

Strategic Risk Management Progress

Report for 2024/25

Review 3: 1 October 2024 – 31

December 2024

Report of Corporate Management Team

Paul Darby, Corporate Director of Resources

Councillor Richard Bell, Deputy Leader and Cabinet member for Finance

Purpose of the Report

- 1 This report supports the Council's Risk Management Strategy. It highlights the strategic risks facing the Council and provides an insight into the work carried out by the Corporate Risk Management Group between October and December 2024.

Executive summary

- 2 In line with the constitution and the Corporate Risk Management Strategy, Audit Committee are responsible for monitoring corporate governance, including risk management activity. Heads of service identify and manage risks that may impede Council objectives and provide assurance that effective controls are in place.
- 3 All risks are formally reviewed three times each year, which contributes to improved performance, decision-making and governance. The review of the strategic risk register is overseen by the Corporate Risk Management Group. The member and officer risk champions are the Cabinet Portfolio Holder for Finance (Cllr Richard Bell) and Corporate Director of Resources (Paul Darby).
- 4 During the latter period of review 3 there has been realignment of some of the service areas previously coming under Regeneration, Economy & Growth (REG) directorate. Future reports will show the designated directorate.
- 5 Since the last update to the committee, **one new risk** (Children's Home Staff) has been included in the Corporate Risk Register. **One risk** has

been closed relating (Property and Land) which moving forward will be maintained as a Service Risk. Two risks are updated, HNB SEND and Children in Care Costs, CYPS. Lastly one risk is downrated (Leisure and Retail Units, REG), with the risk now changed from Moderate Impact / Probable Likelihood to Moderate Impact / Possible Likelihood with an overall residual Net Risk Score of 21.

- 6 There are **updates on the management of eight key risks** set out in the report, relating to Government Funding, Educational Psychologists, Inclusive Economic Strategy, Statutory Sufficiency Duty, Children's Social Workers, Climate Change, Savings Plans and Vulnerable Adults.
- 7 There are **updates on the management of 16 non-key risks** set out in the report, relating to Community Protection, A690 Land Slippage, Education Providers, Poverty, Businesses and Jobs, Public Transport, DoLS, Land Slippage, Highway Structures, Public Sector Equality Duty, Care Providers, Recruitment and Retention, Reinstatement Values, Cyberattack, Equal Value Claims and International Recruitment.
- 8 There are **updates on the management of two emerging/potential risks**, the Recycling and Waste and the Energy Recovery Facility.
- 9 In summary, the report outlines that on 31 December 2024, there were **47 risks on the strategic risk register**. Of these, there are now **eleven key risks**, relating to Government Funding, Educational Psychologists, Inclusive Economic Strategy, Statutory Sufficiency Duty, Children's Social Workers, Climate Change, Child Safeguarding, Savings Plans, Vulnerable Adults, HNB SEND and Children in Care Costs.
- 10 Performance against key indicators is set out to provide assurance that strategic risks are being effectively managed, and that officers and members are appropriately skilled in risk management are included in the report.

Recommendation

- 11 Audit Committee is recommended to confirm that this report provides assurance that strategic risks are being effectively managed within the risk management framework across the Council.

Background

- 12 Each corporate director is required to have a designated service risk manager to lead on risk management at a service grouping level. In addition, the Council has designated the Deputy Leader and Cabinet Portfolio holder for Finance and the Corporate Director of Resources as member and officer risk champions respectively. Collectively, they meet with the Risk and Governance Manager as a Corporate Risk Management Group (CRMG). A summary setting out how the Council deals with the risk management framework is included in appendix 2.
- 13 Throughout this report, both in the summary and the appendices, all risks are reported as 'net risk' (after putting in place mitigating controls to the 'gross risk' assessment), which is based on an assessment of the impact and likelihood of the risk occurring with existing controls in place.

Current status of the risks to the Council

- 14 On 31 December 2024, there were 47 risks included on the corporate strategic risk register, the same as on 30 September 2024.
- 15 In summary, the key risks to the Council are:
- (a) There is significant uncertainty in relation to **future funding** settlements from government, which will significantly impact upon the medium-term financial plan.
 - (b) Inability to recruit and retain **educational psychologists** at a time of rising demand may seriously inhibit the delivery of services and lead to significant delays in statutory Education, Health and Care needs assessments.
 - (c) Uncertain economic outlook may impede the delivery of the county's **Inclusive Economic Strategy**.
 - (d) Risk of being unable to meet the authority's **statutory sufficiency duty** to provide sufficient accommodation in the local authority area to meet the needs of Children Looked After and children in need.
 - (e) Inability to recruit and retain **children's social workers** and social work managers may seriously inhibit the delivery of services.
 - (f) Risk that the Council fails, in its role as a community leader, to set an example and help partners, local businesses and communities make the necessary adaptations and mitigations in pursuit of the target of being a carbon-neutral County by 2050 (**climate change**).

- (g) **Failure to protect a child** from death or serious harm (where service failure is a factor or issue).
- (h) If timely and comprehensive **savings plans** are not in place across the council, required savings may not be achieved, necessitating extensive utilisation of reserves.
- (i) Failure to protect a **vulnerable adult** from death or serious harm (where service failure is a factor or issue).
- (j) Increasing demand on the Dedicated Schools Grant budget for **HNB SEND** and inclusive education services may result in adverse impacts on finance and service delivery.
- (k) Volatile and high-cost, demographic demands of children looked after on the Children's Social Care budget may result in adverse impacts on the budget and service delivery (**Children in Care Costs**).

Progress on addressing these key risks is detailed in appendix 3.

- 16 Since the last update to the committee, **one new risk** (Children's Home Staff) has been included in the Corporate Risk Register. **One risk** has been closed relating (Property and Land) which moving forward will be maintained as a Service Risk. Two risks are updated HNB SEND and Children in Care Costs, CYPS. Lastly one risk is downrated (Leisure and Retail Units, REG), with the risk now changed from Moderate Impact / Probable Likelihood to Moderate Impact / Possible Likelihood with an overall residual Net Risk Score of 21.
- 17 There are **updates on the management of eight key risks** set out in the report, relating to Government Funding, Educational Psychologists, Inclusive Economic Strategy, Statutory Sufficiency Duty, Children's Social Workers, Climate Change, Savings Plans and Vulnerable Adults.
- 18 There are **updates on the management of 16 non-key risks** set out in the report, relating to Community Protection, A690 Land Slippage, Education Providers, Poverty, Businesses and Jobs, Public Transport, DoLS, Land Slippage, Highway Structures, Public Sector Equality Duty, Care Providers, Recruitment and Retention, Reinstatement Values, Cyberattack, Equal Value Claims and International Recruitment.
- 19 There are **updates on the management of two emerging/potential risks**, the Recycling and Waste and the Energy Recovery Facility.
- 20 A list of all the Council's strategic risks on 31 December 2024, aligned to the strategic ambitions in County Durham Vision 2035 and the Council Plan, is included in appendix 4.

- 21 Management has identified and assessed these risks using a structured and systematic approach and is taking proactive measures to mitigate these risks to a manageable level. This effective management of our risks is contributing to improved performance, decision-making and governance across the Council.
- 22 To provide assurance that strategic risks are being effectively managed, and that officers and members are appropriately skilled in risk management, performance against key indicators is set out in appendix 5.

Background papers

- None

Other useful documents

- None

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Appendix 1: Implications

Legal Implications

There are no direct implications, but effective risk management helps to ensure compliance with legal and regulatory obligations.

Finance

There are no direct financial implications, but effective risk management helps to avoid or minimise financial loss.

Consultation

None

Equality and Diversity / Public Sector Equality Duty

None

Climate Change

There are no direct climate change implications, but effective risk management helps to avoid or minimise adverse impacts.

Human Rights

None

Crime and Disorder

None

Staffing

Staff training needs are addressed in the risk management training plan.

Accommodation

None

Risk

This report supports the delivery of the objectives of the Council's Risk Management Strategy.

Procurement

None

Appendix 2: How the Risk Management Framework operates

The Cabinet and the Corporate Management Team have designated the Cabinet Portfolio Holder for the Deputy Leader and Finance and the Corporate Director of Resources as Member and Officer Risk Champions respectively. Together they jointly take responsibility for embedding risk management throughout the Council and are supported by the Chief Internal Auditor and Corporate Fraud Manager, the lead officer responsible for risk management, as well as the Risk, Insurance and Governance Manager.

Each service grouping also has a designated service risk manager to lead on risk management at a service grouping level, and act as a first point of contact for staff who require any advice or guidance on risk management. Collectively, the risk champions, service risk managers and the Risk and Governance Manager meet as a Corporate Risk Management Group. This group monitors the progress of risk management across the Council, advises on strategic risk issues, identifies and monitors corporate cross-cutting risks, and agrees arrangements for reporting and awareness training.

An Audit Committee is in place, and one of its key roles is to monitor the effective development and operation of risk management and overall corporate governance in the Authority.

It is the responsibility of the Corporate Directors to develop and maintain the internal control framework and to ensure that their service resources are properly applied in the manner and to the activities intended. Therefore, in this context, heads of service are responsible for identifying and managing the key risks which may impact on their respective service, and providing assurance that adequate controls are in place, and working effectively to manage these risks where appropriate. In addition, independent assurance of the risk management process, and of the risks and controls of specific areas, is provided by Internal Audit. Reviews by the external auditor and bodies such as Ofsted and Care Quality Commission may also provide some independent assurance of the controls in place.

Risks are assessed in a logical and straightforward process, which involves the risk owner within the service assessing both the impact on finance, service delivery and stakeholders if the risk materialises, and also the likelihood that the risk will occur over a given period. The assessment is confirmed by the Service Management Team.

An assurance mapping framework is being developed to demonstrate where and how the Council receives assurance that its business is run efficiently and effectively, highlighting any gaps or duplication that may indicate where further assurance is required or could be achieved more effectively.

The Durham County Council Pension Fund maintains its own risk register, with risks managed in line with CIPFA's 2018 guidance on *Managing Risk in the Local Government Pension Scheme*. The Fund's risks are reviewed in detail by officers, with periodic reporting to the Pension Fund Committee in line with its Terms of Reference.

The Council is also jointly responsible for responding to civil emergencies (such as severe weather events, network power losses and flu epidemics) through the County Durham and Darlington Local Resilience Forum. An explanation of the arrangements for managing the risk of such events and a copy of the latest Community Risk Register can be found on the web page of the County Durham and Darlington Local Resilience Forum.

