

**AUDIT COMMITTEE
20 JULY 2022**

ANNUAL RISK MANAGEMENT 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. The Complaints & Information Governance Manager has reviewed the Council's Risk Management Strategy (**Appendix C**).
3. 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

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

Reasons

5. 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) Six Monthly Risk Management Report 2021/22

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	Maintaining an appropriate oversight of risk will help contribute to the delivery of the Council Plan Objectives
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

6. 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

7. The Complaints & Information Governance Manager has reviewed the Council's Risk Management Strategy in light of information provided by Internal Audit and in conjunction with our insurers. The review did not result in any significant changes and therefore the revised strategy does not need endorsing by the Audit Committee/referring to Cabinet for approval. While that is the case, it is important to share the revised strategy with Members. A copy of the revised Risk Management Strategy 2022 is attached at Appendix C.
8. 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 set out in the Council plan, are identified together with the officer responsible for managing that risk. These risks are plotted on to a standard likelihood and impact matrix. There is also 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. they are priorities for improvement that have an appropriate improvement action plan.
9. The review of the strategy included a review of the matrix headings. Rather than being categorised as Corporate and Departmental risks, the risks plotted on the matrices are now categorised as Strategic Risks and linked to the relevant objective in the Council Plan, where appropriate. This is in order to ensure there is a greater focus on managing the risks to the Council delivering the objectives set out in the Council Plan and to ensure more effective management of inter-departmental risks. The revised risk matrices are attached at **Appendices A and B**.
10. 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.
11. 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) **Strategic Risks** (Appendix B) – seven risks have been identified as above the risk appetite line.

(SR15) 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.

(SR16) Inability to contain placement costs for children looked after.

- (ii) 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.

(SR20) Increased demand for Adult Services impacts negatively on plans for budget efficiencies

- (iii) 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. However, with the introduction of the Integrated Care Systems there is further dialogue required to understand the resources available to support post covid recovery.

(SR21) Increased demand for Children's services impacts negatively on budget.

- (iv) 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.

(SR27) Failure to respond appropriately to safeguard vulnerable children, in line with national legislation and safeguarding children, thresholds and procedures.

- (v) 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.

(SR34) 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.

- (vi) 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. Future project budgets will have inflation allowance built in linked to the proposed start and finish dates.

(SR39 New Risk) The Council is unable to deliver housing targets detailed in the Local Plan as a result of the designation of nutrient neutrality catchment area.

- (vii) In the interim period the Council (and other Tees Valley Authorities) will, based on Counsel advice, continue to determine all applications for housing where a permission already exists, for example, reserved matters applications and discharge of relevant conditions. Where housing applications are not yet determined arrangements are being set up with all of the authorities in the catchment area to make assessments on all new housing applications as far as they relate to nutrient neutrality.

Operational Risk Outcomes

12. The Insurance Group continues to meet representatives of the Council's insurers to examine insurance claims. The insurers provide the group with an update in relation to trends and operational risks to enable continuous improvement to the risk management and health and safety culture within the organisation.
13. Managing the risk of exposure to COVID-19 remained a health and safety priority for the council throughout 2021/22. The Council applied the HSE's guidance, to protect the health and safety of employees at work and members of the public accessing services and venues. Although restrictions on the public were relaxed at varying points through this period, the governments 'Working Safely' guidance remained in place, until 1 April 2022.

