

AUDIT COMMITTEE
21 July 2025

ANNUAL 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 Complaints & Information Governance Manager completed the annual review of the Council's Risk Management Strategy (Appendix C).
3. Progress continues to be made within the Authority regarding the management of both strategic and operational risks.

Recommendation

4. It is recommended the minor amendments to the Risk Management Strategy be noted.
5. It is recommended this Risk Management Report be noted.

Reasons

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

Rose Rouse
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 2025

| | |
|--|--|
| 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

7. 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

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 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'.
9. Following the previous 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 effective management of inter-departmental risks. The risk matrices are attached at **Appendices A and B**.
10. The annual review of the Risk Management Strategy included some minor updates i.e. the references to the Council Plan in paragraphs 4 and 6 have been amended to reflect the current Council Plan, job titles have been updated and the Chair of the Asset Management and Capital Programme Review Board has been updated to the Executive Director – Environment, Highways & Community Services.
11. 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.
12. The further 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

13. 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.
14. The Council has continued to adopt a positive health and safety culture, manage risk effectively and take practical steps to protect the health, safety and wellbeing of employees and others affected by its activities. The number of reports to the Health and Safety Executive (HSE), as required by the Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR) during 2024/25 was 12. The 12 reportable accidents were six manual handling, two struck by, two slip, trip, fall, one physical assault and one scald.
15. 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.
16. 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.
17. Violence at work remains a risk to Council staff. Over 40 services have reported incidents in 2024/25. Where violence at work is identified as a hazard, risk assessment are completed and measures to reduce the risk are introduced. These include personal safety devices, risk management meetings, security guards, CCTV, violence and aggression training, and the employee protection register. Work to improve the reporting of violence at work continues across the Council.
18. Health and safety training is essential for ensuring employees know how to work safely and without risk to health and ensures that legal requirements are met. Managers review their team training matrix to ensure health and safety training is up to date to ensure compliance with legislation. In 2024/25 employee attendance on corporate health and safety training includes 165 manual handling, and 95 violence at work.
19. 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.
20. The "Report It" website for Highway and Street Lighting defects has now received over 10,000 reports since it was introduced in June 2021. Approximately two thirds of all cases 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 was 72% and in 2024/25, 66%. There was a 12% decrease in the number of reports received in 2024/25 compared with the previous year. In November 2023, a new option was added to Report It to allow blocked gullies to be reported via the system. There have been over 600 reports received since that facility was introduced.

21. 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 2024/25, 6,341 potholes were repaired.
22. The 2025/26 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 20 schemes will be completed as part of the 2025/26 program of works, which includes two footways and two back lanes. In addition, six streets are included in this year's preventative maintenance programme consisting of 8,232m² of micro-asphalt and 21,427m² of surface dressing.
23. 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.
24. Since the storms in January 2025, the Arboriculture Team have been very busy clearing the damage caused to roadside trees and housing gardens, which bore the brunt of damage. At the same time the team has continued to maintain the trees within the Borough.
25. Currently an external contractor is completing a full inspection of the trees within the Borough, highlighting problem trees and general tree works. The more dangerous issues have been dealt with first to mitigate any safety issues for the general public. A stump grinder has been purchased so that trees can be replanted in positions where trees have been removed. This purchase has seen a cost saving to the Council as previously an external contractor was used for this work.
26. The Arboriculture service also purchased a 13 tonnes winch which is mounted on the Merlot telehandler for the same price as an 8 tonne winch. This is used for removing storm damage trees on houses and trees which have fallen into rivers again, reducing risks.
27. In relation to sickness absence, the 2024-25 outturn was 4.61% or 10.24 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. However, it's hard to draw a direct comparison due to differences in services provided.

| Council | Actual Days lost 2023/24 | Actual Days lost Half year 2024/25 |
|--------------------|-------------------------------------|---|
| Darlington | 9.33 | 10.24 |
| Hartlepool | 10.31 | 12.21 |
| Middlesbrough | Not provided | 15.8* |
| Redcar & Cleveland | 9.66 | 8.88 |
| Stockton | 10.8 | 10.6 |

**Figures based on calendar year 2024*

28. 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.

29. Together with the reactive measures above, HR have also continued to promote proactive, preventative initiatives such as various wellness initiatives, Counselling, Physiotherapy, Stress Risk Assessments, Flu jabs and offered various courses and sessions around resilience and mental health.