Appendix 3: Progress on management of the Council’s Strategic Risks

Risks are assessed at two levels:

- Gross impact and likelihood are based on an assessment of the risk without any controls in place.
- Net impact and likelihood are based on the assessment of the current level of risk, taking account of the existing controls/ mitigation in place.

On 31 December 2024, there were 47 risks on the corporate strategic risk register, the same as on 30 September 2024. During this period one new risk was added (Residential Children’s Homes Workers) and one was removed (Property and Land).

The following matrix profiles the strategic risks according to their net risk evaluation on 31 December 2024. To highlight changes in each category during the last period, the number of risks on 30 September 2024 is shown in brackets.

Overall number of Strategic Risks on 31 December 2024.

Impact					
Critical	1 (1)	1 (1)	3 (3)	1 (0)	1 (1)
Major		4 (4)	10 (10)	5 (4)	1 (1)
Moderate			14 (13)	5 (8)	
Minor				0 (0)	1 (1)
Insignificant					
Likelihood	Remote	Unlikely	Possible	Probable	Highly Probable

In the above matrix, the risk assessed as Critical/Highly Probable is:

- There is significant uncertainty in relation to future **funding settlements** from government, which in the short term (2025-2026) will be similar to that of 2024-2025, with a spending review due 2025, which will see the start of multi-year comprehensive funding agreements between central government and local authorities.

New risks

Non-key risks

- 1 *UR0213 – Inability to recruit **children’s homes staff** may seriously inhibit capacity to deliver essential, specialist services to children and young people from across England and Wales. (**Children and Young People Service**).*

The net risk evaluation has been assessed as major impact, possible likelihood and it is therefore recommended that this risk be escalated to the corporate risk register.

Our Sufficiency and Commissioning Strategy commits us to developing new Children’s Homes so that our children living in costly external homes can come back to live in Durham in homes which better meet their needs. Each Children’s Home must have a manager who is registered with Ofsted, responsible under the Children’s Homes Regulations for leading the staff team and ensuring the quality of care provided to the children who live in the home. The recruitment of Registered Managers is a challenge across England. As of 31 March 2024, Ofsted reported that 771 (22%) of children’s homes in England did not have a Registered Manager in post.

In Durham, recruiting Registered Managers for our Children’s Homes has been increasingly in difficulty since 2020 despite a significant number of initiatives. We currently have 2 vacant posts for Registered Managers in new homes which have been vacant for over 1 year, and we will need to recruit at least a further 2 over the next 18 months to be able to open the new homes now being developed. Salary is a major factor in our difficulty attracting Registered Managers, and we do not expect to be able to recruit to these posts without improving significantly improving our offer. Our main competitors for Registered Managers are not other local authorities, but private sector Children’s Homes. Durham is disproportionately affected, with 40 private sector Homes in the County, 29% of all the regional total.

Our recruitment is already very active, with support from our resourcing team and two agencies. In Autumn 2024 we launched a development programme designed to support our Deputy Managers to take their next step become registered managers. A £2,500 recruitment and retention allowance is already in place, and the posts have recently been updated and regraded from grade 13 to 14. This will not be sufficient to allow us to compete, so consideration is being given to the application of a market supplement. We are also considering extending the notice period for Registered Managers to 3 months to better fit with Ofsted’s

requirements and allow a longer transition period when a manager leaves. Consultation is currently ongoing with Trades Unions in connection with these changes.

Closed risks

Non-key risks

- 2 *UR0066 - Potential serious injury or loss of life due to the Council failing to meet its statutory, regulatory and best practice responsibilities/ requirements for **Property and Land (Regeneration, Economy & Growth)**.*

Regeneration Economy & Growth (REG) now considers the risk less prevalent and is downrating this risk, from:

Major Impact and Possible Likelihood to Moderate Impact and Likelihood rating of unlikely with a net risk score of 14, which means that the risk is within the council's risk appetite and moving forward will be addressed as a Service Strategic Risk.

This has been achieved through various action improvement strategies, such as delivering unitised corporate property and land service asset database training at service level, rolling out the capitalised maintenance programme and introducing Incident reporting and monitoring in collaboration with all parties, where appropriate.

Moving forward the service further intends to introduce a corporate service delivery model and establish estate management performance indicators and has secured funding to support increased maintenance requirements.

Uprated risks

Key risks

- 3 *UR0119 - Increasing demand on the Dedicated Schools Grant budget for High Needs Block special educational needs services and inclusive education services may result in adverse impacts on finance and service delivery (**HNB SEND**). (**Children and Young People Service**).*

Demand on the High Needs Block has continued to increase significantly and remain much higher than pre COVID. This is creating further overspend in the Block and leading to significant pressures across the SEND system. This is a well-publicised national problem, and the new Government has announced its intention for significant

reform in this area in the future, although the timing and detail of this is uncertain.

In view of the above, the net risk evaluation has been updated from moderate impact, probable likelihood to critical impact, probable likelihood, making this a key risk.

- 4 *UR0122 - Volatile and high-cost, demographic demands of children looked after on the Children's Social Care budget may result in adverse impacts on the budget and service delivery (Children in Care (CIC) Costs). (**Children and Young People Service**).*

High demand, especially for children and young people with complex needs requiring expensive care packages, has increased financial pressures and leads to challenges regarding the availability of suitable homes to meet the needs of children and young people.

In view of the above, the net risk evaluation has been updated from moderate impact, probable likelihood to major impact, probable likelihood, making this a key risk.

Downrated risks

Non-key risks

- 5 *UR0169 - Increased difficulty in retaining or finding tenants for Council-owned **Leisure and Retail Units**, leading to an increased risk of medium to long term losses in revenue. (**Regeneration, Economy & Growth**).*

Overall, it is considered that the risk has reduced since the market appears to have levelled, showing signs that any revenue loss occurs as a more predictable rate and the situation as it is not expected to significantly change over the next 12 months. This along with the mitigations in place is the reason for reducing the risk.

The risk is now rated changed from Moderate Impact / Probable Likelihood to Moderate Impact / Possible Likelihood with an overall residual Net Risk Score of 21.

Updates on the management of existing risks

Key risks

6 *UR0051 - There is significant uncertainty in relation to future funding settlements from government, which will significantly impact upon the medium-term financial plan (Govt Funding). (Resources).*

The Council has operated in a period of significant financial uncertainty for many years. The 2024/25 budget was approved on 28 February 2024, and the budget identified several continued challenges relating to high levels of inflation during 2022/23 and 2023/24, and a rapid / sustained increase in demand for statutory (social care) service provision in recent years.

On 18 September 2024 Cabinet considered a report which set out the scale of the financial challenge facing the Council as part of its fifteenth Medium Term Financial Strategy, covering the period 2025/26 to 2028/29 – known as MTFP (15). That report noted that the financial planning position for the Council remained very challenging over the next four financial years, with a significant budget deficit / savings requirement of £64.130 million forecast - £21.720 million of which was forecast to fall into 2025/26. It was identified that the deficit would not be addressed unless additional funding was forthcoming or further extensive savings could be found to reduce the Council's cost base, The report highlighted that a comprehensive Transformational Change Programme to address the medium-term financial challenges would be required.

A report to Cabinet on 4 December 2024 provided an update on the development of the 2025/26 budget and the Medium-Term Financial Plan (MTFP (15)), covering the period 2025/26 to 2028/29, including updated financial planning assumptions, some of which reflect announcements made in the Chancellor of the Exchequer's Autumn Budget Statement, presented to the House of Commons on 30 October 2024.

The report included details of further additional savings proposals that can be considered to help balance the budget next year and beyond, which are in addition to the savings which were approved on 28 February 2024 as part of MTFP (14) and cut across this MTFP planning period. These additional proposed savings are subject to a second phase of budget consultation, running from Friday 6 December 2024 to Friday 17 January 2025. The second consultation builds on the phase one budget consultation which closed on Friday 1 November 2024.

A further update is being provided to Cabinet in a report on 15 January 2025. The report outlines the updating four-year savings gap, following the funding announcements arising from the Provisional Local Government Finance Settlement on 18 December 2024, which was a

one-year settlement for 2025/26. The Government have sought to provide additional funding to authorities like Durham County Council who have high levels of deprivation and relatively low tax base growth in 2025/26, additional social care funding has also been provided.

Furthermore, the Government have permitted social care authorities to increase council tax by 4.99% by allocating the ability to increase the Adult Social Care Precept by 2%. However, despite this extra funding, costs associated with social care and employer payroll costs have risen further, and the extra funding does not cover these extra cost pressures – which stem from rising demand for social care, rising employer national insurance costs and higher-than-expected national living wage increases from April 2025.

Alongside the provisional Local Government Finance Settlement, the Government have indicated their commitment and launched a consultation on the approach to reforming local government finance arrangements from 2026/27. The Council will take an active part in this consultation. However, there is a risk that the impact of any local government finance reform may be delayed or dampened in terms of its redistributive effects, and the Council continues to assume and plan for a significant budget gap in later years.

7 *UR0196 - Inability to recruit and retain **Educational Psychologists** at a time of rising demand may seriously inhibit the delivery of services and lead to significant delays in statutory Education, Health and Care needs assessments. (**Children & Young People Service**).*

In October 2024 the establishment is 25.63 FTE roles, and there are 6.6 FTE vacancies (a vacancy rate of 26%).

There are real challenges recruiting both Educational Psychologists who carry out assessments, and Area Principal Educational Psychologists who manage service provision.

It is widely recognised that that the shortage of Educational Psychologists is a local, regional, and national problem.

To meet forecast demand and address the backlog CMT previously agreed temporary funding to support contracts for agency Educational Psychologists to carry out assessments up to March 2025. Following assessment of future forecast need £390,000 in growth has been agreed for 2025-2026, which will enable 4 new Educational Psychologist roles to be created and enable the commissioning of additional assessments from agency Educational Psychologists to meet expected demand. Active recruitment is underway.

8 *UR0096 - Uncertain economic outlook may impede the delivery of the county's **Inclusive Economic Strategy**. (**Regeneration Economy & Growth**).*

The government seems likely to end and replace the levelling-up programmes that were introduced by the previous government. The government is likely to devolve new funding and support to the North East Combined Authority (NECA) rather than local authorities.

NECA is working with the government to agree priorities and funding via a new Local Growth Plan and elected members, officers, and partners from County Durham are engaging with and supporting NECA where possible.

