

AUDIT COMMITTEE
20 January 2025

HALF YEARLY RISK MANAGEMENT REPORT 2024/25

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 Council has seen an increase in the number of strategic risks identified as being above the 'risk appetite line'. Progress continues to be made within the Authority regarding the management of both strategic and operational risks.

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 January 2024

Council Plan	Maintaining an appropriate oversight of risk will help contribute to the delivery of the Council Plan Objectives.
Addressing Inequalities	The management of risk as detailed in this report will contribute to addressing inequalities.
Tackling Climate Change	The management of risk as detailed in this report will contribute to tackling climate change.
Efficient and effective use of resources	The management of risk as detailed in this report will ensure the Council uses its resources efficiently and effectively.
Health and Wellbeing	The management of risk as detailed in this report will contribute to the health and well-being of the population of Darlington.
S17 Crime and Disorder	The management of risk as detailed in this report will contribute to the prevention of crime and disorder.
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.
Impact on Looked After Children and Care Leavers	The management of risk as detailed in this report will contribute to the delivery of services to Looked After Children and 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 with work continuing to embed a robust health and safety management system and promote a positive culture. To

date in 2024/25 the number of reports to the HSE, as required by the Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR) is 11. The 11 reportable accidents were six manual handling, two struck by, one slip, trip, fall, one physical assault and one scald.

12. RIDDOR requires employers to report certain diagnosed reportable diseases. There have been two reports to this point in 2024/25 a carpal tunnel syndrome, and a hand arm vibration diagnosis for two employees 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. Violence at work remains a risk to Council staff. Over 40 services have reported incidents in 2024/25, measures to reduce the risk of violence at work include environmental measures i.e. screens in the Customer Contact Centre, panic alarms, personal safety devices, risk management meetings, security, violence and aggression training, and the employee protection register.
15. A staff safety and security task and finish review was undertaken in Community Services, focusing on Culture and Leisure buildings, this proved a beneficial exercise, with learning shared across the venues and recognition that the provision of security has helped to prevent some situations escalating and ensure when challenging situations occur skilled/trained staff are available to respond. The Homeless and Civic Enforcement teams were also involved in the review and shared helpful information.
16. The programme of health and safety audits in 2024/25 also contains several legislative compliance audits; these include Manual Handling, Legionella, Fire and Violence at Work. A selection of services has undergone these focused audits, and actions/recommendations have been reported to management. Most audits have so far resulted in either full or substantial assurance.
17. The third Annual Report on the Street Work Permit Scheme is available on the Council's [website](#). There are no issues highlighted within this report. The "Report It" website for highway and 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.
18. 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.
19. 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 years micro-asphalt programme which will comprise approximately 27,000m².

20. 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.
21. In relation to sickness absence, the half year position for days lost was 4.3% or 4.78 days per full time employee (FTE). As can be seen in the table below, from the information we received, although similar, we compare favourably with most of our neighbours.

Council	Actual Days lost 2023/24	Actual Days lost Half year 2024/25
Darlington	9.32	4.78
Hartlepool	10.31	5.16
Redcar & Cleveland	9.66	3.95
Stockton	10.8	4.80

22. 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.
23. The management of sickness absence is a high priority for managers, Occupational Health and Human Resources (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.
24. Together with the reactive measures above, HR 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 364 flu jabs to Council employees.
25. HR have a number of new initiatives which they plan to roll out during 2025, including an employee wellness fayre, taster sessions at the Dolphin Centre, further wellness campaigns and continued promotion of our wellness forum.

Conclusion

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

Outcome of Consultation

27. 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
CP1 - A strong sustainable economy and highly skilled workforce with opportunities for all.	Those above the 'risk appetite line' – SR34, SR35, SR48, SR54, SR55
	Those below the 'risk appetite line' – SR1, SR8, SR10, SR13, SR14, SR22, SR23, SR24, SR33, SR36, SR39, SR40, SR41, SR47
CP2 - Affordable and secure homes that meet the current and future needs of residents.	Those above the 'risk appetite line' – SR15, SR48, SR54, SR55
	Those below the 'risk appetite line' – SR28, SR39, SR45
CP3 - A healthier and better quality of life for longer, supporting those who need it most.	Those above the 'risk appetite line' – SR20, SR44, SR48, SR51, SR54, SR55
	Those below the 'risk appetite line' – SR18, SR22, SR23, SR24, SR26, SR28, SR29, SR42, SR43, SR46, SR52
CP4 - Best start in life, realising potential and raising aspirations.	Those above the 'risk appetite line' - SR16, SR21, SR27, SR48, SR54, SR55
	Those below the 'risk appetite line' – SR17, SR19, SR23, SR31, SR38, SR47, SR49
CP5 - Healthier, safer and more engaged communities.	Those above the 'risk appetite line' - SR16, SR21, SR27, SR48, SR51, SR54, SR55
	Those below the 'risk appetite line' – SR17, SR37, SR47
CP6 - A well-connected, clean and sustainable borough.	Those above the 'risk appetite line' - SR35, SR48, SR54, SR55
	Those below the 'risk appetite line' – SR36, SR40, SR47