14. The Council continued to embed health and safety practice during this period with the profile and importance of health and safety being raised and relationships with trade unions and partner organisations strengthened.
15. Examples of COVID risk management work undertaken during 2021/22 included the May elections in Darlington, which required considerable planning and preparation by Democratic Services to ensure polling stations and the count were carried out in a COVID safe environment for staff, candidates and members of the public. The summer saw the delivery of an Events programme and Venues such as the Dolphin Centre, Library continued to open in some capacity (when restrictions allowed) with individual safe systems of work. The Hippodrome reopened in time for the pantomime with measures in place to reduce the risks of cross infection. Social care and housing, registrars and waste, the list goes on, adapted to the circumstances, and continued to work throughout the year providing services to clients and residents, following the corporate risk assessment COVID-19 and safe systems of work.
16. The 2021 staff survey brought HR and Health and Safety questions together for the first time. The results were positive compared to the 2016 Health and Safety Culture Survey, responses included 99% understand their H&S responsibilities, 98% understand H&S risks, 96% believe DBC safe place to work, 96% report all work related incidents. However, 2 out of the 16 questions did not receive the targeted 75%+ rating, these are 'I believe service delivery takes priority over health and safety' and 'I know who the health and safety champion is for my service' and are both areas that need improvement.
17. The agile work project required officers to consider the health and safety implications of 'the new ways of working' including the provision of suitable display screen equipment, fire procedures and appropriate first aid provision, to ensure compliance with legal requirements. The implementation and suitability of these arrangements will be monitored throughout the pilot.
18. Reducing the risk of violence at work and protecting staff continued to be a priority for many service areas. The new personal safety devices (395 devices used by 40 teams, approx. 500 staff) were issued in April 2021, usage by teams over the year has been mixed however, work has been carried out to encourage use and promote the benefits and we have seen improvement in recent months see Appendix 1. There were 6 genuine red alerts, where the user has activated the device and the Alarm Receiving Centre (ARC) listened in to the threatening situation to assess the circumstances and take appropriate action i.e., call for a police response, without the assailant being aware, in 2021/22. All the incidents were ended successfully, without injury to the employee, however these situations highlight the importance of using the device as part of a safe system of work.
19. EcoOnline, Incident Management System, has been in use now for 2 years to report and record all work-related incidents (accident/violence/near miss/security/vehicle). The system continues to receive positive feedback for its ease of use, which encourages reporting, promotes a positive safety culture, and allows managers to record the investigation and findings, and track actions to prevent a recurrence. The real time incident data is available to management on dashboards, allowing them to drill down into the visual reports to easily establish patterns and identify underlying root causes.

20. Although a full health and safety audit programme was not carried out due to the impact of COVID-19, other inspections were undertaken by the Health and Safety Team in 2021/22 to monitor health and safety during day-to-day activities. Visits were made to construction sites, housing planned maintenance operations, highways schemes, environmental service teams, leisure and culture settings, workshops and maintained schools. Over 80 monitoring visits were carried out over the course of the year, these visits included observing general health and safety practices and compliance with COVID-19 arrangements, with no major non-conformances identified.
21. It was previously reported that in March 2020 a new Street Works Permit Scheme was implemented in Darlington. The Permit Scheme requires all works promoters to provide adequate information when they intend to undertake works in the carriageways, footways and verges within the adopted highway to enable us to understand and more easily manage the impact of these essential works on the highway network.
22. The first Annual Report on the scheme is available on the Council's website with the second year currently in progress. There are no issues expected to be highlighted within this report.
23. As previously reported a new "Report It" system for recording highway & street lighting defects was implemented in June 2021. Up until 30 April 2022 1,450 reports had been received of which 59% were recorded directly into the Report It website rather than via telephone. The categories with the highest number of reports were:

(a) Road Condition / Potholes	28%
(b) Street Lighting	17%
(c) Footpaths	15%
(d) Obstructions (inc overhanging branches)	11%
(e) Signs	6%
24. 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, this work will be complete this financial year.
25. 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.
26. A total of 17 schemes will be completed as part of this year's surfacing program including 2 footways, 1 back lane, 1 recycling scheme and 9km of micro asphalt surfacing.
27. 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.
28. 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, an Occupational Health Doctor provided via a contract with Durham County Council and an Occupational Health Technician employed via an agency, all of which are suitably qualified and experienced. Together their aim is to prevent work-related illness and injury by:

- (a) Encouraging safe working practices and proactive absence management.
 - (b) Health surveillance and vaccination programmes in line with HSE recommendations, relevant to the workplace and specific job roles.
 - (c) Supporting the management of sickness absence and facilitating early return to work.
 - (d) 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.
 - (e) Providing specific advice to managers on hazards and risks to health with work functions.
 - (f) Conducting pre-employment health assessments.
 - (g) Supporting health promotion and awareness programmes.
 - (h) Providing advice and signposting around non-health related problems; and
 - (i) Challenging fit note advice from a GP to ensure a swift return to work that is suitable and safe for the employee and team.
29. During the COVID-19 pandemic, Occupational Health continued to provide a service to the Council, albeit primarily as a virtual/telephone/paper assessment service. More face to face assessments are being undertaken but the bulk are now virtual.
30. The Council no longer supports eligible employees to receive a COVID-19 booster vaccination and directs employees to the mass vaccination centres and their GP services.
31. Between 1 April 2021 and 31 March 2022, 485 staff tested positive for COVID-19, this brought the overall figure since the start of the pandemic to 618.
32. For 2021/22, yearend Sickness absence was 8.23 days per FTE (attendance rate 96.3%), an increase on the 2020/21 figure which was 6.68. Except for 2020/21, the 2021/22 outturn was the lowest since 2013/14. Absence related to stress dropped by 556 days compared to last year.
33. The free flu job initiative has continued in 2021, and is still popular, with more employees than ever receiving a vaccination. Vaccines for the 2022 season have been placed.
34. 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, face to face 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 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.

35. Wellbeing activities and events continue to be a key feature of the wellbeing strategy, with events on-going and booked in advance. Menopause and Domestic Abuse awareness have proved popular over the past few months, and we have mental awareness sessions on-going at the moment. Health promotion and awareness will continue to be a focus for monthly Wellbeing Champion posters. Occupational Health briefings also continue to promote and raise awareness of health and we continue to target localised health interventions and topical messages to groups/teams. These continue to be popular talking points for team meetings.
36. Our workforce strategy and workforce plan continues to be embedded through regular briefings and team meetings with improvements demonstrated in the employee survey. Further improvements are currently being made to our recruitment and retention strategies.
37. The ways we work policy was introduced in April 2022. This has allowed some employees to return to the workplace fulltime while allowing us to build on the success of our approach throughout the pandemic and a 6-month pilot for blended working is currently underway. This allows employees to work where is most appropriate for their day meaning that those who need more regular support/contact are able to access the office regularly. An Academy 10 online module for working in a blended way was published in February 2022 which outlines the expectations for both managers and employees.
38. Two new modules have been added to our managers programme which cover equality and diversity and managing investigations. A number of modules have also been refreshed to ensure best practice is up to date.
39. Results of the employee survey have been positive in most areas. It is pleasing that 88% of respondents report that the Council supports their wellbeing. Focus Groups are now being undertaken to move forward the results of the survey and look for improvements.
40. There had been ongoing issues with damp in understage areas of the Hippodrome which had not been addressed during the refurbishment. Work has now been completed to improve airflow meaning the area can now be used as storage for archive material. Work has also recently been completed in relation to Low Carbon Improvements such as installation of new air source heat pumps in the Plant Room along with interlock in Dock area and time controls on all fridges.
41. Work has now started on the Darlington Railway Heritage Quarter Redevelopment and in particular, the new building on site near Bonomi Way. This is the first phase of the redevelopment of the site which will continue in to 2023/2024. A1 Steam Locomotive Trust, who currently occupy the Carriage Works, will move in to this new building when complete, allowing the work to start on the Carriage Works leading in to the redevelopment of the rest of the site.

42. Over 1600 visitors attended the Vintage Car Rally at the museum. Unfortunately there were issues with sub-contracted stewards who all turned up late and also a lot of visitors had to park on nearby streets as the car park quickly filled up. Both these issues will be addressed within upcoming redevelopment with new DBC staff brought in for large events and a proposed new car park on the site for 250+ cars. Nonetheless, the event was viewed as a success.
43. Darlington Library is currently in the first stage of improvement building works, with the adult and children's lending room and reference library closed and in the possession of Building Services. The library is running from the original half of the building and is operating a reduced service but does still offer:
 - (a) Limited book browsing
 - (b) PCs for public use
 - (c) Study space
 - (d) Children's activities
 - (e) The complete Centre for Local Studies
 - (f) Select and Collect (All our resources are available to the public for free)
 - (g) Home delivery service
44. The library will operate at this level until January 2023 apart from a planned closure running from 4 July – 18 July 2022, after which the library will reopen our refreshed adult and children's libraries and the rebranded room of "The Study" and work will begin on the other half of the building with closures in place for the current eLibrary, Centre for Local Studies and Art Gallery until July 2023.