Until the government publishes its strategies and agrees arrangements with NECA there are uncertainties regarding the funding and other types of regional and national support that will be available. The government Spending Review in spring 2025, should confirm local authority and devolved funding packages, and it is expected that some devolved funding allocations (e.g. the one-year extension to the UK Shared Prosperity Fund) will be confirmed sooner.

However, the longer it takes for the government and NECA to confirm arrangements, the more difficult it will be to continue business, employability, and place-based programmes aligned to the Inclusive Economic Strategy. Plans are being put in place to review the delivery plan for Inclusive Economic Strategy in 2025, with an annual review report going to DCC Cabinet in January 2025.

9 *UR0107 - Risk of being unable to meet the authority's **Statutory Sufficiency Duty** to provide sufficient accommodation in the local authority area to meet the needs of Children in Care and Children in Need. (**Children and Young People Service**).*

Corporate CYP Sufficiency Board, chaired by Corporate Director, Children & Young Peoples Services, attended by senior managers from relevant corporate services. Durham County Councils Sufficiency and Commissioning Strategy sets out the strategic approach to securing sufficient accommodation to meet the needs of our looked after children.

Sufficiency work programme phase 2 is underway to take forward board's aims. This includes initiatives to increase the number of foster carers and the provision of in-house children's homes. Sufficiency issues are also being faced by all local authorities, and the

implementation of the Governments responses to the Independent Care Review will be important in transforming the children's social care system to better support the most vulnerable children and families.

Durham is part of the Regional Fostering Project across all North East Authorities which is aiming to increase the number of foster carers available.

The policy paper, 'Keeping children safe, helping families thrive' outlines the government's commitment to keeping families together and children safe. It also outlines a commitment to support children to live in family settings where children cannot remain at home, including through kinship or foster care, rather than residential care. Alongside this, the statement sets out ambitions to fix the broken care market, and ensure the system is working effectively for vulnerable children and families. Legislative proposals in the statement will be taken forward when parliamentary time allows.

10 *UR0108 - Inability to recruit and retain **Children's Social Workers** and social work managers may seriously inhibit the delivery of services. (Children and Young People Service).*

The Council and Children's and Young Peoples Service are dedicated in their work to resolve the recruiting and retaining 'Childrens Social Worker Issue'. Such initiatives being work on include the Social Work (SW) Academy, regional agreement on agency payments. Recruitment and selection policy and guidance. Monitoring competitiveness of grades / pay rates. Recruitment and retention for specified roles and supporting various routes into social work. In order to support this the council are increasing investment in routes into social work, further improving recruitment.

A new Children's Social Care Prevention Grant has been announced for 2025-2026 and is expected to support children's social care reform, which involves enhancing early help for families, involving family networks more in decision making and establishing specialist child protection teams. Although rules for expenditure have not yet been announced, we anticipate this will have an impact on the social work workforce across England. In addition, Corporate Management Team has agreed to an increase to the Children's Social Care budget for 2025-2026 to support the increased number of children in our care. Although this funding will primarily support placements for children, it will also support investment in key support staff including our Legal, Homefinder and Supporting Family Time teams, reducing pressure on our social work teams.

The government's policy paper, 'Keeping children safe, helping families thrive', refers to the Independent Review of Children's Social Care, which stated that, while agency social workers can play a role in managing fluctuations in demand and fill in for staff that are temporarily absent, they should not replace a permanent workforce. The paper also notes that work has already started to reform the use of agency child and family social workers in local authority delivery of children's social care.

11 ***UR0132 - High Technology Costs and a potential lack of Government funding and resources may prevent the Council from making the necessary adaptations and mitigations to meet its climate change targets. (Neighbourhoods & Climate Change).***

The Council is dedicated in working towards addressing both the Council 2030 and County 2045, NET ZERO targets, however the availability of funding for decarbonisation projects, continues to be a significant ongoing concern. Whilst the support of the Northeast Combined Authority will potentially provide opportunities to secure increased funding and collaborative efforts may accelerate progress across a range projects, there needs to be a significant amount of additional support from central government, for Net Zero projects.

The key mitigation is the Climate Emergency Response Plan 2024-2027, incorporating over 200 Actions and multiple projects. The scale, duration and complexity of the programme means that sustained oversight, monitoring and review are essential. Net Zero Board, Environment and Sustainable Communities Overview and Scrutiny Committee and the County Durham Partnership will review performance against the plan and make recommendations for the revision of targets.

Significant improvement in addressing emissions has been made with the Council achieving a 64% reduction of its Carbon Footprint Reduction (against a (2008/09 baseline), however the remaining 36% will prove a more difficult task.

Projects that have made an impact on Council emissions include the street lighting LED replacement project, Solar PV installations across much of our portfolio, the change over from gas heating to air source heat pumps for major refurbishment projects like, Chameleon House, Abbey, Teesdale, Peterlee and Newton Aycliffe Leisure Centres amongst others. To achieve our net zero ambitions funding of major projects is critical.

Decarbonisation continues across the County with projects including the EV Infrastructure Projects (Award Winning (Inspiring People)). Business

Energy Efficiency Project remains current, aimed helping businesses reduce energy costs and carbon footprint, whilst the service is also scoping future projects, such as District Heating (Moving away from individual gas boilers to centralised boilers carry hot water instead of gas, modelled on European Energy Centres).

- 12 *UR0031 - If timely and comprehensive **savings plans** are not in place across the council, required savings may not be achieved, necessitating extensive utilisation of reserves. (Resources).*

On 4 December 2024, Cabinet was provided with an update including the forecast revenue and capital outturn for 2024/25, based on the position to 30 September 2024, and details of the updated forecast use of and contributions to earmarked, cash limit and general reserves in 2024/25 and the estimated balances that will be held on 31 March 2025.

The council is continuing to operate in a period of financial uncertainty and volatility. This uncertainty is being driven by continuing short term local government finance settlements for next year. The Government has committed to providing multi-year settlements for local government from 2026/27, to provide greater certainty however, no commitment has been given to increasing the overall resources available to local government in the immediate or longer term.

A Comprehensive Spending Review will take place in 2025 to inform funding from 2026/27 onwards, with the commitment given to providing three-year settlements and Comprehensive Spending Reviews occurring biannually thereafter. At this stage it remains assumed that the local government finance settlement for 2025/26 will be a 'roll over' settlement. The Budget / Autumn Statement took place on 30 October 2024, where the Government's spending and taxation plans were published.

Unless there is a fundamental shift in funding arrangements the financial outlook for the council is forecast to remain extremely challenging for the foreseeable future.

The Council's challenging financial position is largely driven by financial pressures in Children and Young People's Budgets.

It is forecast that the overall corporate position will be a net overspend of £5.334 million (which is driven by a forecast CYPS overspend of £9.517 million), with non-CYPS directorates underspending by £2.076 million. Therefore, the Council's net forecast overspend position at Quarter 2 is £3.258 million.

As of 30 September 2024, the council has delivered savings totalling £6.033 million, representing 74.6% of the £8.083 million savings target for the year, with circa £1 million of the savings (13%) forecast not to be achieved in year due to delays in delivering some of the proposals agreed by Council. Directorates have been asked to develop updates and action plans for savings proposals which have not being delivered to explain and fully address any non-delivery.

- 13 *UR0032 - Failure to protect a **vulnerable adult** from neglect or abuse, including financial abuse (where service failure is a factor or issue). (**Adult & Health Services**).*

Independent assurance on the management of this risk has been provided through a recent CQC inspection, and Durham County Council as rated as Good overall. This will be a cyclical assessment which will be undertaken approximately every two years.

Non-key risks

- 14 *UR0019 - Demand pressures on the **Community Protection** inspections and interventions may lead to an adverse impact on public health and safety in Co Durham. (**Neighbourhoods & Climate Change**).*

Unexpected reassurance visits to circa 80 Funeral Homes arising from problems identified in the Humber & East Riding Local Authority and enhanced requirements relating to Food Standards because of the introduction of 'Natasha's Law' is placing further stress on the Community Protection Team.

Due to priority and urgency, Community Protection prioritised the assurance visits to the Funeral Care Homes which had a direct impact on Food Standard Inspections (Circa 300 inspections), with the lowest risk inspections being reprioritised. As a direct impact, the work programme for Community Protection for 2025/26 will stretch the team beyond capacity.

A new product has been procured (Arcus) with an implementation date of April/May 2025 which is more intuitive platform, giving Community Protection the ability to complete site reports at point of inspection, simplifying the process and reducing hours spent on the reporting process.

- 15 *UR0023 - There is a risk of non-compliance with the general **Public Sector Equality Duty**, which mandates that decisions consider their equality implications for communities and employees. This could lead to*

successful legal challenges and delays in implementation. (Chief Executive Service).

There is also the potential failure to meet specific public sector obligations, such as:

- Publishing equality information annually and setting equality objectives at least every four years.
- Annually under the Equality Act 2020 (Gender Pay Gap Information), there is the requirement for local authorities to report on their gender pay gap each year by 31 Mar.

The update to the risk assessment now addresses both the requirement to assess the impact of decisions and introduction of new policy on both communities and employees as it may lead to less favourable treatment and potential discrimination of people with protected characteristics as defined within the Equalities Act 2010.

Also addressed is the importance of meeting reporting deadlines and that failure to do so would result in the Council receiving enforcement action from the Equality and Human Rights Commission. This is a key theme represented through the risk assessment.

The Equality Team to the Equality Impact Assessment and references the new E Learning module on the Equality Impact Assessment.

Moving forward it is planned to conduct a review of the Equality Impact Assessment process and raising awareness with leadership teams of the importance of equality analysis and the training that is available.

- 16 *UR0089 - Potential progressive land slippage near the A690 may develop to an extent where a major road closure is necessary for repairs to be undertaken (A690 Slippage). (Neighbourhoods & Climate Change).*

The Council's current understanding is that the land slippage continues, and ground investigation evidence demonstrates that the embankment is showing an average of 1mm movement per month.

Due to land negotiations, the project has suffered a minor setback, which is now nearing resolution. The project has also suffered a further delay due to a requirement for NWL to divert strategic utility mains, which was not originally anticipated in the original feasibility study.

The junction improvement works are now due to commence in November 2024, however this is dependent on the NWL diversion works which is due to complete 31 Mar 2025.

Works to improve the junction from Kepier Lane onto the A690 are anticipated to commence April 2025 and be completed in 6-8 weeks.

Main Piling works are anticipated to commence in June 2025 and anticipated to be complete in 10-12 months. Capital funding is in place to fund the project in 2023/24, 2024/25 and 2025/26.