RISK MATRIX

APPENDIX B





STRATEGIC RISK REGISTER



LIKELIHOOD	A Very High				
	B High		SR50	SR21, SR48, SR54, SR55	
	C Significant		SR13, SR41, SR45	SR15, SR16, SR20, SR34, SR35, SR44	
	D Low		SR11, 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, SR51, 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
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 2025-2030 has been developed 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.
SR20 (CP3)	Increased demand for Adult Services impacts negatively on plans	C – Significant / II – Critical = C/II	No movement 	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

	for budget efficiencies / Joss Harbron			<p>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 demand 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. Better Care Fund (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 primary aim of providing appropriate support within the available resources and less restrictive option for the individual.</p>
--	---	--	--	---

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 Young 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 and reported to Cabinet through the Project Position Statement. 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.
SR35 (CP1, CP6)	Potential impact on public transport networks if commercial services do not recover or continue to receive support from	C – Significant / II – Critical = C/II	No movement 	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. Further funding from




	Government and routes are withdrawn / Ant Hewitt			Government has been provided for 2025/26 and we will be working with TVCA and operators to establish the best way to support the network.
SR44 (CP3)	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	C – Significant / II – Critical = C/II	No movement 	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 and Local Authority Information Return has been completed and shared with CQC. Staff are being prepared for inspection which will take place week commencing 20 January.
SR48 (CP1, CP2, CP3, CP4, CP5 & CP6)	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	B – High / II – critical = B/II	No movement 	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,






				<p>however with each increase in demand and uncertainty in Government funding this risk remains high.</p> <p>The 25/26 - 28/29 MTFP has been approved by Cabinet for consultation and includes further savings of over £20m across the four years of the plan, which along with estimated increased resources including a proposed Council Tax increase of 4.99% for 25/26 reduces the annual deficit from the previous MTFP. We have received the draft Local Government settlement for 2025/26 which includes additional resources further lowering the budget gap for 25/26, however uncertainty remains for future years funding allocations as the Government undertakes a full review of local government finance. Economic growth remains a key focus to generate additional income and work continues to review and challenge all service area expenditure to identify savings, efficiencies and different ways of providing services.</p>
SR50	Modified opinion in relation to 2022/23 accounts /Brett Nielsen	B – High /III - Marginal = B/III	<p>No movement</p> 	<p>Due to national delays in the completion of the audit of accounts, following a consultation the new Government published proposals to address the significant backlog on 31 July. These measures included both legislative changes and the introduction of several statutory deadlines (backstop dates) to clear the backlog. For all outstanding accounts up to 2022/23 the deadline was set 13 December 2024, for 2023/24 the 28 February 2025 and 2024/25 27 February 2026. Further dates are provided for the 2025/26 to 2027/28 accounts.</p> <p>As our auditors were unable to complete a full audit of the 2022/23 accounts, Darlington were issued with a Disclaimer of opinion to complete the accounts within the first deadline. Darlington will also be issued with a disclaimed opinion for 2023/24 due to insufficient time to deliver audit procedures to give sufficient evidence for an unmodified opinion. The auditors are working with the Council to consider the practical steps to rebuild assurance in future years.</p>