Conclusion

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

Outcome of Consultation

31. 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' – SR22, SR34, SR35, SR48, SR54, SR55 |
| | Those below the 'risk appetite line' – SR1, SR8, SR10, SR13, SR14, SR23, SR24, SR36, SR39, SR40, SR41, SR47, SR57 |
| 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' – SR39, SR45, SR57 |
| CP3 - A healthier and better quality of life for longer, supporting those who need it most. | Those above the 'risk appetite line' – SR20, SR22, SR48, SR54, SR55 |
| | Those below the 'risk appetite line' – SR18, SR23, SR24, SR26, SR42, SR46, SR51, 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, SR47, SR49 |
| CP5 - Healthier, safer and more engaged communities. | Those above the 'risk appetite line' - SR16, SR21, SR27, SR48, SR54, SR55 |
| | Those below the 'risk appetite line' – SR17, SR37, SR47, SR51, |
| 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, SR56 |




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, SR22 | |
| | D Low | | SR11, SR12, SR52 | SR3, SR6, SR7, SR8, SR10, SR14, SR17, SR18, SR19, SR23, SR24, SR25, SR26, SR31, SR36, SR37, SR39, SR40, SR42, SR46, SR49, SR51, SR53, SR56, SR57 | SR27 |
| | E Very Low | | SR1 | | 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 Ministry of Housing, Communities and Local Government (MHCLG) 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 approved and implemented 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 with increases in frailty and co-morbidities in both older and working age adults. 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.</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. A regional agreement has been reached with 10 of the 13 Local Authorities to have reciprocal arrangements on Ordinary Resident applications.</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 the 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. |
| SR22 (CP1, CP3) | Risk Re-worded Market (Domiciliary Care Residential Care providers) failure following the Care Act/Living Wage/Employers National Insurance Contribution (ENI) / Christine Shields | C – Significant / II – Critical = C/II | Increased  | The national changes to Employers National Insurance Contributions (ENI) have resulted in additional cost pressures to the care provider market. The Council has provided additional financial support to key care providers of 1.2% on current fee levels and will be carefully monitoring the situation over the coming months to ensure provider stability is protected. |
| 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, | C – Significant / II – Critical = C/II | No movement  | Construction 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 |





| | | | | |
|----------------------------|--|--|--|---|
| | material supply and resource demands / Ant Hewitt | | | 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 Government and routes are withdrawn / Ant Hewitt | 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 has been provided for 2025/26 and those services previously secured will continue to be funded throughout 25/26. |
| SR44 (CP3) | Risk removed 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 | Risk Removed  | 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. The on-site inspection was completed in January 2025 with outcome received in March 2025 of Good overall, with score of 73%. One area of requires improvement in “Equity in Experience” EDI and Co-production plans already underway with continuous development and monitoring. |






| | | | | |
|---|---|--|--|--|
| <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 continues to face significant and unparalleled financial challenges stemming from a reductions in public funding and increases in demand. This financial position was further compounded in the aftermath of covid as demand for services rose along with an unstable economic climate where the country saw the cost of living increasing, high inflation, income deprivation and poverty rising. The Government have committed to do a review and reset of funding to match need with resource, however the future of Local Government financing is still uncertain.</p> <p>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, however additional demands are putting pressure on all services 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 uncertainty in Government funding this risk remains high.</p> <p>The 25/26 - 28/29 Medium Term Financial Plan (MTFP) has been approved by Council including further savings of over £20m across the four years of the plan, which along with increased resources from the 2025/26 Local Government settlement and a Council Tax increase of 4.99% for 2025/26 reduces the annual deficit from the previous MTFP. The approved MTFP provides a balanced budget until 2026/27 with reserves estimated to be depleted in 2027/28. 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 | Risk Re-worded Disclaimed opinion in relation to 2022/23, 2023/24 and 2024/25 accounts /Brett Nielsen | B – High /III - Marginal = B/III | No movement  | <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 and 2023/24 accounts, Darlington were issued with a Disclaimer of opinion to complete the accounts within the deadlines.</p> <p>For the 2024/25 our auditors are awaiting guidance how assurance will be rebuilt in the audit of accounts. The level of work required will determine if Darlington receive a further Disclaimer of opinion for 2024/25 to hit the statutory backstop date. The Council is working closely with our auditors to ensure we can meet their requirements to avoid any further Disclaimed opinions.</p> <p>As part of the backstop arrangements auditors are required to undertake value for money work and review the Annual Governance Statement (AGS). For 2023/24 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.</p> |
| SR54 (CP1, CP2, CP3, CP4, CP5 & CP6) | Potential increased ICT costs as a result of the limited number of corporate system suppliers in the market place moving to Software as a | B – High / II – Critical = B/II | No movement  | 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 |

| | | | | |
|---|---|---------------------------------|--|---|
| | Service (SaaS) model / Neil Bowerbank | | | 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) | 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 catastrophic operational disruption / Ian Coxon | B – High / II – Critical = B/II | No movement  | 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. |