17 *UR0094 - Potential financial and other pressures threaten the viability of some **Education Providers**. (**Children & Young People Service**).*

Expanding access to nursery places through early years funding is an essential to support children's development and reduce educational inequalities and address the growing demand for quality early childhood education. The Council provides support to those schools taking up early years funding opportunities, to address nursery places.

18 *UR0097 - Potential size and scope of the liabilities of **equal value claims**. (**Resources**).*

The Council is now working towards resolving these claims, by agreeing the final value and list of claimants in liaison with Trade Unions and their legal representatives. This value is close to being finalised and can be funded from an allocated earmarked reserve set aside for these claims.

The Tribunal Hearing took place on 15 November 2024 and struck out 196 individual litigant-in-person (LIP) claims. Five LIP claimants have until 31 January 2025 to be considered (these challenged the strike out and have until 31 January 2025 to provide further information to the court) and a further 72 litigant-in-person claimants were not considered for strike out as Thompsons had subsequently advised they were now representing these. Remaining claims are now close to being in a position to be resolved as response has now been received from Thompsons Solicitors (20 December) to confirm the nature of the claim. Officers are working through the response received.

19 *UR0105 - If the Council suffered a successful **cyberattack** or IT security breach, then it may be unable to effectively deliver essential services. (**Resources**).*

The inclusion of GDPR training as a mandatory training offer for all staff and the inclusion of biometric single sign on for end user laptops further strengthens the Council's position.

Future improvements include the effectiveness of the Cyber Incident Response Plan and how the service is exploring changes in the cyber insurance market whilst working towards ISO 27001 (Information security, cybersecurity, and privacy protection — Information security management systems) certification.

Working with Civic Contingencies colleagues, Digital Servers have held a total of 73 Business Continuity Plan sessions with Tier 4/5 managers across all services areas and functions. Feedback from these sessions has helped Digital Services revise its own Cyber Incident Recovery plan in line with business priorities.

Monthly Phishing exercises are now in place aimed at ensuring staff can continue to recognise suspicious emails. Results are monitored, with plans in place to provide additional training to staff regularly failing these training exercises.

Additionally, as a service it is evaluating Security Operations Centre (SOC) and Security Information and Event Management (SIEM) offerings against Microsoft E5 security as a method of further improving the organisations security position.

- 20 *UR0131 - Risk that Council does not fully respond to the drivers of financial hardship, including those caused by the 'cost of living crisis' and wider determinants of **poverty** to help alleviate the impacts on County Durham residents. (Resources).*

The update gives the latest position relating to the 'Cost of Living Crisis' in relation to the Consumer Price Index now being at 2.6% as at September 2024 and details the increase in Private Rental prices paid by tenants in the UK rising by 8.4% in the 12 months to September 24, unchanged from the 12 months to August 24, with inflation currently running at 2.6@ CPI as of September 24.

The current Council Poverty Action plan covers the period 2022 to 2026. Review and consultation activity will take place throughout 2025, including consultation meetings with AAPs, to shape the new Council Poverty strategy and action plan for the subsequent four years from 2026.

The annual poverty report for 2024/25 will be presented to Corporate Overview and Scrutiny Management Board, Cabinet and CMT during Q1 2025.

Each of the 14 AAP are allocated £10,000 from the welfare assistance reserve to support projects tackling poverty. The total allocation is £140,000 and in the first half of 24/25, £114,459 has been utilised to deliver 10 projects. This has been further supported by £136,296 in match funding (£5500 from elected members Neighbourhood Budgets, £126,896 from external sources and £3900 in internal match from other DCC departments).

These projects include outreach projects such as baby bank training courses and a food bank. The funding of these projects saw:

- (a) There is significant uncertainty in relation to future funding settlements from government, which will significantly impact upon the medium-term financial plan.
- (b) Over 1000 families benefiting from schemes aimed at improving support and outcomes for families.
- (c) 90 people undertaking training courses.
- (d) 100 people involved in initiatives aimed at improving mental health/ wellbeing.
- (e) 33 children and young people benefiting from schemes that aim to support them in achieving and maintaining optimum mental health and wellbeing.
- (f) 16 Young people supported into education, training, and employment.
- (g) 21 people engaged in voluntary work.

The Housing Poverty Group continues to work collaboratively on the issue of affordability in the current climate. A new money management and financial inclusion practitioners' group has been set up with local RPs to discuss the challenges faced by front line advisors and share good practice. An action plan is being developed to drive forward improvements.

We are also working to understand the wider issues in the housing market. As part of the development work of the Homelessness and Rough Sleeping Strategy 2024/29, we investigated the reasons why people were presenting to the Housing Solutions Service from the private rented sector. Detailed analysis concluded that reduced availability of accommodation in the private rented sector is the main reason people are presenting as homeless or at risk of being homeless. Recent interest rate rises are impacting landlords who are either selling

properties or increasing rents. This is driving an increase in evictions and is making the sector less affordable for those on lower incomes.

The Housing Poverty Group is working collaboratively on the issue of affordability in the current climate. A new money management and financial inclusion practitioners' group has been set up with local RPs to discuss the challenges faced by front line advisors and share good practice. An action plan is being developed to drive forward improvements.

- 21 *UR0154 - National and local shortages of skills and labour may cause **recruitment and retention** difficulties, resulting in capacity shortfalls. (Resources).*

A dedicated council jobs and careers Facebook page was launched in August 2023 and a jobs and careers Instagram page was launched in September 2024.

The council have worked with the LGA on the development of a recruitment campaign for local government which was piloted in the North East of England from January 2024, with learning from the pilot to inform a national roll out. The campaign creates a brand identity for the sector that helps to demystify what councils do, challenge preconceptions, and highlight the infinite variety of roles in local government to benefit and enhance the good work that authorities are doing in the region to attract new talent. This campaign is being rolled out nationally from 4 November 2024.

- 22 *UR0082 - Pressures nationally across residential, nursing and domiciliary / community care providers, could affect the availability, delivery, continuity, quality, sustainability and capacity of care provision within County Durham (care providers). (Adult Health and Services)*

Market analysis and engagement, to help providers understand the local context and align business plans with the council's vision for the future of local public health, social care and housing markets. Links to national policy makers and professional bodies, collaboration with providers and health colleagues to share intelligence and understand market sustainability issues (including regular engagement forums). County Durham Care Academy supports the development of an adult social care workforce with a range of initiatives and courses. Specific support has been offered on business planning.

Work is underway to procure a select list for Older Person Care Homes from April 2025 (when the current contract is due to expire) for an initial term of 2 – 3 years, with optional extensions. Procurement work will

also be undertaken in 2025/26 for domiciliary care provision with new arrangements in place from April 2026 onwards.

- 23 *UR0164 - Withdrawal of, or changes to, financial support to bus operators may result in reduced **Public Transport** coverage, leading to a lack of essential transport services for users and/or calls for financial assistance from the Council. (Regeneration, Economy & Growth).*

Department for Transport (DfT) are about to commence forthcoming Bus Service Operators Grant (BSOG) reform consultation. This could result in increases or decreases to the amount of BSOG payments that either the council and / or local bus service operators receive from DfT.

Department for Transport (DfT) have issued revised guidance and reimbursement calculator for English National Concessionary Travel Scheme reimbursement paid to local bus service operators.

The Integrated Passenger Transport Group has undertaken calculations and determined no significant increase to the amount of ENCTS payments from the council to local bus service operators. DfT have however committed to further revising the guidance and reimbursement calculator in the short to medium term.

The Council are contributing £2m from an underspend of the concessionary fares budget, which will cushion the impacts on services and on bus users.

In January 2023 a fare cap was introduced, funded by central Government, limiting the cost of single journey bus tickets in England to a maximum price of £2. The 2024 budget review included details that this fares cap will increase to £3.00 on 1 January 2025 and would remain in place until 31 December 2025.

It is currently uncertain what Government plans are to continue capping bus fares after this date. NECA cabinet agreed at a meeting on 10 December 2024 to introduce a regional £2.50 cap on adult single bus fares in the North East Combined Authority region from 1 January 2025 until 31 December 2025, in addition to the suite of Bus Service Improvement Plan (BSIP) regional fares already available. It is understood that all bus operators and service providers within County Durham are participating in the scheme.

- 24 *UR0183 - Risk of a successful legal challenge in relation to **Deprivation of Liberty Safeguards**, due to high caseloads and capacity pressures, leading to financial penalties and reputational damage. (Adult & Health Services).*

A The rapid improvement event to review and improve processes has taken place and the majority of actions arising from this work almost all actions have now been completed. Performance has improved with a view to being sustained moving forward. Further improvement has also been made following the implementation of when system changes were implemented in December 2024 and are aimed at improving information management and governance.

25 *UR0185 - Challenging national, and international economic conditions beyond the control of the council risk the loss of Local **Businesses and Jobs** across the county. (**Regeneration, Economy & Growth**).*

The economic and political conditions in the region and UK continue to be challenging for businesses. Whilst the county's economy has largely recovered from Covid-19 and seen overall growth, high and rising costs and workforce shortages continue to make conditions difficult for businesses in most sectors.

The new government's industrial strategy green paper and budget have not improved overall business confidence and will lead to additional costs (with higher employer national insurance contributions and higher national minimum wages also to be considered) for many businesses.

The current UK Shared Prosperity Fund (UKSPF) period ends on 31 March 2025 and the government has launched a new one-year allocation of UKSPF funding, but this will be led by the North East Combined Authority (NECA) rather than DCC. NECA has not yet agreed how this will be distributed to DCC and the other local authorities in the region. It is also possible that some functions previously delivered at local authority level will be delivered directly by NECA. A further update will be provided in the next strategic risk review.

In the meantime, through Business Durham, the council will continue to work with businesses to mitigate business and job losses whilst seeking new funding from the North East Combined Authority and government to extend business and employability support services.

26 *UR0201 - Potential progressive **Land Slippage** near a public highway may develop to an extent where a major road closure is necessary for extensive and high-cost repairs to be undertaken. (**Neighbourhoods & Climate Change**).*

The impacts of climate change, an increase in adverse weather, flooding events and rising water table levels have all contributed towards land slippage, unstable embankments and river erosion.

There are a number of locations across the county which Highways are currently monitoring, evaluating impacts and developing repair solutions.

The Highways Maintenance Plan along with the Local Transport Plan, capital programme and existing highways budget continue to be the main controls with supplementary funding through Capital Contingencies and MTFP capital bids.

