

**AUDIT COMMITTEE
22 JULY 2024**

ANNUAL RISK MANAGEMENT 2023/24

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 risks.

Recommendation

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

Reason

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) Half Yearly Risk Management Report to Audit Committee January 2024

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| 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 an executive report |
| Urgent Decision | This is not an executive report |
| 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

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 Chartered Institute of Public Finance and Accountancy/Society of Local Authority Chief Executives and Senior Managers (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 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 red 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. The green part of the matrix signifies the area below the 'risk appetite line'.
7. Following a review of the Council's Risk Management Strategy, 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 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**.
8. 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.
9. The further detailed information contained in Appendix B, provided by appropriate departmental staff, details progress made on improvement actions for those risks identified as above the risk appetite line.

Operational Risk Outcomes

10. 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.
11. Health and Safety continues to be a key priority for the Council at all levels with work continuing to embed a robust health and safety management system and promote a

positive culture. The total number of reports to the HSE, as required by the Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR) for 2023/24 is 10. The 10 reportable accidents were four slips, trip or fall, four manual handling, and two contact with sharp object.

12. RIDDOR requires employers to report certain diagnosed reportable diseases. The Council reported one case in 2023/24 a carpal tunnel syndrome diagnosis for an employee working with vibratory equipment.
13. All accidents and ill health reports are investigated by management and the Health & Safety Team to establish the causes, to identify issues or trends and make recommendations to prevent reoccurrence.
14. Two accidents to members of the public were reported under RIDDOR. These were both in a nursery school, one slip, trip or fall and the other hit by an object. Action taken to prevent a recurrence included communication of risk assessments, training in dynamic risk assessment and suitability of equipment.
15. The most common kind of minor accident was once again slip, trip or fall on the same level, followed by manual handling accidents. Targeted work with services continues with a focus on risk assessment reviews, training and monitoring of the work areas and work practices.
16. Near miss reports continues to increase year on year. Good near miss reporting levels are an indication of a positive health and safety culture. Near miss reporting continues to be encouraged, promoting the benefits for accident and ill health prevention.
17. Violence at work remains a risk to Council staff. Services reporting incidents include, social care and housing, and there was also an increase in reports in other areas including school crossing patrol, leisure, and culture.
18. Work has continued to implement measures to reduce the risk of violence including; the use of security; maintaining the employee protection register, promoting and monitoring the use of personal safety devices, with corporate wide use of the devices consistently good. A refreshed internal violence at work training course has been launched covering legislation, Council arrangements, why violence happens and how it can be recognised and de-escalated. Work has also continued to raise awareness of the importance of reporting incidents to help reduce the risk and protect staff.
19. A programme of health and safety audits has continued in 2023/24. In addition to ensuring compliance, the audit process provides information for the assessment of the overall performance and effectiveness of the health and safety management system, identifying areas for improvement. Sixteen services have achieved full assurance (all controls in place and operating effectively, the system will achieve its objectives) with a further twenty seven services receiving substantial assurance (the majority of controls in place and operating effectively although some control improvements required, the system should achieve its objectives). Actions from 'limited' assurance audits (certain important controls inadequate or in place but operating ineffectively) were completed and closed within timescales.

20. It was previously reported that in March 2020 a new Street Works Permit Scheme has been 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.
21. The third Annual Report on the scheme is available on the Council's [website](#). There are no issues highlighted within this report. The "Report It" website for highway & street lighting defects has now received over 7,500 reports since it was introduced in June 2021. An increasing proportion of reports are now coming directly through Report It. In 2022/23, 63% of reports were received via customers inputting details into Report It. In 2023/24, that figure rose to 72%. In November 2023 a new option was added to Report It to allow blocked gullies to be reported via the system.
22. We have continued with the micro-asphalt programme this year to help reduce the number of potholes forming. We continue to carry out highway safety inspections at a suitable frequency to ensure that potholes are identified and repaired as soon as possible. In 2023/24 6,102 potholes were repaired.
23. 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 to convert sign lanterns to LED has now been completed.
24. The 2024/25 maintenance program of works has been published on the Council's [website](#). This includes looking at using alternative materials which will help to reduce our carbon emissions and prolong the life of some of our roads. A total of 15 schemes will be completed as part of the 2024/25 program of works, including two footways and one back lane. Twenty-six streets are included in this year's micro-asphalt programme which will comprise approximately 27,000m².
25. The proactive tree risk management processes continues to provide positive results, enabling the Council to defend the majority of storm and subsidence compensation claims received.
26. In relation to sickness absence, the year end position for days lost was 4.3% or 9.32 days per full time employee (FTE), this represents an improvement of 0.29 days per FTE compared to 2022/23. As can be seen from the table below, from the information we received, although similar, we compare favourably with our neighbours.

