary Care Residential Care providers) failure as a result of increased transmissibility of Omicron variant

- (v) The Council has stepped up its level of contact with the Adults Person's Care Sector and is now in daily contact with the provider market i.e. care homes and domiciliary care providers to track the progress and impact of the Omicron variant. The Commissioning & Contracts Team are working closely with Public Health to review the management and guidance of outbreaks in the sector following Public Health England's advice. This will include a case by case dynamic risk assessment of outbreaks. The particular risk with regard to workforce recruitment and retention is being significantly mitigated through a transfer of funds from the Tees Valley CCG to the Council to bring forward the uplift of the national living wage on 1 April back to the 1 December 2021. In addition the Council is distributing two rounds of the workforce recruitment and retention fund to the care sector workforce, which included the Council's in-house services. This is in order to support and sustain the care sector workforce over the winter period. The Council continues to work closely with CDDFT (County Durham and Darlington NHS Foundation Trust), Tees Valley CCG (Clinical Commissioning Group) and the North East Council's to align approaches recognising that independent sector providers often provide services across organisational boundaries.

Furthermore, the supply and access of Lateral Flow Tests is also being closely tracked. Overseeing the preparedness of the system for the spread of the Omicron variant and any variants, is the Local Resilience Forum.

- (d) **Services Group (Appendix E)** – one risk has been identified as above the risk appetite line.

(SG18 Previously EG & NS18) Budget & resource implications arising from the ability to progress and complete schemes/projects in the event of further COVID-19 lockdowns & further construction inflation, material supply and resource demands.

- (i) Within the Construction industry there continues to be issues with rises in material prices and high demand for trades and resource to deliver projects of all sizes. These issues are across all sectors, both private and public. Projects developed prior to these issues materialising may not have built in contingencies into the budget or programme to absorb this. Therefore, this will require Programmes & Projects to be reviewed on an individual basis for affordability and deliverability as costs and programmes are finalised.

Operational Risk Outcomes

9. The Insurance Group continues to meet representatives of the Council's insurers to examine insurance claims. The insurers are able to provide the group with an update in relation to trends and operational risks to enable continuous improvement to the health and safety culture within the organisation.
10. The Council has continued to ensure effective measures are in place to manage the risks associated with COVID-19 and protect the health and safety of staff and members of the public.
11. The corporate risk assessment COVID-19 and safe systems of work have continued to be revised and updated in line with government guidance and with the involvement of Public Health and in consultation with the trade unions. The Council has maintained many of the original 'working safely' mitigating measures including social distancing and the wearing of face coverings in enclosed and crowded spaces. Updates have been communicated to staff directly by managers and are available on the intranet.
12. Regular communications continue to be issued to staff regarding the importance of following the Government guidance and an on-line training module produced 'Getting back to work safely during COVID-19' for all staff to complete, providing further information and guidance on the measures in place to help keep staff safe at work.
13. The Council has received several COVID-19 inspections from the Health and Safety Executive (HSE) in recent months. The questions covered COVID risk assessment and safe systems of work; cleaning and hand sanitation, social distancing, lateral flow testing and self-isolation, which were answered positively, and we did not receive any negative feedback following the visits.