- 27 *UR0202 - Financial constraints may lead to the deterioration in the condition of a key **Highway Structure** to an extent where significant repairs or structure replacement is required, resulting in a breach of statutory duty, expensive remedial works, disruption to highways users, and damage to local businesses and the local economy. (Neighbourhoods & Climate Change).*

Structures overall are generally in 'fair' condition; however, a number of structures are coming to the "end of their design life". Additional capital funding has been secured for the development of the feasibility, detailed design and estimated cost packages which will be used to inform future investment.

The assets which are in the greatest need of significant investment in the short to medium term have been RAG rated to prioritise investment. The high-level estimate to repair these structures is estimated to be in the region of £28 million, work remains ongoing to secure the funding for these structures.

- 28 *UR0207 - Potential for unethical international recruitment practices (e.g., modern slavery) by some adult social care providers (International Recruitment Challenges) (Adult & Health Services).*

AHS Integrated Commissioning have now completed the data collection exercise to establish the scale of international recruitment in Durham (providers with licenses; numbers of international recruits per provider). This will help to inform further risk analysis and planning and has informed the regional protocol which has recently been put in place. The situation can however change quickly, and consideration will be given to the frequency of such exercises if it is identified that these need to continue in future. It should also be noted that such exercises are resource intensive for commissioning staff.

AHS Integrated Commissioning are exploring with DCC HR the possible use of DCC sponsorship licences as a contingency for local ASC staff that may have difficulties in finding a new sponsor if their current

sponsor's licence is revoked. Current activity levels mean this is not essential at present, but it could be an option should issues grow.

- 29 *UR0212 – Potential under-insurance of the Council's property assets against adverse events, leading to financial loss and reputational damage should a claim be made and the insured value not being sufficient to reinstate the building. (Reinstatement Values). (Regeneration, Economy & Growth).*

The reinstatement cost assessment report and contract procurement variation has been approved, to acquire the services of external RCI Surveyors to carry out RCA/MR's. The external service will be for a period of 3 years and worked through an asset programme determined by DCC managers, to include the CIT Manager (resources), Asset Property and Strategy Manager (REG).

The reinstatement value cost exercise commenced 21 October 2024 and to capture and record asset reinstatement valuation data, Business Services have allocated resource to the task, inputting the data onto the Asset Manager System, which will run for the same period (3 years).

Whilst NBV's are the only source of financial information available presently, to acquire some insurance cover, a percentage increase for all assets, will be agreed with the insurers. This will still leave an element of risk for which the Council will be responsible, not the insurers.

NBV is preferred to a NIL value. REG will continue to provide NBV's until the RCA/MR's are input onto the Asset Manager system and the requirement to maintain and update reinstatement values periodically will be built into the core annual processes alongside the capital accounting valuations.

Emerging/potential risks

Update on the management of existing risks

- 30 *UR0193 - Proposed changes to increase recycling and reduce plastic waste, to be implemented through the Environment Act 2021, may necessitate major service changes Countywide that are not fully funded through New Burdens funding, leading to significant additional costs to the council (Recycling and Waste). (Neighbourhoods & Climate Change).*

Capital Grant Funding received (DEFRA to pay for introduction of food wasted collections as it is a new burden on LA's), and projected revenue uncertainty based on revenue fund grant will be and that is for transitional costs for introducing the new scheme and ongoing revenue-based costs for running the service. Unsure if there will be a short fall for meeting total cost of project.

Estimates have been forecasted into MTFP(15) for financial planning purposes and from 2025, some organisations and businesses will have to pay a fee for the packaging they supply to or import into the UK market. This is called extended producer responsibility (EPR) for packaging.

The Council have been notified of the estimated EPR allocation which is currently £9.8m. However, uncertainty exists around whether the allocation will be new and additional funding and whether it will be protected for waste services, or whether there will be an impact on the central government settlement being reduced. First payment would be due to be paid end Q3 2025/26. It will cover net costs of collecting, managing, recycling, and disposing of household packaging waste.

Payments are modelled on around certain LA characteristics, such as rurality and deprivation, national policies and circumstances, the amount of waste LAs collect & manage, and the estimated composition of this waste.

31 *UR0205 - Uncertainties relating to the partnership project between the seven North East Local Authorities (7LA) to procure and deliver a large residual waste Energy Recovery Facility. (**Neighbourhoods & Climate Change**).*

The project is inherently challenging because of its scale in terms of duration and cost, the technology involved, and reliance on effective strategic partnership working.

There are also some potential variations in costs and funding, and the grid connection date is uncertain at this stage. However, the intended benefits include efficient, cost effective/secured and sustainable residual waste treatment for up to 40 years for 1.5 million residents, producing enough energy to power 60,000 homes with potential heat offtake and carbon management through carbon capture utilisation and storage.

The project is being managed through the Local Partnerships Programme Manager, with representation from the 7LA Boards, and supported by financial, technical and legal advisors.

The Council have submitted a response to the government consultation on proposed new ETS regulations (tax on incineration), outlining the likely impacts if these regulations come into force. Whilst the Council is committed to decarbonisation, we believe the timing and implementation of the new tax are prohibitive. There is currently no viable alternative to Energy from Waste (EfW) for treating residual waste, and without it, councils would face increased reliance on landfilling, which is environmentally worse. The proposed tax would directly impact public budgets, as councils would bear the costs through contracts, rather than the private waste sector, which is better positioned to invest in new technologies.

The Councils position is supported by national waste management trade bodies and other councils. The government's decarbonisation strategy identifies Carbon Capture and Storage (CCS) as a key solution for EfW, and we are actively exploring this technology, particularly in connection with a potential project at Teesworks. We welcome the government's recycling reforms, which will help reduce the amount of residual waste needing treatment.

Previous uncertainty around the grid connection has resulted in a pause to the procurement process. The grid connection date has now been provided by NPG (2026) which has allowed the procurement process to restart and a new timetable for project implementation.

Key Risks

32. The Council's key risks are shown in the following table.
Key Risks Matrix

Impact	Key		High risks / Key risks			
			Medium risks			
			Low risks / within appetite			
Critical			9 Child Safeguarding 10 Savings Plans 11 Vulnerable Adults	2 HNB SEND	1 Govt Funding	
Major				3 Educational psychologists 4 IES 5 Statutory Sufficiency Duty 6 Children's Social Workers 7 Climate Change 8 CIC Costs		
Moderate			<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;"> In this matrix, the key risks have been arranged according to the net impact and net likelihood evaluations to illustrate their relative severity. The full title of each risk is shown in the Key Risks Schedule on the following pages. </div>			
Minor						
Insignificant						
Likelihood	Remote	Unlikely	Possible	Probable	Highly Probable	

Key Risks Schedule

The schedule below contains information about how the key risks are being managed, including proposed key actions. Where there have been changes to the risk assessment during the last quarter, these are highlighted in the column headed 'Direction of Travel'. The final column states when it is anticipated that the risk will have been reduced to an acceptable level.

Ref	Service	Range of impact	Strategic Ambition	Risk	Net Impact	Net Likelihood	Proposed Key Actions	Anticipated duration of risk (key risks only)
1	RES	Cross-cutting	Our Council – We want a council which is efficient and effective, financially sound and forward looking. A council which is delivering high value local services that meet the wants and needs of our residents in a sustainable manner by a motivated workforce trained for the future.	UR0051 - There is significant uncertainty in relation to future funding settlements from government, which will significantly impact upon the medium-term financial plan (Govt Funding).	Critical	Highly Probable	Main Control: Sound financial forecasting is in place based on thorough examination of the Government's "red book" plans alongside forecasting of council expenditure and income especially in relation to the areas impacted by growing demand and inflation pressures.	This will be a significant risk for at least the next 4 years.

Ref	Service	Range of impact	Strategic Ambition	Risk	Net Impact	Net Likelihood	Proposed Key Actions	Anticipated duration of risk (key risks only)
2	CYPS	Service-specific	Our People – We want our residents to be healthy and to live independently for as long as possible. We want to reduce health inequality, improve mental health and create a sustainable high-quality care market.	UR0119 - Increasing demand on the Dedicated Schools Grant budget for High Needs Block special educational needs services and inclusive education services may result in adverse impacts on finance and service delivery (HNB SEND).	Critical	Probable	<p>Main controls: SEND and Inclusion Resources Board. Collaboration with schools to make the HNB more sustainable. Schools Forum Reference Group. Monthly tracker report for SEND and HNB expenditure & forecasting to Programme Board. Programme Management and Performance Management Framework. Monthly highlight reports presented to the Programme Board. Implementation of DBV programme with DfE funding. Implementation of reform areas as part of Regional SEND and AP Change Partnership.</p> <p>Planned improvements: Engagement with Schools Forum took place in July 24 to determine options for reducing pressure on the HNB budget and consider options for transfer from other blocks. Following discussions and consideration of the different effects on schools, it was decided not to pursue the option to transfer from other blocks and instead consider other options. Meetings are planning in with DAPH and DASH in September 24 and will be followed by a consultation and cabinet report.</p>	The duration of this risk is uncertain.

Ref	Service	Range of impact	Strategic Ambition	Risk	Net Impact	Net Likelihood	Proposed Key Actions	Anticipated duration of risk (key risks only)
3	CYPS	Service-specific	Our People – We want our residents to be healthy and to live independently for as long as possible. We want to reduce health inequality, improve mental health and create a sustainable high-quality care market.	UR0196 - Inability to recruit and retain Educational Psychologists at a time of rising demand may seriously inhibit the delivery of services and lead to significant delays in statutory Education, Health and Care needs assessments.	Major	Highly Probable	<p>Main controls: Job advert and recruitment materials regularly reviewed with active advertising. Salaries reviewed to bring in line with our geographical and statistical neighbours. Job descriptions updated to reflect time off in lieu policy so that lack of flexibility did not put off applicants. Core hours reduced to increase flexibility for existing employees. Capacity reviewed and additional posts created. Contracts for additional locum support. Contract to identify overseas Educational Psychologists for permanent contracts. Action plan in place to address timeliness challenges alongside further work on projects to improve capacity and confidence in early intervention to seek to reduce number of new statutory assessments. Regular reviews of activity and updating of demand forecasts to seek to ensure permanent posts and locum support meets service demands and statutory timescales.</p> <p>Planned improvements: Consideration of whether further changes to pay across the workforce are required and the introduction of an “Advanced Educational Psychologist” role.</p>	The duration of this risk is uncertain.