Conclusion

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

Outcome of Consultation

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

COUNCIL PLAN OBJECTIVES

Council Plan Objective	Strategic Risk(s) relevant to delivery of Council Plan Objective
CP1 - Growing Darlington's economy	SR1, SR4, SR5, SR7, SR8, SR9, SR10, SR13, SR14, SR22, SR23, SR24, SR33, SR34, SR35, SR36, SR39
CP2 - Maximise the potential of our young people	SR5, SR17, SR19, SR21, SR23, SR28, SR31, SR32, SR35, SR36, SR38
CP3 - Supporting the most vulnerable in the borough	SR3, SR5, SR18, SR16, SR17, SR18, SR20, SR21, SR22, SR23, SR24, SR26, SR27, SR28, SR29, SR35, SR36, SR38
CP4 - Working with communities to maximise their potential	SR5, SR35, SR36, SR37
CP5 - A dedicated workforce who are proud to serve the borough and an accessible, effective and engaged council*	SR5

**While not a Council Plan objective the objectives are supported by...*

RISK MATRIX

STRATEGIC RISK REGISTER

LIKELIHOOD	A Very High				
	B High			SR21	
	C Significant		SR11, SR13, SR29,	SR15, SR16, SR20, SR24, SR34, SR36	
	D Low		SR12, SR28	SR3, SR6, SR7, SR8, SR10, SR14, SR17, SR18, SR19, SR22, SR23, SR25, SR26, SR31, SR33, SR35, SR37, SR39	SR27
	E Very Low		SR1		
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic
IMPACT					

STRATEGIC RISK REGISTER

Risk No. & relevant Council Plan objective(s)	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
SR1 (CP1)	Implementation of recommendations from the Capital Process Review is needed to improve effective capital project management	Ant Hewitt	None at E/III		
SR2	Corporate Premises Risks	Ian Williams	Removed from D/II	Risk to Corporate Premises remains low and staff continue to work from home as part of Agile Working Pilot	
SR3 (CP3)	Business Continuity Plans not in place or tested for key critical services	Dave Winstanley	None at D/II		
SR4 (CP1)	As a result of Brexit and Covid-19, cost and availability of material is impacting on projects	Ian Williams	Removed from D/II	Duplication with SR34 identified as a result of revised approach to risk management	

SR5 (CP1, CP2, CP3, CP4, CP5)	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	Removed from C/II	Robust measures in place to mitigate the impact of COVID-19 during the pandemic and remaining restrictions now lifted in UK	
SR6	Risk of regulatory action and increased costs resulting from PCI-DSS Non-Compliance	Elizabeth Davison	None at D/II		
SR7 (CP1)	Financial implications of maintaining and conserving key corporate assets within the borough	Dave Winstanley	None at D/II		
SR8 (CP1)	Investment in regeneration projects is not delivered	Ian Williams	None at D/II		
SR9 (CP1)	Delay to new Local Plan	David Hand	Removed from C/III	Local Plan adopted	

SR10 (CP1)	Planning Performance at risk of Standards Authority intervention	David Coates	None at D/II		
SR11	VAT partial exemption breach due to exempt VAT being close to the 5% limit	Brett Nielsen	None at C/III		
SR12	Fraud in General	Andrew Barber	None at D/III		
SR13 (CP1)	Instability within financial markets adversely impacts on finance costs and investments	Brett Nielsen	None at C/III		
SR14 (CP1)	Financial pressures to the General Fund as a result of increased levels of unemployment and increased Council Tax Support claims	Anthony Sandys	None at D/II		
SR15 (CP3)	Risk Re-worded Inability to cope with significant increase in homelessness cases following the impact of COVID.	Anthony Sandys	None at C/II		See main body of report at paragraph 11 (a) i
SR16 (CP3)	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 11 (a) ii