| Council | Actual Days lost 2022/23 | Actual Days lost 2023/24 |
|--------------------|-------------------------------------|-------------------------------------|
| Darlington | 9.61 | 9.32 |
| Hartlepool | 10.65 | 10.31 |
| Redcar & Cleveland | 9.44 | 9.66 |
| Stockton | 10.1 | 10.8 |

27. Absence nationally across all sectors is on the rise. The Chartered Institute for Personnel & Development (CIPD) found that the average number of days lost per employee now stands at 7.8 days, this figure was 5.8 days in 2019.

28. The management of sickness absence is a high priority for managers and HR with absence being actively monitored and actions taken appropriate to each case and in accordance with the Absence Management Policy. Actions have included sickness absence review meetings, setting of improvement targets and formal monitoring/reviewing, extensions of probation period, non-confirmation of employment after probationary period, formal caution, redeployment to alternative roles and ill health capability dismissals.
29. Management and HR continue to be supported by a proactive Occupational Health Team. There were 347 occupational health appointments, for each of these appointments the Occupational Health Nurse writes a report, these are professional insights informing managers of progress, and recommending appropriate reasonable adjustments which could be made, including details of phased returns. Cases are escalated to an Occupational Health Doctor for advice as required.
30. As well as sickness absence, the Occupational Health Team also provide proactive health surveillance to monitor and ongoing work risk ensuring our employees can undertake their work without risk to their health. There were 923 surveillance assessments carried out during 2023/24.
31. Together with the reactive measures above, we have also continued to promote proactive, preventative initiatives such as Counselling, Physiotherapy, Stress Risk Assessments, Flu jabs and offered various courses and sessions around resilience and mental health. We delivered 370 flu jabs to Council employees.
32. We have a number of new initiatives which we plan to roll out during 2024, including Occupational Health referrals to the Dolphin Centre, refresh and relaunch of the Menopause Policy, further wellness campaigns and continued promotion of our wellness forum.

Conclusion

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

Outcome of Consultation

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

COUNCIL PLAN OBJECTIVES

APPENDIX A

| Council Plan Priorities | Strategic Risk(s) relevant to delivery of Council Plan Priorities |
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| <p>CP1 - A strong sustainable economy and highly skilled workforce with opportunities for all.</p> | <p>Those above the 'risk appetite line' – SR34, SR35, SR48</p> |
| | <p>Those below the 'risk appetite line' – SR1, SR8, SR10, SR13, SR14, SR22, SR23, SR24, SR33, SR36, SR39, SR40, SR41, SR47</p> |
| <p>CP2 - Affordable and secure homes that meet the current and future needs of residents.</p> | <p>Those above the 'risk appetite line' – SR15, SR48</p> |
| | <p>Those below the 'risk appetite line' – SR28, SR39,SR45</p> |
| <p>CP3 - A healthier and better quality of life for longer, supporting those who need it most.</p> | <p>Those above the 'risk appetite line' – SR20, SR44, SR48,SR51</p> |
| | <p>Those below the 'risk appetite line' – SR18, SR22, SR23, SR24, SR26, SR28, SR29, SR42, SR43, SR46, SR52</p> |
| <p>CP4 - Best start in life, realising potential and raising aspirations.</p> | <p>Those above the 'risk appetite line' - SR16, SR21, SR27, SR48</p> |
| | <p>Those below the 'risk appetite line' – SR17, SR19, SR23, SR31, SR38, SR47, SR49</p> |
| <p>CP5 - Healthier, safer and more engaged communities.</p> | <p>Those above the 'risk appetite line' - SR16, SR21, SR27, SR48, SR51</p> |
| | <p>Those below the 'risk appetite line' – SR17, SR37, SR47</p> |
| <p>CP6 - A well-connected, clean and sustainable borough.</p> | <p>Those above the 'risk appetite line' - SR35, SR48</p> |
| | <p>Those below the 'risk appetite line' – SR36, SR40, SR47</p> |