Ref	Service	Range of impact	Strategic Ambition	Risk	Net Impact	Net Likelihood	Proposed Key Actions	Anticipated duration of risk (key risks only)
4	REG	Service-specific	Our Economy – We want to create a sustainable, inclusive economy with a diverse range of jobs to meet all skill levels, with targeted learning programmes from school age, aligned to the needs of businesses and innovation opportunities.	UR0096 - Uncertain economic outlook may impede the delivery of the county's Inclusive Economic Strategy .	Major	Probable	<p>Main Controls: The council will continue to maximise existing funding to achieve the greatest possible economic outcomes and engage with regional and national partners and the government where possible to lobby for an extension to, or replacement of, the UKSPF.</p> <p>Through the County Durham Economic Partnership, we will continue to develop activities identified in the IES Delivery Plan as well as new activities to start if suitable funding becomes available.</p> <p>We will continue to monitor data and update evidence in line with the IES that demonstrates our needs and opportunities and use this to inform engagement with regional partners and the government and the design of their strategies and investment plans.</p>	This risk is long term

Ref	Service	Range of impact	Strategic Ambition	Risk	Net Impact	Net Likelihood	Proposed Key Actions	Anticipated duration of risk (key risks only)
5	CYPS	Service-specific	Our People – We want our residents to be healthy and to live independently for as long as possible. We want to reduce health inequality, improve mental health and create a sustainable high-quality care market.	UR0107 - Risk of being unable to meet the authority's Statutory Sufficiency Duty to provide sufficient accommodation in the local authority area to meet the needs of Children in Care and Children in Need.	Major	Probable	<p>Main Controls: Corporate CYP Sufficiency Board, chaired by Corporate Director, Children & Young Peoples Services, attended by senior managers from relevant corporate services. Durham County Councils Sufficiency and Commissioning Strategy sets out the strategic approach to securing sufficient accommodation to meet the needs of our looked after children.</p> <p>Sufficiency work programme phase 2 is underway to take forward board's aims.</p> <p>This includes initiatives to increase the number of foster carers and the provision of in-house children's homes. Sufficiency issues are also being faced by all local authorities, and the implementation of the Governments responses to the Independent Care Review will be important in transforming the children's social care system to better support the most vulnerable children and families.</p> <p>Durham is part of the Regional Fostering Project across all North East Authorities which is aiming to increase the number of foster carers available.</p>	This risk is long term.

Ref	Service	Range of impact	Strategic Ambition	Risk	Net Impact	Net Likelihood	Proposed Key Actions	Anticipated duration of risk (key risks only)
6	CYPS	Service-specific	Our People – We want our residents to be healthy and to live independently for as long as possible. We want to reduce health inequality, improve mental health and create a sustainable high-quality care market.	UR0108 - Inability to recruit and retain Children's Social Workers and social work managers may seriously inhibit the delivery of services.	Major	Probable	<p>Main controls: Social Work (SW) Academy. Regional agreement on agency payments. Recruitment and Selection Policy and guidance. Monitoring competitiveness of grades / pay rates. Recruitment and retention for specified roles. Supporting various routes into SW. Management development and leadership academy to ensure SWs are well supported. Supervision framework.</p> <p>Planned improvement: Increasing investment in routes into social work. Further improving recruitment. Enhancing flexibility.</p>	The duration of this risk is uncertain.

Ref	Service	Range of impact	Strategic Ambition	Risk	Net Impact	Net Likelihood	Proposed Key Actions	Anticipated duration of risk (key risks only)
7	NCC	Cross-cutting	Our Environment –We want to protect our natural environment for future generations, create a built environment that supports good health, make the county carbon neutral by 2045 and restore and enhance our local wildlife and habitats.	UR0132 - High Technology Costs and a potential lack of Government funding and resources may prevent the Council from making the necessary adaptations and mitigations to meet its climate change targets.	Major	Probable	Main Controls: The key mitigation is the Climate Emergency Response Plan 3 (2024-27), incorporating over 200 projects. The scale, duration and complexity of the programme means that sustained oversight, monitoring, and review are essential. Net Zero Board, Environment and Sustainable Communities Overview and Scrutiny Committee and the County Durham Partnership will review performance against the plan and make recommendations for the revision of targets.	This risk is long term.

Ref	Service	Range of impact	Strategic Ambition	Risk	Net Impact	Net Likelihood	Proposed Key Actions	Anticipated duration of risk (key risks only)
8	CYPS	Service-specific	Our People – We want our residents to be healthy and to live independently for as long as possible. We want to reduce health inequality, improve mental health and create a sustainable high-quality care market.	UR0122 - Volatile and high-cost, demographic demands of children looked after on the Children’s Social Care budget may result in adverse impacts on the budget and service delivery (Children in Care (CIC) costs).	Major	Probable	<p>Main Controls: Monthly forecast of outturn reports from Service Management Teams are monitored by CMT. Monitoring by Quality Improvement Board. Children’s Services Improvement Plan. Oversight by CMT, Cabinet, DSCP & partners. Fostering & Adoption Strategies. Fostering to Adopt initiative.</p> <p>Placement Resource Panel, chaired Strategic Manager, provides challenge and a gatekeeping role. A risk-based approach is used to identify children to be looked after (developed with N Yorks Partners in Practice). Placement Efficiency Strategy. Pre-Birth Service & 2nd Stage of Pre-Birth Model. Restructure of Heads of Service to provide stronger leadership and management of Children's SC. Breakdown of CIC numbers is provided to the CEO weekly. Sickness Clinics held jointly between the strategic manager & Human Resources. Review of cases where intention is to return the child to their parents to ensure that appropriate arrangements are being put in place.</p>	The duration of this risk is uncertain.

Ref	Service	Range of impact	Strategic Ambition	Risk	Net Impact	Net Likelihood	Proposed Key Actions	Anticipated duration of risk (key risks only)
9	CYPS	Service-specific	Our People – We want our residents to be healthy and to live independently for as long as possible. We want to reduce health inequality, improve mental health, and create a sustainable high-quality care market.	UR0006 - Failure to protect a child from death or serious harm where service failure is a factor or issue (Child Safeguarding).	Critical	Possible	<p>Main Controls: Durham Safeguarding Children Partnership was established in line with the statutory requirements set out in 'Working Together 2018'. A partnership learning through scrutiny mechanisms and learning reviews underpins training for front line staff and regular staff supervision takes place.</p> <p>The Councils planned implementation of 'Stable Homes built on Love' following the National Care Review.</p>	This risk is long term.

Ref	Service	Range of impact	Strategic Ambition	Risk	Net Impact	Net Likelihood	Proposed Key Actions	Anticipated duration of risk (key risks only)
10	RES	Cross-cutting	Our Council – We want a council which is efficient and effective, financially sound and forward looking. A council which is delivering high value local services that meet the wants and needs of our residents in a sustainable manner by a motivated workforce trained for the future.	UR0031 - If timely and comprehensive savings plans are not in place across the council, required savings may not be achieved, necessitating extensive utilisation of reserves.	Critical	Possible	Main Controls: The Delivery plan implementation will be monitored by CMT and Cabinet.	This will be a significant risk for at least the next 4 years. No further mitigation is planned at the current stage.

Ref	Service	Range of impact	Strategic Ambition	Risk	Net Impact	Net Likelihood	Proposed Key Actions	Anticipated duration of risk (key risks only)
11	AHS	Service-specific	Our People – We want our residents to be healthy and to live independently for as long as possible. We want to reduce health inequality, improve mental health and create a sustainable high-quality care market.	UR0032 - Failure to protect a vulnerable adult from neglect or abuse, including financial abuse (where service failure is a factor or issue).	Critical	Possible	<p>Main Controls: As the statutory body, the multi-agency Durham Safeguarding Adults Partnership has a Business Plan in place for taking forward actions to safeguard vulnerable adults including a comprehensive training programme for staff and regular supervision takes place. Procedures are reviewed on a regular basis.</p> <p>Planned Improvements: Following allegations of abuse at Whorlton Hall Hospital, an independent review of the Council's safeguarding adults processes has been commissioned, reviewed and updated where needed. Any learning from this and other such reviews will inform actions to reframe and further develop practice. A strategic review of Social Care Direct (Dec 2024 – May 2025) will include a focus on how we receive and triage safeguarding adult concerns.</p> <p>Nationally there has been an increased awareness of potential vulnerabilities relating to adults with care and support needs. High profile exposures heighten awareness of adult safeguarding concerns.</p>	This risk is long term.

Appendix 4: List of all Strategic Risks (by Strategic Ambition)

Based on the net risk assessment on 31 December 2024, the following tables highlight the risks for each Strategic Ambition in County Durham Vision 2035 and the Council Plan.

Strategic Ambition: Our Council – We want a council which is efficient and effective, financially sound and forward looking. A council which is delivering high value local services that meet the wants and needs of our residents in a sustainable manner by a motivated workforce trained for the future.

Ref	Service	Risk	Conclusion	Main Controls and Planned Improvements
1	RES	UR0051 - There is significant uncertainty in relation to future funding settlements from government, which will significantly impact upon the medium-term financial plan (Govt Funding).	Treat	Main Controls: Sound financial forecasting is in place based on thorough examination of the Government's "red book" plans alongside forecasting of council expenditure and income especially in relation to the areas impacted by growing demand and inflation pressures.
2	RES	UR0031 - If timely and comprehensive savings plans are not in place across the council, required savings may not be achieved, necessitating extensive utilisation of reserves.	Treat	Main Controls: The Delivery plan implementation will be monitored by CMT and Cabinet.
3	NCC	UR0033 - Breach of duty under Civil Contingencies Act by failing to prepare for, respond to and recover from a major incident , leading to a civil emergency.	Treat	Main controls: Local Resilience Forum Strategic Board (strategic direction), Tactical Business Group (delivery and performance management), Standing Group (horizon scanning, threat assessments, training, testing and plan exercises). Mutual aid agreement with neighbouring local authorities. Planned improvements: On-going implementation of remaining actions in the The Storm Arwen Improvement Action Plan relating to the promotion of community resilience and resources surge planning.