				As part of the backstop arrangements auditors are required to undertake value for money work and review the Annual Governance Statement (AGS). For 2022/23 our auditors have completed this work and not reported any significant weaknesses in arrangements to secure value for money in our use of resources and have confirmed that the AGS is not misleading or inconsistent.
SR54 (CP1, CP2, CP3, CP4, CP5 & CP6)	New Risk Potential increased ICT costs as a result of the limited number of corporate system suppliers in the market place moving to Software as a Service (SaaS) model / Neil Bowerbank	B – High / II – Critical = B/II	New Risk 	We are actively monitoring supplier roadmaps where available and liaising with other local authorities to understand the financial implications that are emerging. Negotiations with system suppliers are common practice whenever contracts are renewed, but more time, planning, legal and procurement support for this may be required in the future. Alternative multi-council approaches to the purchase of corporate systems may need to be explored. The financial pressures the corporate software market is placing on local authorities and the limited competitive nature within the market will continue to be raised with Government through formal and informal channels.
SR55 (CP1, CP2, CP3, CP4, CP5 & CP6)	New Risk Likelihood of a Cyber Incident impacting on the Councils ability to deliver services to residents and fulfil its statutory obligations e.g. social care services, electoral services, benefit payments and council tax collection. Potentially leading to a risk to life, significant financial loss, reputational damage, or	B – High / II – Critical = B/II	New Risk 	Xentrall ICT continue to invest time and resource in the continual review and where possible improvement of the Councils ICT security posture. This includes the participation in various internal and external audits such as the recently launched CAF (Cyber Assessment Framework). Additional monitoring services including Microsoft Secure Score and Microsoft Sentinel have recently been implemented which will alert ICT on various types of unauthorised and potentially malicious activity especially out of hours. In conjunction with Information Governance, Xentrall ICT run regular phishing exercises which help to raise awareness on the dangers of malicious emails. Xentrall ICT are also in the process of developing and implementing a Cyber Incident Response Plan, this was recently presented at Systems and Information Governance Group (SIGG) and will be launched and tested early in 2025. It should be noted that the impact to services will be dictated by the quality/preparedness of Service Areas individual Business Continuity Plans.




	catastrophic operational disruption / Ian Coxon			
--	---	--	--	--

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
SR1 (CP1)	Implementation of recommendations from the Capital Process Review is needed to improve effective capital project management / Ant Hewitt	E - Very Low / III – Marginal = E/III	No movement 	
SR3	Business Continuity Plans not in place or tested for key critical services / Mark Ladyman	D - Low / II - Critical = D/II	No movement 	
SR6	Risk Removed Risk of regulatory action and increased costs resulting from PCI-DSS Non-	Removed from D/II	Removed from D/II 	Council achieved compliance for 2024/25 and work is ongoing to maintain compliance going forward.



	Compliance / Elizabeth Davison			
SR7	Financial implications of maintaining and conserving key corporate assets within the borough / Dave Winstanley	D - Low / II - Critical = D/II	No movement 	
SR8 (CP1)	Investment in regeneration projects is not delivered / Ian Williams	D - Low / II - Critical = D/II	No movement 	
SR10 (CP1)	Planning Performance at risk of Standards Authority intervention / Dave Coates	D - Low / II - Critical = D/II	No movement 	
SR11	VAT partial exemption breach due to exempt VAT being close to the 5% limit / Brett Nielsen	D – Low / III – Marginal = D/III	Reduced 	The risk of breach has reduced. There is limited major capital work formally identified beyond 2026/27 which puts the Council at risk of future breach, however our baseline VAT figures have exceeded our forecast in prior years which is beneficial to the seven year average so should help manage the risk of breaches and reduce the risk of repayment of VAT.
SR12	Fraud in General / Andrew Barber	D - Low / III – Marginal = D/III	No movement 	





<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>	
<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 Shields</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>	
<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> 	
<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>No movement</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>No movement </p>	
<p>SR40 (CP1, CP6)</p>	<p>Risk reworded Failure to adequately plan for 2°C global temperature rise / 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>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>	
<p>SR47 (CP1, CP4, CP5, CP6)</p>	<p>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>SR51 (SR3, SR5)</p>	<p>Risk re-worded Additional funding for preventing harm from substance misuse may not continue beyond March 2026 / Lorraine Hughes</p>	<p>D – Low / II – Critical = D/II</p>	<p>Reduced </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. Funding for 25/26 has now been confirmed, at the same level in real cash terms. There will be a level of funding pressure, due to the impact of National Insurance Contributions. The position beyond 25/26 is not known and so it remains a risk, in terms of strategic planning and staff retention.</p>
<p>SR52 (CP3)</p>	<p>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>No movement </p>	
<p>SR53</p>	<p>Additional challenges introduced by the implementation of the Procurement Act 2023 / Luke Swinhoe</p>	<p>D - Low / II - Critical = D/II</p>	<p>No movement </p>	