RISK MATRIX


APPENDIX B




STRATEGIC RISK REGISTER



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|-------------------|------------------------|------------------|------------------------|--|-------------------|
| LIKELIHOOD | A Very High | | | | |
| | B High | | SR50 | SR21, SR48 | |
| | C Significant | | SR11, SR13, SR41, SR45 | SR15, SR16, SR20, SR34, SR35, SR44, SR51 | |
| | D Low | | SR12, SR52 | SR3, SR6, SR7, SR8, SR10, SR14, SR17, SR18, SR19, SR22, SR23, SR24, SR25, SR26, SR31, SR36, SR37, SR38, SR39, SR40, SR42, SR46, SR49, SR53 | SR27 |
| | E Very Low | | SR1 | SR33 | SR47 |
| | F Almost Impossible | | | | |
| | | IV Negligible | III Marginal | II Critical | I Catastrophic |
| IMPACT | | | | | |


STRATEGIC RISK REGISTER**Risks above the appetite Line**


| Risk No. & relevant Council Plan objective(s) | Risk / Responsible Person | Likelihood / Impact = Position on Matrix | Movement in Period | Progress on Action Plan for Risks Above the Appetite Line |
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| SR15 (CP2) | Inability to cope with significant increase in homelessness cases / Anthony Sandys | C – Significant / II – Critical = C/II | No movement  | 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. A new Preventing Homelessness and Rough Sleeping Strategy will be developed in 2024/25 to address these issues. |
| SR16 (CP4, CP5) | Inability to contain placement costs for children looked after due to lack of sufficient in house placements / Chris Bell | C – Significant / II – Critical = C/II | No movement  | A new Placement Sufficiency Strategy has been developed with the aim of increasing the number of in house foster care and residential placements. Whilst this strategy is being implemented there remain significant challenges. |


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| <p>SR20 (CP3)</p> | <p>Increased demand for Adult Services impacts negatively on plans for budget efficiencies / Joss Harbron</p> | <p>C – Significant / II – Critical = C/II</p> | <p>No movement</p>  | <p>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.</p> <p>The increased demands in adult social care has resulted in waiting lists for reviews and assessments. These are mitigated by a risk management matrix to prioritise people with high needs or significant carer issues. With support from the Department of Health and Social Care (DHSC) social discharge fund we have increased workforce capacity through agency, additional hours and fixed term contracts to manage demand, however this is currently short-term funding. We continue to monitor demand vs capacity. These are raised within the Darlington Local Oversight Group and explore utilisation of current funding arrangements e.g. BCF.</p> <p>Due to recent High Court rulings on Ordinary Resident cases there is a risk to the Council for financial liability for people under this new rule. Adult Services have identified the current cases and are working with the relevant local authorities to agree responsibilities.</p> <p>As part of the transition to adulthood we are working with Children’s Services on a number of significant high cost packages of care – with</p> |
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| | | | | primary aim of providing appropriate support within the available resources and less restrictive option for the individual. |
| SR21 (CP4, CP5) | Increased demand for Children's Services impacts negatively on budget / Chris Bell | B -High / II - Critical = B/II | No movement  | Children's Services has a well established Strengthening Families Plan which is focused on effective management of demand for Children's Services Support. Quarterly Key Performance Indicators linked to the plan are reported to Children's and Youn People's Children's Scrutiny Committee. |
| SR27 (CP4, CP5) | Failure to respond appropriately to safeguard vulnerable children, in line with national legislation and safeguarding children, thresholds and procedures / Chris Bell | D – Low / I – Catastrophic = D/I | No movement  | 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 (CP1) | Budget and resource implications arising from the ability to progress and complete schemes/projects in the event of further construction inflation, material supply and resource demands / Ant Hewitt | C – Significant / II – Critical = C/II | No movement  | Whilst inflation within the construction industry has softened, material prices remain high and demand for trades and resource to deliver projects of all sizes remains an issue. 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. It is anticipated that as inflation reduces so too will the level of risk. |