Ref	Service	Risk	Conclusion	Main Controls and Planned Improvements
4	REG	UR0129 - Potential Violence and Aggression towards members and employees from members of the public.	The current controls are considered adequate.	Main Controls: Oversight by Health, Safety and Wellbeing Strategic Group. Management of Violence & Aggression Policy. Potentially Violent Persons Register. Guidance to employees and elected members. Violence and Aggression accident and incident reporting procedure. Physical security features on Council premises. Collaboration with Durham Police re intelligence, where appropriate. Civil action against individuals, where appropriate. Corporate Security Strategy and Policy. Security assessment of customer access related premises. Violence and aggression related guidance, support and inductions for members.
5	NCC	UR0198 – Supply chain issues around Fleet, Plant, Equipment , parts and fuel, including high prices, reduced availability and long lead times, may prevent the timely delivery of goods and services for a class 1 function/statutory service, resulting in a business interruption, breach of a statutory duty and serious adverse impacts on service users and the community.	The current controls are considered adequate.	Main controls: Corporate Procurement Strategy 2020 - 2024, including collaborative procurement and supplier engagement, category management approach, supporting services with contract management. Sourcing products and services from an increased number of suppliers.
6	CE (CA)	UR0048 - Failure to consult with communities on major service & policy changes leading to legal challenge & delays in implementation (Consultation).	The current controls are considered adequate.	Main Controls: Consultation Statement (commitment and approach), Consultation Plan, Consultation Team, cross-service Consultation Officer Group. Consultation is embedded in strategic planning, decision-making and Medium-Term Financial Plan. Consultations web page. Membership of the Consultation Institute (awareness, advice).
7	REG	UR0064 - Serious breach of Health and Safety Legislation.	The current controls are considered adequate.	Main Controls: Health and Safety (H&S) Management System, policy, strategy, supporting guidance, codes of practice. Proactive audit, inspection and monitoring regimes, accident, incident and ill-health reporting procedures. Oversight by cross-service Corporate Health, Safety and Wellbeing Strategic Group, chaired by Corporate Director of Resources and Director of Regeneration, Economy and Growth.
8	RES	UR0154 - National and local shortages of skills and labour may cause recruitment and retention difficulties, resulting in capacity shortfalls.	Treat	Main controls: A comprehensive action plan is in place to strengthen and modernise our strategic and operational approach to recruitment across the council supported by regular update reports and the recruitment function has been centralised in Human Resources and Employee Services to support this work.

Ref	Service	Risk	Conclusion	Main Controls and Planned Improvements
				<p>Planned improvements: A Corporate Communications Plan for recruitment continues to be developed as improvements are made and new initiatives are being implemented including dedicated Jobs and Careers Facebook and Instagram pages to promote vacancies, careers and working at the council and development of the council's website to include information <i>and videos</i> on careers and working in search of the council's services.</p> <p>Process improvements are also being made to support the candidate experience which includes a simplified application form.</p> <p>Looking at increasing overseas recruitment and other workforce initiatives to increase talent pipelines and support succession plan</p> <p>Revised workforce strategy 2024-27.</p>
9	REG	UR0212 – Potential under-insurance of the Council's property assets against adverse events, leading to financial loss and reputational damage should a claim be made and the insured value not being sufficient to reinstate the building. (Reinstatement Values); (REG).	Treat	<p>Main controls: To provide an interim solution: A reinstatement cost assessment report and contract procurement variation has been approved, to acquire the services of external RCI Surveyors to carry out Root Cause Analysis/MR's. The external service will be for a period of 3 years and worked through an asset programme determined by DCC managers, to include the CIT Manager (resources), Asset Property and Strategy Manager (REG).</p> <p>Whilst NBV's are the only source of financial information available presently, to acquire some insurance cover, a percentage increase for all assets, will be agreed with the insurers. NB this will still leave an element of risk for which the Council will be responsible, not the insurers.</p> <p>An NBV is preferred to a NIL value. REG will continue to provide NBV's until the RCA/MR's are input onto the Asset Manager system and the requirement to maintain and update reinstatement values periodically will be built into the core annual processes alongside the capital accounting valuations.</p> <p>Planned improvements: By mid-2027, implement a long-term solution to the RCA/MR process, whether that be using an externally qualified service provider or employing RICs qualified surveyors. Ensure Reinstatement cost assessments are made available to insurers for every DCC asset requiring insurance cover and that these are kept up to date.</p>
10	RES	UR0105 - If the Council suffered a successful cyberattack or IT security breach, then it may be unable to effectively deliver essential services.	Treat	<p>Main controls: In June 2022, Cabinet approved a new cyber security strategy, which will be underpinned by the implementation programme. Business Continuity plans. Collaboration with Police, Fire, NHS via a Strategic Co-ordination Group. Critical assets risk assessed. Anti-Virus, Anti-spam, Spyware software</p>

Ref	Service	Risk	Conclusion	Main Controls and Planned Improvements
				<p>protection. Regular Intrusion Detection test. Firewalls. Password protection. Third-Party Access Policy. Staged phishing exercises. User awareness.</p> <p>Planned improvements: Development of Cyber Incident Response and Recovery Plan. Explore changes in the cyber insurance market. Work towards ISO 27001 (Information security, cybersecurity and privacy protection — Information security management systems) certification. Evaluate SOC and SIEM offerings against Microsoft E5 security as a method of further improving the organisations security position.</p>
11	RES	UR0017- Due to the current economic climate, there is potential for increases in fraud and corruption in relation to grants, hardship reliefs and scams. END	The current controls are considered adequate.	<p>Main controls: Corporate Fraud Team, Counter Fraud & Corruption Strategy, Fraud Response Plan, Corporate Fraud Sanction Policy, Confidential Reporting Code, Anti-Money Laundering Policy and Counter Fraud Plan. Preventive measures include training, fraud awareness, and publicity campaigns/fraud communication strategy. Numerous fraud reporting channels available. Data analytics/matching and fraud data hub. Reported cases are investigated rigorously and promptly, and appropriate action taken. Multi-agency partnerships working.</p>
12	REG	UR0169 - Increased difficulty in retaining or finding tenants for Council-owned Leisure and Retail Units , leading to an increased risk of medium to long term losses in revenue.	The current controls are considered adequate.	<p>Main controls: Marketing Strategy. Proactive, national marketing of units through a specialist external agency. Tailored incentives for potential tenants.</p> <p>Business Durham connects businesses with the right funding, advice, and networks they need to grow and thrive. Budget monitoring and control.</p> <p>Regular progress reports to Corporate Management Team. Supporting businesses through discretionary rate relief schemes.</p> <p>Overall it is considered that the risk has reduced due to the fact that the market appears to have potentially levelled off so the situation as it is now not expected to significantly change over the next 12 months. This along with the mitigation that has been put in place is the reason the risk has been reduced.</p>
13	RES	UR0097 - Potential size and scope of the liabilities of equal value claims.	The current controls are considered adequate.	<p>Main controls: The Council is working with claimants and their legal representatives to determine those claimants who have a legitimate claim. Work is ongoing with the Tribunal to seek an agreeable settlement for all parties.</p> <p>Tribunal to take place in November 2024 to strike out individual litigant-in-person claims. Remaining claims to be settled during November and December 2024.</p>
14	NCC	UR0081 - Failure to prepare for, respond to and recover from a	The current controls are	<p>Main controls: Business Continuity Management (BCM) Strategy, Policy and Steering Group. Comprehensive, up-to-</p>

Ref	Service	Risk	Conclusion	Main Controls and Planned Improvements
		disruptive event, leading to a major interruption to the provision of essential services by the Council (Business Interruption).	considered adequate.	<p>date business impact analysis data. Service-specific, management-approved business impact analyses. Strategic, tactical and operational plans tested and in place. Backup ICT site. A business continuity training package for senior managers has been developed and is available on the Durham Learning and Development portal.</p> <p>Planned improvements: A Surge Escalation Plan has been agreed and is being developed in consultation with relevant Cabinet Portfolio holders and Trade unions.</p>
15	CE (CA)	UR0103 - Potential breach of the Data Protection Act 2018 (data breach).	Treat	<p>Main controls: Data Protection Policy and supporting procedures. Information Security Policy. Statutory Data Protection Officer appointed. Oversight by cross-service Information Governance Group. Regular data protection training for staff. Data breach reporting process and procedure. Technology and working practices to avoid potential homeworking related breaches.</p> <p>Main controls: Data Protection Policy and supporting procedures. Information Security Policy. Statutory Data Protection Officer appointed. Oversight by a new cross-service information governance group that will oversee the council's information governance work. Regular data protection training for staff. Data breach reporting process and procedure. Technology and working practices to avoid potential homeworking related breaches. Programme board in place ensuring oversight and assurance for the new corporate business intelligence programme.</p>

Strategic Ambition: Our communities – We want to develop our towns and villages to be places where people want to be. With housing that meets need, high streets that are vibrant, safe, and attractive social hubs, and with direct links between population centres and employment and leisure.

Ref	Service	Risk	Conclusion	Main Controls and Planned Improvements
16	NCC	UR0089 - Potential progressive land slippage near the A690 may develop to an extent where a major road closure is necessary for repairs to be undertaken (A690 Slippage).	Treat	<p>Main controls: Monitoring by the Highway Inspector is continuing, and any remedial works found to be necessary are being programmed.</p> <p>Specialist consultants have now provided a preferred design solution and negotiations are underway to enter into a design and build contract.</p> <p>Further site investigations continue to help inform the final design solution.</p> <p>Planned improvements: Works will be programmed accordingly and a communications plan designed to inform all highway users of the project.</p> <p>Works to divert the NWL feed into Durham are expected to be completed by 31st March 2025.</p> <p>Works to improve the junction from Keping Lane onto the A690 are anticipated to commence April 2025 and be completed in 6-8 weeks.</p> <p>Main Piling works are anticipated to commence in June 2025 and anticipated to be complete in 10-12 months.</p>
17	NCC	UR0189 - Risk that the council is unable to meet its responsibilities under the Terrorism (Protection of Premises) Bill when enacted, which sets to improve protective security and organisational preparedness at publicly accessible locations.	The current controls are considered adequate.	<p>Main controls: The risk is managed with Local Resilience Forum partners through the Government's countering terrorism strategy CONTEST (2023), which is an integrated approach to counter-terrorism, based on four main elements. The CONTEST work streams are Prevent, Pursue, Protect and Prepare.</p> <p>The Home Office and Counter Terrorism Policing UK identified DCC and 32 other authorities across the North East as a pilot area for Publicly Accessible Locations management in relation to protecting people and places from a terrorist attack in the run up to the Terrorism (Protection of Premises) Bill being laid before parliament. A Protect and Prepare Group (PAPG) was set up to take a joined-up approach and allow the assessment of current and emerging risks and vulnerabilities, and the provision of effective and proportionate mitigation measures. The pilot has now concluded, but the PAPG will continue to meet to support any responsibilities under the Terrorism (Protection of Premises) Bill when it becomes an Act.</p> <p>In County Durham, the Safe Durham Partnership prioritises work to prevent people becoming terrorists or supporting terrorism. This work has a strong link to safeguarding because vulnerable adults and children can be susceptible to radicalisation and recruitment into terrorist organisations. There may be warning signs that can help identify those people for suitable interventions and support.</p>