14. Further enhancements have been made to the new Employee Protection Register developed in partnership with Xentrall and Stockton Borough Council, to improve functionality/features that will significantly enhance the usability of the system.
15. The Reliance Protect personal safety devices continue to be used as part of set of measures to reduce the risk to staff lone working. Staff raised four red alerts using the personal devices between June – November 2021. Where staff find themselves in a threatening situation, they can raise a red alert which is picked up by the Alarm Receiving Centre (ARC) and the operator then assesses the situation and actions a police response if necessary. The operator also contacts the first person on the escalation process (manager) to let them know that the situation is happening and that police are attending. All the incidents ended without harm or injury to staff and employees felt supported during the incidents. The situations were well handled by all involved and is a good example of why the devices are used as part of a safe system of work.
16. A multi-agency project group has been established, 'Darlington Open Water Safety Group', to ensure risk presented by areas of open water in Darlington are as low as reasonably practicable. Representatives which include the Council, County Durham and Darlington Fire and Rescue, Durham Constabulary, Teesdale and Weardale Search and Mountain Rescue and Environment Agency have met to develop and implement a water safety strategy in line with the National Water Safety Forum 'Drowning Prevention Strategy 2016- 2026'.
17. It was previously reported that in March 2020 a new Street Works Permit Scheme was implemented in Darlington. The Council has worked with the other north east authorities over the last 18 months to develop the scheme. Studies by the Department for Transport have indicated that works durations are generally less in areas where a permit scheme operates compared with a noticing regime therefore reducing disruption to the public and road users. The first Annual Report on the scheme has now been published and is available on the Council's website.
18. The highway inspection & repair regime was able to operate throughout the 2020/21 financial year in spite of the restrictions imposed due to COVID-19. 98.6% of highway safety inspections were carried out on schedule during the period.
19. In the last risk management report, Members were informed of the new Report It system which went live on the Council's website on 1 June 2021. This allows customers to report highway and street lighting faults via a smartphone, tablet or desktop PC. These reports are then sent to the Council's Highway Asset Management system (Symology Insight) which allocates them to the appropriate team. Highway Inspectors receive these reports on their tablet PCs from where they are able to raise a works order and send a reply to the customer advising on what action is proposed. Between June and October 2021, 671 reports were received via Report It.
20. The work in recent years to convert the Street Lighting stock to LED lanterns continues to show benefits. As well as the reduction in carbon emissions and electricity costs there has been a decrease in the number of faults reported. Work is now underway to convert sign lanterns to LED.

21. Work is now in progress to prioritise and design the maintenance schemes for 2022/23, this includes looking at using alternative materials which will help to reduce our carbon emissions.
22. The proactive tree risk management processes continue to provide positive results enabling the Council to defend the majority of storm and subsidence compensation claims received.
23. Occupational Health is a specialist branch of medicine that focuses on the physical and mental wellbeing of employees in the workplace and considers an employee's ability and fitness to perform a particular job. It has a key role in assisting to manage risks in the workplace that may have the potential to give rise to work-related ill health. The Council's service operates as an in-house model with a directly employed Occupational Health Advisor and an Occupational Health Doctor provided via a contract with Durham County Council, both of which are suitably qualified and experienced. Together their aim is to prevent work-related illness and injury by:
 - Encouraging safe working practices and proactive absence management;
 - Health surveillance and vaccination programmes in line with HSE recommendations, relevant to the workplace and specific job roles;
 - Supporting the management of sickness absence and facilitating early return to work;
 - Working with Human Resources, Health and Safety and managers to assist with policies to ensure we are health and safety compliant, including ensuring that reasonable adjustments are considered;
 - Providing specific advice to managers on hazards and risks to health with work functions;
 - Conducting pre-employment health assessments;
 - Supporting health promotion and awareness programmes;
 - Providing advice and signposting around non-health related problems; and
 - Challenging fit note advice from a GP to ensure a swift return to work that is suitable and safe for the employee and team.
24. During the COVID-19 pandemic, Occupational Health has continued to provide a service to the Council, albeit primarily as a virtual/telephone/paper assessment service. While more face to face assessments have been carried out more recently, the bulk are still virtual.
25. The Council has supported approximately 300 eligible employees to receive a COVID-19 booster vaccination through Darlington Memorial Hospital hub. The Council has around 700 eligible staff (including agency workers). Now that more access points are available to receive a booster vaccination (and the first two vaccinations) compared to when the original COVID-19 vaccination programme commenced, many have sought their own vaccinations and the Council planned to close this support service in early December and direct employees to the mass vaccination centres and their GP services.
26. Up to 14 October 2021, 113 staff had tested positive for COVID-19 since 1 April 2021, this brings the overall figure since the start of the pandemic to 242. According to information on MyHR, no employees are reporting 'long-COVID'. The impact of 'long-COVID' sickness absence, reduced access to NHS appointments,

the availability of surgery including the cost of those medical cases which are now more prolonged as a result of longer waiting times are still unknown.