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| <p>SR35 (CP1, CP6)</p> | <p>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</p> | <p>C – Significant / II – Critical = C/II</p> | <p>No movement </p> | <p>Bus patronage suffered significantly through the pandemic and post covid passenger numbers have not recovered to previous levels, putting the viability of commercial services at risk. Additional Government funding has been made available to Tees Valley Combined Authority (TVCA) as the Transport Authority to support services at risk and this has been used to secure a number of services in Darlington. However, this funding is time limited and we are working with TVCA and operators to understand how we can support the network.</p> |
| <p>SR44 (CP3)</p> | <p>April 2023 saw the implementation of the CQC inspection framework for Adult Social Care. The significant demands on adult social care, the pressures following Covid and the workforce recruitment and retention issues may impact on the ratings resulting in a “requiring improvement” outcome / Joss Harbron</p> | <p>C – Significant / II – Critical = C/II</p> | <p>No movement </p> | <p>Adult Services have an implementation plan in place, containing identified actions to complete including, user feedback and engagement, evidence of quality of practice and outcomes and strategic leadership and engagement. An annual self assessment is in draft, and staff are being prepared for inspection readiness. CQC requested the Local Authority Information Return (LAR) on 24/06/2024, which must be submitted by 15/07/2024. We anticipate the inspection will likely commence in September 2024.</p> |





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| <p>SR48 (CP1, CP2, CP3, CP4, CP5 & CP6)</p> | <p>Budget pressures, lack of funding and affordability of services impact on the Council's ability to deliver its Council Plan objectives / Elizabeth Davison/Brett Nielsen</p> | <p>B – High / II – critical = B/II</p> | <p>No movement</p>  | <p>The Council is facing unparalleled financial challenges stemming from a reductions in public funding and increases in demand. This has been further compounded by the current economic climate, the increase in the cost of living, income deprivation and poverty rising. There are a number of existing risks built in the risk matrix concerning demand (e.g. Children's and Adult services), inflationary pressures (capital) and reduced income. A shortfall in funding to cover rising demand and cost of service provision is now impacting on all service areas and with limited discretionary service provision, without additional funding there is a high likelihood the Council will not be able to meet it statutory duties in their current form in the future. As part of MTFP planning the Council is facing these challenges, however with each increase in demand and reduction in Government funding this risk is becoming higher.</p> <p>Savings of £4m per year have been agreed in the 2024/25 MTFP which do not significantly impact on front line services and a 4.99% increase in Council Tax and social care precept for 2024/25 was approved to generate circa. £3.1m across the life of the MTFP. Economic growth remains a key focus to generate additional income and work is being undertaken to review all service areas, including cost challenge and best practice comparisons. Work is ongoing within service departments to identify savings, efficiencies and different ways of providing services.</p> |
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| <p>SR50</p> | <p>New Risk Modified opinion in relation to 2022/23 accounts /Brett Nielsen</p> | <p>B – High /III - Marginal = B/III</p> | <p>New Risk</p> <p style="text-align: center;"></p> | <p>Due to national delays in the completion of the audit of accounts, the Department for Levelling Up, Housing and Communities, the National Audit Office and the Chartered Institute of Public Accounts, have proposed a solution to bring all accounts back on track by clearing all historic unaudited statements of account by 30th September 2024, the backstop arrangement. These proposals were consulted upon in February the outcome of which is as yet unpublished.</p> <p>Darlington’s statement of accounts for 2022/23 are currently in the process of been audited, however in line with the proposed backstop arrangements our auditors are initially focusing on the VFM areas of work which is the priority area outlined in the backstop arrangement that must be completed.</p> <p>Any Council that does not have a full audit undertaken by 30th September will be issued with a modified opinion, which whilst this is not a qualified set of accounts, the auditors can also not provide full assurance.</p> <p>It is likely that Darlington will be issued with a modified opinion, which could potentially have so impact on the council’s reputation. As the outcome of the consultation is unknown, it has as yet not been fully defined what the definition will be with regard to a modified opinion.</p> |
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| <p>SR51 (SR3, SR5)</p> | <p>New Risk Additional funding for preventing harm from substance misuse may not continue beyond March 2025 / Lorraine Hughes</p> | <p>C – Significant / II – Critical = C/II</p> | <p>New Risk</p>  | <p>Local authorities across England received additional government funding for 3 years (to end of March 2025) to improve drug and alcohol addiction treatment and recovery, in line with the national drug strategy From Harm to Hope. This equates to £1,000,006 for Darlington in 2024/25. It is not yet known if funding will continue from April 2025, or the level of funding which will be in place if it does continue. This presents a risk of destabilising the current workforce, who will likely be seeking alternative employment if the funding position remains uncertain, which would impact on service capacity in-year. It would also increase the risk of there being unmet need going forward. Regionally and nationally public health are advocating for a timely decision on future funding for the national 10 year drug strategy, and highlighting the risks to the workforce and those accessing treatment for drug and alcohol addiction the later a funding announcement is made. A decommissioning plan (exit strategy) will be developed, to ensure that in the eventuality of the additional funding being reduced or no longer available the baseline resource from the core public health grant allocation is utilised effectively to commission a model of service which is evidence based, builds on the experience gained over the last 3 years and can continue to support a high number of service users.</p> |
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Remainder of Strategic Risks