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 / Trevor Watson | D - Low / II - Critical = D/II | No movement  | |
| 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 / Trevor Watson | 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 | No movement  | |
| SR12 | Fraud in General / Andrew Barber | D - Low / III – Marginal = D/III | No movement  | |
| SR13 (CP1) | Instability within financial markets adversely impacts on finance costs and investments / Brett Nielsen | C – Signifiant / III – Marginal = C/III | No movement  | |
| SR14 (CP1) | Financial pressures to the General Fund as a result of increased levels of unemployment and increased Council Tax Support claims / Anthony Sandys | D - Low / II - Critical = D/II | No movement  | |




| | | | | |
|---------------------------------|---|--------------------------------|---|--|
| SR17 (CP4, CP5) | Inability to recruit and retain sufficient qualified suitably experienced social workers in Children's Services impacts on cost and quality of service / Chris Bell | D - Low / II - Critical = D/II | No movement  | |
| SR18 (CP3) | 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 | D - Low / II - Critical = D/II | No movement  | |
| SR19 (CP4) | Failure to identify vulnerable schools and broker appropriate support to address needs / Tony Murphy | D - Low / II - Critical = D/II | No movement  | |
| SR23 (CP1, CP3, CP4) | Market (Domiciliary Care Residential Care providers) for Vulnerable Families with Children (including SEND) experiences provider failure / Christine Shields | D - Low / II - Critical = D/II | No movement  | |



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

| | | | | |
|----------------------------|---|--|---|---|
| SR33 (CP1) | Risk Removed Impact of national cost of living crisis on customers and audiences for Leisure and Cultural facilities / Ian Thompson | E – Very Low / II - Critical = E/II | Risk Removed  | This risk has been monitored over a number of years and has not materialised. |
| SR36 (CP1, CP6) | Failure to meet the Council's commitment to becoming Carbon neutral by 2040 / Trevor Watson | D - Low / II - Critical = D/II | No movement  | |
| SR37 (CP5) | Risk Re-worded Failure to deliver the Prevent duty including operating an effective Channel Panel / Ben Grabham & Chris Bell | D - Low / II - Critical = D/II | No movement  | |
| SR38 (CP4) | Risk Removed Reputational and regulatory risk if reinspection not successful / Tony Murphy | D - Low / II - Critical = D/II | Risk Removed  | |

| | | | | |
|----------------------------|--|--|--|--|
| SR39 (CP1, CP2) | The Council is unable to deliver housing targets detailed in the Local Plan as a result of the designation of nutrient neutrality catchment area / Trevor Watson | D - Low / II - Critical = D/II | No movement  | |
| SR40 (CP1, CP6) | Risk reworded Failure to adequately plan for 2°C global temperature rise / Trevor Watson | D - Low / II - Critical = D/II | No movement  | |
| SR41 (CP1) | Staffing risk – failure to recruit to vacant posts / Brett Nielsen | C – Significant / III – Marginal = C/III | No movement  | |
| SR42 (CP3) | Risk of enforcement action from the ICO in relation to subject access requests (SARs) / Amy Wennington | D - Low / II - Critical = D/II | No movement  | |

| | | | | |
|--------------------------------------|---|---|---|--|
| SR45 (CP2) | Increase in Asylum Seeker numbers in Darlington as a result of the Government's full dispersal plan that have seen numbers double from previous years and the impact on services / Anthony Sandys | C – Signifiant / III – Marginal = C/III | No movement  | |
| SR46 (CP3) | Adult social care waiting lists / Joss Harbron | D - Low / II - Critical = D/II | No movement  | |
| SR47 (CP1, CP4, CP5, CP6) | Failure to prepare for a significant event within the borough, for example, a terrorist attack, power outage or issue affecting fresh water / Trevor Watson | E – Very Low / I – Catastrophic = E/I | No movement  | |
| SR49 (CP4) | Failure to keep to the terms of the Safety Valve Agreement to manage deficit in High Needs Budget / Tony Murphy | D - Low / II - Critical = D/II | No movement  | |

| | | | | |
|----------------------------|--|----------------------------------|---|---|
| SR51 (SR3, SR5) | Additional funding for preventing harm from substance misuse may not continue beyond March 2026 / Lorraine Hughes | D – Low / II – Critical = D/II | No movement  | |
| SR52 (CP3) | Risk Reworded Additional funding for stop smoking services and support available for the financial year 2025/26, with ambitious targets for smoking quits. Funding is only confirmed until end of March 2026 / Lorraine Hughes | D - Low / III - Marginal = D/III | No movement  | Local authorities across England have received additional funding for stop smoking services, to increase the number of people making quit attempts and successfully quitting, in support of the commitment toward a smokefree generation. The funding has supported additional roles in the stop smoking service, which would be at risk if the funding does not continue beyond 25/26. |
| SR53 | Additional challenges introduced by the implementation of the Procurement Act 2023 / Amy Wennington | D - Low / II - Critical = D/II | No movement  | |

| | | | | |
|----------------------------|---|--------------------------------|--|--|
| SR56 (CP6) | New risk Management of significant change in the management of waste across the Borough / Ben Grabham | D - Low / II – Critical – D/II | New Risk  | Changes to provision of waste management services - contingency plans being developed to manage any impact that could occur in the performance of waste management services. |
| SR57 (CP1, CP2) | New risk Building Safety Regulator audits – Guy Metcalfe / Trevor Watson | D - Low / II – Critical – D/II | New Risk  | Awaiting BSR audit and will produce an action plan to help mitigate any risks identified. |