27. Sickness absence was reported as 3.81 days per FTE for the half year. This equates to an attendance rate of 96.6%, a slight reduction of 0.4% compared to last year (97%)
28. The free flu job initiative has continued in 2021, and is still popular, as is the new booking system, making the process slicker for employees and the Human Resource team. Six clinics will be run for Council employees with a total of 600 vaccinations available. Front line staff have been given early access to booking flu vaccinations.
29. Mental Health First Aiders and Mental Health Mentors have continued to be an asset to the workplace and the Council has continued to promote their availability via Microsoft Teams and telephone for confidential chats where employees are offered a listening ear and signposted to further help where applicable. Our free, confidential Counselling Service continues to be well used, issues covered include general anxiety, concerns for family, bereavement, COVID-19 and stress, both personal and work related either in the workplace or as part of returning to the workplace after a period of not being in work.
30. Wellbeing activities and events will continue to be a key feature of the wellbeing strategy. It is the intention that health promotion and awareness will continue to be a focus for monthly Wellbeing Champion posters. These continue to be popular talking points for team meetings. Occupational Health briefings also continue to promote and raise awareness of health and we continue to target localised health inventions and topical messages to groups/teams.
31. We have now launched our new Workforce Strategy, Values and Workforce Plan and started the embedding process with guidance to managers to deliver team discussions.
32. Work is currently ongoing to create a new module on the Managers Programme called The Remote Manager, this will cover managing staff working at home, but also those staff who are out in the field.
33. High level results of the employee survey have been positive in respect of wellbeing. Considering the scale of change that employees have faced during the last 20 months, it is pleasing to report that 88% of respondents across the Council report that the Council supports their wellbeing. An action plan is now in place to move forward the results of the survey.

Conclusion

36. The Council's pro-active approach to risk management continues to produce positive results for the Authority.

Outcome of Consultation

37. There has been no formal consultation in the preparation of this report.

RISK MATRIX

CORPORATE RISK REGISTER

LIKELIHOOD	A Very High				
	B High				
	C Significant			18	
	D Low			3, 4, 17, 19, 20	
	E Very Low		1		
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic
IMPACT					

CORPORATE RISK REGISTER

Risk No.	Risk	Responsible Person	Movement in Period	Reason for Movement on Matrix	Progress on Action Plan for Risks Above the Appetite Line that have not moved
C1	Implementation of recommendations from the Capital Process Review is needed to improve effective capital project management	Ant Hewitt	None at E/III		
C3	Corporate Premises Risks	Ian Williams	None at D/II		
C4	Business Continuity Plans not in place or tested for key critical services	Dave Winstanley	None at D/II		
C17	As a result of Brexit and Covid-19, cost and availability of material is impacting on projects	Ian Williams	None at D/II		

Risk No.	Risk	Responsible Person	Movement in Period	Reason for Movement on Matrix	Progress on Action Plan for Risks Above the Appetite Line that have not moved
C18	Risk Reworded COVID-19: 1. Health and safety of the Council workforce 2. Health and safety of the public of Darlington 3. The impact on the Economy of the Borough and its population 4. Financial impacts on the Council of increased costs and reduced income 5. Impact on the Council's ability to provide services as a result of increased transmissibility of Omicron variant	Ian Williams	None at C/II		See main body of report at paragraph 8 (a) i
C19	New Risk Risk of regulatory action and increased costs resulting from the Payment Card Industry Data Security Standard (PCI-DSS) non-Compliance	Elizabeth Davison	New at D/II		
C20 Previously EG & NS 7	Risk Reworded Financial implications of maintaining and conserving key corporate assets within the borough	Dave Winstanley	None at D/II		