| Risk No. & relevant Council Plan objective(s) | Risk / Responsible Person | Likelihood / Impact = Position on Matrix | Movement in Period | Reason for Movement on Matrix |
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| <p>SR1 (CP1)</p> | <p>Implementation of recommendations from the Capital Process Review is needed to improve effective capital project management / Ant Hewitt</p> | <p>E - Very Low / III – Marginal = E/III</p> | <p>No movement </p> | |
| <p>SR3</p> | <p>Business Continuity Plans not in place or tested for key critical services / Mark Ladyman</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |
| <p>SR6</p> | <p>Risk of regulatory action and increased costs resulting from PCI-DSS Non-Compliance / Elizabeth Davison</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |


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| <p>SR7</p> | <p>Financial implications of maintaining and conserving key corporate assets within the borough / Dave Winstanley</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |
| <p>SR8 (CP1)</p> | <p>Investment in regeneration projects is not delivered / Ian Williams</p> | <p>D - Low / II - Critical = D/II</p> | <p>Reduced </p> | <p>The Construction industry has been through quite a price volatile period with significant rises in material prices, high demand for trades and resource to deliver projects of all sizes. These issues are across all sectors, both private and public. There has been some easing of the pressure recently with inflation falling back and private sector projects in Darlington are proceeding as planned. Darlington Borough Council projects developed still require tight programmes & project management and are reviewed on an individual basis for affordability and deliverability as costs and programmes are finalised.</p> <p>Future project budgets reflect inflationary and contingency allowance and where we can we explore additional sources of external funding e.g., Government grants and more effective partnership working to share the risk.</p> |
| <p>SR10 (CP1)</p> | <p>Planning Performance at risk of Standards Authority intervention / Dave Coates</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |
| <p>SR11</p> | <p>VAT partial exemption breach due to exempt VAT being close to the 5% limit / Brett Nielsen</p> | <p>C – Signifiant / III – Marginal = C/III</p> | <p>No movement </p> | |




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| <p>SR12</p> | <p>Fraud in General / Andrew Barber</p> | <p>D - Low / III – Marginal = D/III</p> | <p>No movement </p> | |
| <p>SR13 (CP1)</p> | <p>Instability within financial markets adversely impacts on finance costs and investments / Brett Nielsen</p> | <p>C – Signifiant / III – Marginal = C/III</p> | <p>No movement </p> | |
| <p>SR14 (CP1)</p> | <p>Financial pressures to the General Fund as a result of increased levels of unemployment and increased Council Tax Support claims / Anthony Sandys</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |
| <p>SR17 (CP4, CP5)</p> | <p>Inability to recruit and retain sufficient qualified suitably experienced social workers in Children’s Services impacts on cost and quality of service / Chris Bell</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |


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| <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 / Joss Harbron</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |
| <p>SR19 (CP4)</p> | <p>Failure to identify vulnerable schools and broker appropriate support to address needs / Tony Murphy</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |
| <p>SR22 (CP1, CP3)</p> | <p>Market (Domiciliary Care Residential Care providers) failure following the Care Act/Living Wage / Christine Sheilds</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |
| <p>SR23 (CP1, CP3, CP4)</p> | <p>Market (Domiciliary Care Residential Care providers) for Vulnerable Families with Children (including SEND) experiences provider failure / Christine Shields</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |

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| <p>SR24 (CP1, CP3)</p> | <p>Market (Domiciliary Care Residential Care providers) failure as a result of increased transmissibility of new Covid variants and other viruses / Christine Shields</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |
| <p>SR25</p> | <p>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</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |
| <p>SR26 (CP3)</p> | <p>Failure to respond appropriately to safeguard vulnerable adults, in line with national legislation and safeguarding adults procedures / Joss Harbron</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |
| <p>SR31 (CP4)</p> | <p>Failure to maintain dedicated home to school transport services / Tony Murphy</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |

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| <p>SR33 (CP1)</p> | <p>Impact of national cost of living crisis on customers and audiences for Leisure and Cultural facilities / Ian Thompson</p> | <p>E – Very Low / II - Critical = E/II</p> | <p>Reduced </p> | <p>Income and attendance levels are monitored which has allowed the risk level to be reduced.</p> |
| <p>SR36 (CP1, CP6)</p> | <p>Failure to meet the Council’s commitment to becoming Carbon neutral by 2040 / Mark Ladyman</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |
| <p>SR37 (CP5)</p> | <p>Failure to operate an effective Channel Panel / Dave Winstanley</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |
| <p>SR38 (CP4)</p> | <p>Reputational and regulatory risk if reinspection not successful / Tony Murphy</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |
| <p>SR39 (CP1, CP2)</p> | <p>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</p> | <p>D - Low / II - Critical = D/II</p> | <p>Reduced </p> | <p>New guidance from Natural England now shared with developers which has increased confidence in the construction industry.</p> |

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| <p>SR40 (CP1, CP6)</p> | <p>Managing the impact of severe weather events / Mark Ladyman/Ian Thompson</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |
| <p>SR41 (CP1)</p> | <p>Staffing risk – failure to recruit to vacant posts / Brett Nielsen</p> | <p>C – Signifiant / III – Marginal = C/III</p> | <p>No movement </p> | |
| <p>SR42 (CP3)</p> | <p>Risk of enforcement action from the ICO in relation to subject access requests (SARs) / Luke Swinhoe</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |
| <p>SR45 (CP2)</p> | <p>Risk reworded Increase in Asylum Seeker numbers in Darlington as a result of the Government’s full dispersal plan that have seen numbers double in the last year and the impact on services / Anthony Sandys</p> | <p>C – Signifiant / III – Marginal = C/III</p> | <p>No movement </p> | |
| <p>SR46 (CP3)</p> | <p>Adult social care waiting lists / Joss Harbron</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |

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| <p>SR47 (CP1, CP4, CP5, CP6)</p> | <p>Risk Re-worded Failure to prepare for a significant event within the borough, for example, a terrorist attack, power outage or issue affecting fresh water / Dave Winstanley/Mark Ladyman</p> | <p>E – Very Low / I – Catastrophic = E/I</p> | <p>No movement </p> | |
| <p>SR49 (CP4)</p> | <p>Failure to keep to the terms of the Safety Valve Agreement to manage deficit in High Needs Budget / Tony Murphy</p> | <p>D - Low / II - Critical = D/II</p> | <p>No movement </p> | |
| <p>SR52 (CP3)</p> | <p>New Risk Additional funding for stop smoking services and support available for the financial year 2024/25, with ambitious targets for smoking quits. Funding is only confirmed for year 1 / Lorraine Hughes</p> | <p>D - Low / III - Marginal = D/III</p> | <p>New </p> | <p>This has been added to the risk register as whilst funding has been announced for the next 5 years, starting in 2024/25, funding for subsequent years will be subject to spending review settlements. There are ambitious targets linked to funding over the 5 year period, although year 1 is not included (linked to targets) as it is recognised time will be needed to commission and upscale the local offer and generate demand for stop smoking support. Good progress will need to be made in year 1 in order to be able to achieve across the 5 years, if funding continues.</p> |

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| SR53 | New Risk Additional challenges introduced by the implementation of the Procurement Act 2023 / Luke Swinhoe | D - Low / II - Critical = D/II | New  | The Act introduces new requirements on public sector bodies and is due to commence on 28 October 2024. All Council services will need to do earlier procurement planning to ensure full compliance with transparency obligations. |
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