<p>SR17 (CP2, CP3)</p>	<p>Inability to recruit and retain sufficient qualified suitably experienced social workers in Children’s Services impacts on cost and quality of service</p>	<p>Chris Bell</p>	<p>None at D/II</p>		
<p>SR18 (CP3)</p>	<p>Inability to recruit and retain sufficient qualified suitably experienced social workers and reablement staff in Adult Services impacts on cost and quality of service</p>	<p>Joss Harbron</p>	<p>None at D/II</p>		
<p>SR19 (CP2)</p>	<p>Failure to identify vulnerable schools and broker appropriate support to address needs</p>	<p>Tony Murphy</p>	<p>None at D/II</p>		
<p>SR20 (CP3)</p>	<p>Increased demand for Adult Services impacts negatively on plans for budget efficiencies</p>	<p>Joss Harbron</p>	<p>None at C/II</p>		<p>See main body of report at paragraph 11 (a) iii</p>
<p>SR21 (CP2, CP3)</p>	<p>Increased demand for Children’s Services impacts negatively on budget</p>	<p>Chris Bell</p>	<p>None at B/II</p>		<p>See main body of report at paragraph 11 (a) iv</p>

SR22 (CP1, CP3)	Market (Domiciliary Care Residential Care providers) failure following the Care Act/Living Wage	Christine Shields	None at D/II		
SR23 (CP1, CP2, CP3)	Market (Domiciliary Care Residential Care providers) for Vulnerable Families with Children (including SEND) experiences provider failure	Christine Shields	None at D/II		

<p>SR24 (CP1, CP3)</p>	<p>Market (Domiciliary Care Residential Care providers) failure as a result of increased transmissibility of Omicron variant</p>	<p>Christine Shields</p>	<p>Decreased to D/II</p>	<p>The Council has stepped down its level of contact with the Adults Person’s Care Sector however, the Commissioning & Contracts Team continue to monitor outbreaks with Public Health colleagues. Case by case dynamic risk assessment of outbreaks continue to be completed. The particular risk with regard to workforce recruitment and retention has been significantly mitigated through both the transfer of funds from the Tees Valley CCG to the Council to bring forward the uplift of the national living wage, as well as the allocation of workforce recruitment and retention funding to the care sector workforce. 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</p>	
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				recognising that independent sector providers often provide services across organisational boundaries.	
SR25	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		
SR26 (CP3)	Failure to respond appropriately to safeguard vulnerable adults, in line with national legislation and safeguarding adults procedures	Joss Harbron	None at D/II		
SR27 (CP3)	Failure to respond appropriately to safeguard vulnerable children, in line with national legislation and safeguarding children, thresholds and procedures	Chris Bell	None at D/I		See main body of report at paragraph 11 (a) v
SR28 (CP2, CP3)	Working with other local commissioners to ensure their understanding of their responsibilities within the Childhood pathway	Penny Spring	None at D/III		

SR29 (CP3)	Risk of unsuccessful mobilisation of new service - Support, Recovery and Treatment In Darlington through Empowerment (STRIDE)	Penny Spring	None at C/III		
SR30	Impact of COVID-19 on team capacity	Penny Spring	Removed from D/III	No impact in last six months and remaining restrictions lifted in UK	
SR31 (CP2)	Failure to maintain dedicated home to school transport services	Tony Murphy	None at D/II		
SR32 (CP2)	Risk of schools closing due to Covid-19	Tony Murphy	Removed from at D/II	No closures in last six months and remaining restrictions lifted in UK	
SR33 (CP1)	Risk Reworded Impact of national cost of living crisis on customers and audiences for Leisure and Cultural facilities	Ian Thompson	None at D/II		
SR34 (CP1)	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 11 (a) vi

SR35 (CP1, CP2, CP3, CP4)	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		
SR36 (CP1, CP2, CP3, CP4)	New Risk Failure to meet the Council's commitment to becoming Carbon neutral by 2050	Mark Ladyman	New at D/II	Included on the register as failure to meet the commitment will likely have a significant environmental and economic impact on the borough	
SR37 (CP4)	New Risk Failure to operate an effective Channel Panel	Ian Thompson	New at D/II	Included on the risk register as part of the Channel Panel Annual Assurance statement from the Home Office	
SR38 (CP2, CP3)	New Risk Reputational and regulatory risk if reinspection not successful	Tony Murphy	New at D/II	Written Statement of Action following Local Area SEND inspection	
SR39 (CP1)	New Risk The Council is unable to deliver housing targets detailed in the Local Plan as a result of the designation of nutrient neutrality catchment area	Mark Ladyman	New at C/II		See main body of report at paragraph 11 (a) vii