RISK MATRIX

CHIEF EXECUTIVE'S OFFICE & ECONOMIC GROWTH GROUP

LIKELIHOOD	A Very High				
	B High				
	C Significant		9		
	D Low			1, 12,	
	E Very Low				
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic
IMPACT					

CHIEF EXECUTIVE'S OFFICE & ECONOMIC GROWTH GROUP RISK REGISTER

Risk No.	Risk	Responsible Person	Movement in Period	Reason for Movement on Matrix	Progress on Action Plan for Risks Above the Appetite Line that have not moved
CE & EG1 Previously EG & NS 1	Investment in regeneration projects is not delivered	Ian Williams	None at D/II		
CE & EG9 Previously EG & NS 9	Delay to new Local Plan	David Hand	None at C/III		
CE & EG12 Previously EG & NS 12	Planning Performance at risk of Standards Authority intervention	David Coates	None at D/II		

RISK MATRIX

OPERATIONS GROUP

LIKELIHOOD	A Very High				
	B High				
	C Significant		1, 9, 26	28	
	D Low		2, 5	27	
	E Very Low				
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic
IMPACT					

OPERATIONS GROUP RISK REGISTER

Risk No.	Risk	Responsible Person	Movement in Period	Reason for Movement on Matrix	Progress on Action Plan for Risks Above the Appetite Line that have not moved
OG1 Previously RE1	VAT partial exemption breach due to exempt VAT being close to the 5% limit	Brett Nielsen	None at C/III		
OG2 Previously RE2	Fraud in General	Andrew Barber	None at D/III		
OG5 Previously RE5	Increased sickness absence adversely affects service delivery	Brett Nielsen	Removed from D/III	With the exception of increased sickness due to Omicron variant see C18 strong sickness management process are in place to mitigate the risk	
OG9 Previously RE9	Instability within financial markets adversely impacts on finance costs and investments	Brett Nielsen	None at C/III		
OG26 Previously RE26	Joint Venture arrangements impacted by a slowdown in house building	Brett Nielsen	Removed from C/III	Due to buoyant housing market in Darlington	

<p>OG27 Previously EG&NS 13</p>	<p>Risk Re-worded Financial pressures to the General Fund as a result of increased levels of unemployment and increased Council Tax Support claims</p>	<p>Anthony Sandys</p>	<p>Decreased to D/II</p>	<p>The number of residents claiming Council Tax Support is decreasing and the expected increase in claims as a result of furlough ending has not emerged</p>	
<p>OG28 Previously EG & NS20</p>	<p>Inability to cope with significant increase in homelessness cases due to new requirements by DLUHC to accommodate everyone irrespective of status in order to limit spread of COVID-19 and also increased levels of homelessness due to increased relationship breakdowns and financial difficulties</p>	<p>Anthony Sandys</p>	<p>None at C/II</p>		<p>See main body of report at paragraph 8 (b) i</p>

RISK MATRIX

PEOPLE GROUP

LIKELIHOOD	A Very High				
	B High			8b	
	C Significant		16	1, 8a, 9c	
	D Low		18, 15	3a, 3b, 5, 9a, 9b, 10, 14a, 20, 21	14b
	E Very Low				
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic
IMPACT					

PEOPLE GROUP RISK REGISTER

Risk No.	Risk	Responsible Person	Movement in Period	Reason for Movement on Matrix	Progress on Action Plan for Risks Above the Appetite Line that have not moved
PG1 Previously C&A1	Inability to contain placement costs for children looked after due to lack of sufficient in house placements	Chris Bell	None at C/II		See main body of report at paragraph 8 (c) i
PG3a Previously C&A3a	Inability to recruit and retain sufficient qualified suitably experienced social workers in Children's Services impacts on cost and quality of service	Chris Bell	None at D/II		
PG3b Previously C&A3b	Risk Reworded Inability to recruit and retain sufficient qualified suitably experienced social workers and reablement staff in Adult Services impacts on cost and quality of service	Joss Harbron	None at D/II		

Risk No.	Risk	Responsible Person	Movement in Period	Reason for Movement on Matrix	Progress on Action Plan for Risks Above the Appetite Line that have not moved
PG5 Previously C&A5	Failure to identify vulnerable schools and broker appropriate support to address needs	Tony Murphy	None at D/II		
PG8a Previously C&A8a	Increased demand for Adult Services impacts negatively on plans for budget efficiencies	Joss Harbron	Increased to C/II	It is forecast from current usage that there will be a significant increase in demand for domiciliary care and support. This has been highlighted in the Medium Term Financial Plan (MTFP) and will have a significant impact on the budget and efficiencies.	See main body of report at paragraph 8 (c) iv
PG8b Previously C&A8b	Increased demand for Children's Services impacts negatively on budget	Chris Bell	None at B/II		See main body of report at paragraph 8 (c) ii
PG9a Previously C&A9a	Market (Domiciliary Care Residential Care providers) failure following the Care Act/Living Wage	Christine Shields	None at D/II		
PG9b Previously C&A9b	Market (Domiciliary Care Residential Care providers) for Vulnerable Families with Children (including SEND)	Christine Shields	Decreased to D/II	As a result of significant investment in the provider market utilising COVID funding and government grants. Contingency planning has also been refreshed and continuing dialogue with the care sector provides assurance.	

	experiences provider failure				
New Risk PG9c	Market (Domiciliary Care Residential Care providers) failure as a result of increased transmissibility of Omicron variant	Christine Shields	New at C/II		See main body of report at paragraph 8 (c) v
PG10 Previously C&A10	The Deprivation of Liberty Safeguards Threshold changes significantly increases the amount of people deprived of their liberty resulting in potential for increased legal challenge	Joss Harbron	None at D/II		
PG14a Previously C&A14a	Failure to respond appropriately to safeguard vulnerable adults, in line with national legislation and safeguarding adults procedures	Joss Harbron	None at D/II		
PG14b Previously C&A14b	Failure to respond appropriately to safeguard vulnerable children, in line with national legislation and safeguarding	Chris Bell	None at D/I		See main body of report at paragraph 8 (c) iii

	children, thresholds and procedures				
PG15 Previously C&A15	Working with other local commissioners to ensure their understanding of their responsibilities within the Childhood pathway	Penny Spring	Decreased to D/III	As a result of work with Children and Young People Commissioning Group	
PG16 Previously C&A16	Risk of unsuccessful mobilisation of new service - Support, Recovery and Treatment In Darlington through Empowerment (STRIDE)	Penny Spring	None at C/III		
PG18 Previously C&A18	Impact of COVID-19 on team capacity	Penny Spring	None at D/III		
New Risk PG20	Failure to maintain dedicated home to school transport services	Tony Murphy	New at D/II	Current employment volatility has resulted in shortages of driver availability nationally	
New Risk PG21	Risk of schools closing due to Covid-19	Tony Murphy	New at D/II	Risk of closure as pandemic continues. Dedicated public health and education services have supported full opening to date.	

RISK MATRIX

SERVICES GROUP

LIKELIHOOD	A Very High				
	B High				
	C Significant			18	
	D Low			17, 19	
	E Very Low				
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic
IMPACT					

SERVICES GROUP RISK REGISTER

Risk No.	Risk	Responsible Person	Movement in Period	Reason for Movement on Matrix	Progress on Action Plan for Risks Above the Appetite Line that have not moved
SG17 Previously EG & NS17	Impact of COVID-19 on customers and audiences on confidence to return to leisure and cultural facilities	Ian Thompson	None at D/II		
SG18 Previously EG & NS18	Budget & resource implications arising from the ability to progress and complete schemes/projects in the event of further COVID-19 lockdowns & further construction inflation, material supply and resource demands	Ant Hewitt	None to C/II		See main body of report at paragraph 8 (d) i
SG19 Previously EG & NS19	Potential impact on public transport networks if commercial services do not recover or continue to receive support from Government and routes are withdrawn	Ant Hewitt	None at D/II		