Ref	Service	Risk	Conclusion	Main Controls and Planned Improvements
				<p>The Safe Durham Partnership follows the recommendations within the National Channel Duty Guidance to enable partners to ensure that children, young people and adults are protected from the harm of being drawn into terrorism.</p> <p>Channel is a multi-agency approach, led by local authorities and the police, which provides support to individuals identified as being at risk of being drawn into terrorist related activity. County Durham Channel seeks to:</p> <p>(a) safeguard individuals who might be vulnerable to being radicalised, so that they are not at risk of being drawn into terrorist related activity; and</p> <p>(b) ensure that individuals and communities have the ability to resist all forms of terrorism and violent extremist activity likely to lead to terrorism.</p>
18	NCC	UR0201 - Potential progressive Land Slippage near a public highway may develop to an extent where a major road closure is necessary for extensive and high-cost repairs to be undertaken.	The current controls are considered adequate.	<p>Main Controls: Highways Maintenance Plan. Local Transport Plan Capital Programme and Budget. Additional investment through Capital Contingencies and MTFP capital bids.</p>
19	NCC	UR0202 - Financial constraints may lead to the deterioration in the condition of a key highway structure to an extent where significant repairs or structure replacement is required, resulting in a breach of statutory duty, expensive remedial works, disruption to highways users, and damage to local businesses and the local economy.	The current controls are considered adequate.	<p>Main Controls: Highways Maintenance Plan. Local Transport Plan Capital Programme and Budget. Additional investment through Capital Contingencies and MTFP capital bids. Programme of principal and general inspections of highways assets in line with relevant standards and codes of practice. Intrusive investigations and assessment calculations to determine condition and loading capacity where concerns are reported or identified.</p>
20	REG	UR0164 - Withdrawal of, or changes to, financial support to bus operators	The current controls are	<p>Main controls: The Council will be contributing £2m from an underspend of the concessionary fares budget, which will cushion</p>

Ref	Service	Risk	Conclusion	Main Controls and Planned Improvements
		may result in reduced Public Transport coverage, leading to a lack of essential transport services for users and/or calls for financial assistance from the Council.	considered adequate.	the impacts on services and on bus users. Continued liaison with the Department for Transport regarding the continued impacts of the pandemic on bus patronage.
21	CE (CA)	UR0023 - There is a risk of non-compliance with the general Public Sector Equality Duty , which mandates that decisions consider their equality implications for communities and employees.		<p>Main Controls: Member portfolio for Equality and Inclusion. Dedicated Equality Team provides training, awareness, support and guidance to members and staff. Public Sector Equality Duty objectives are included in the Council Plan. Impact assessment process is embedded in processes for strategic planning, decision-making, public and stakeholder consultation and the medium-term financial plan.</p> <p>Planned Improvements: Review of the equality impact assessment process and awareness raising with all staff and leadership teams of the importance of equality analysis and the training available. Roll out equality impact assessment e learning training module across management and strategic leadership persons within DCC.</p>

Strategic Ambition: Our Economy – We want to create a sustainable, inclusive economy with a diverse range of jobs to meet all skill levels, with targeted learning programmes from school age, aligned to the needs of businesses and innovation opportunities.

Ref	Service	Risk	Conclusion	Main Controls and Planned Improvements
22	REG	UR0096 - Uncertain economic outlook may impede the delivery of the county's Inclusive Economic Strategy .	Treat	<p>Main Controls: The council will continue to maximise existing funding to achieve the greatest possible economic outcomes and engage with regional and national partners and the government where possible to lobby for an extension to, or replacement of, the UKSPF.</p> <p>Through the County Durham Economic Partnership, we will continue to develop activities identified in the IES Delivery Plan as well as new activities to start if suitable funding becomes available.</p> <p>We will continue to monitor data and update evidence in line with the IES that demonstrates our needs and opportunities and use this to inform engagement with regional partners and the government and the design of their strategies and investment plans.</p>
23	CYPS	UR0094 - Potential financial and other pressures threaten the viability of some education providers .	The current controls are considered adequate.	<p>Main controls: School Strategy. Education Review Board. Sustainability Fund (early years providers). New protocols in place to support federations and shared headships. Leadership advisers support to schools. Business Continuity Planning and monitoring. Consultation on amalgamation of schools where opportunities arise.</p> <p>Support for schools taking up early years funding opportunities to address nursery places.</p>
24	RES	UR0131 - Risk that Council does not fully respond to the drivers of financial hardship, including those caused by the 'cost of living crisis' and wider determinants of poverty to help alleviate the impacts on County Durham residents.	The current controls are considered adequate.	<p>Main controls: Poverty Action Strategy and Plan; Child Poverty Action Plan; Poverty Action Steering Group; Housing Welfare Reform Group triage process; Child Poverty Group; Partnership working including but not exclusive to Advice in County Durham Partnership; Various practical, financial and advisory support services; and Communications programme and staff training.</p>
25	REG	UR0166 - Increased financial and other pressures on households cause a rise in the number of people unable to buy or rent accommodation, with increased evictions and repossessions likely, leading to a significant increase in homeless presentations, use of temporary accommodation, demand for secure	Treat	<p>Main Controls: The Planning and Housing Service supports residents who are at risk of homelessness or require housing related support, including referrals to organisations providing advice and support on housing, finance/financial management, employment, energy/fuel, foodbanks, furniture schemes.</p> <p>The Housing Poverty Group meets every six weeks to consider issues relating to poverty, share best practice and promote joint working. Partnership working with social housing providers to understand, raise awareness and respond to key issues.</p>

Ref	Service	Risk	Conclusion	Main Controls and Planned Improvements
		affordable housing and pressure on housing support services (Homelessness).		<p>The Stop B4U Serve initiative encourages landlords and tenants to approach the Council about potential eviction notices to consider alternatives.</p> <p>Implementation of Government-funded initiatives to support vulnerable/ excluded groups: Rough Sleeping, Prevention Grant Fund to help accommodate and support vulnerable individuals who cannot access mainstream housing.</p> <p>Planned Improvements: Direct provision by the Council through the establishment of a Housing Revenue Account.</p> <p>Change to Durham Key Options to ensure those in greatest need have the highest priority. Reconfiguration of the Planning and Housing Service to target resources where needed most.</p> <p>Training and awareness to enable front line staff support and work collectively with partners.</p> <p>Improved monitoring and governance of services, including expenditure of budgets and costs. Recruitment of additional temporary staff (if needed).</p>
26	REG	UR0185 - Challenging national, and international economic conditions beyond the control of the council risk the loss of Local Businesses and Jobs across the county.	Treat	<p>Main Controls: The council provides support for businesses through Business Durham and coordinates activities with partners via County Durham Economic Partnership. The council also works with partners to support businesses that are making redundancies with a range of workforce development and training services. However, the new government is yet to set out its plans for national, regional and local economic growth and local authority funding which makes it difficult to plan support and economic development activities beyond the 2024/25 financial year. If external funding is not secured from the Government or the North East Combined Authority some business and employment support schemes may have to be brought to an end and jobs in the council and other providers may be lost.</p> <p>International and national economic conditions – which the council cannot control - have the greatest impact on local businesses. Our new Inclusive Economic Strategy and accompanying Delivery Plan include a range of interventions to address local strategic economic weaknesses, support long-term growth, and safeguard businesses and jobs and can be modified as conditions change. Whilst the Inclusive Economic Strategy is being integrated with other corporate strategies, economic development services are discretionary and dependent on funding that sits outside the council's core funding envelope. In the past, European funding has been crucial to the delivery of economic development services and more recently levelling up funding and the UK Shared Prosperity Fund have supported the delivery of services, but the future of this funding is uncertain under the new government.</p> <p>Planned Improvements: The new government has committed to devolving funding for regeneration and economic development</p>

Ref	Service	Risk	Conclusion	Main Controls and Planned Improvements
				<p>to Mayoral Combined Authorities, but the amounts of funding available and mechanisms for local authorities accessing this funding are yet to be understood. Elected members and officers are working with the combined authority, local MPs and the government, where possible, to promote the county's needs and opportunities and try to influence new strategies and investment plans. The council and Economic Partnership will seek opportunities to respond to relevant government consultations and provide evidence to 'think tanks' and lobbying group to try to influence future policies and investments.</p> <p>The council was successful in lobbying the government to commit to investments that were announced under the previous government including the Long Term Plan for Towns investment for Spennymoor and a one-year extension to the UK Shared Prosperity Fund. This should allow DCC to continue important regeneration, employability, and business support programmes that have been designed and delivered with and for residents across the county. We continue to work with the North East Combined Authority to design new strategies and investment plans to support local, county, and regional growth and ensure alignment with our Inclusive Economic Strategy and other strategies and plans, and to secure public and private investment.</p> <p>The council is also continuing to work with local businesses, developers, and inward investors to develop new sites and properties that will support new business and job opportunities including NETPark Phase 3, the next phase of Jade Business Park phase, Forrest Park, Integra 61, and Durham City Innovation District. It is also continuing to work on regeneration schemes across the county to improve towns and villages, public transport, broadband services, and improve the supply and choice of housing. The council is also continuing to promote the county to developers, investors, innovative businesses, and visitors to generate more opportunities for growth with our economic potential being increasingly recognised.</p>
27	CYPS	UR0187 – Increased levels of demand combined with high inflation on transport costs may disrupt the provision of Home to School Transport, leading to a potential budget overspend and adverse impacts on children and families (H2ST).	Treat	<p>Main controls: Home to School Transport Transformation Programme. A strategic Home to School Travel Board was established in June 2022 and an operational working group co-ordinates activities across the component parts of the system. A refreshed Home to School Transport Policy was approved by CMT during 2022/23. Home to School Transport Scrutiny Team established during 2022/23.</p> <p>Planned improvements: Establish a central Home to School Transport co-ordination function as an invest to save programme of work between Spring 2023 and March 2026. Develop joined up dashboards and reporting as part of Councils Business Intelligence Programme.</p>
28	CYPS	UR0149 - Pupils may not adequately recover from the impacts of Covid19, leading to ongoing or increased inequality of educational outcomes ,	The current controls are considered adequate.	<p>Main controls: CYP Strategic Plan 2019 – 2022. Education Durham Support and Development Team. School governing bodies. CYP O&SC. Durham Schools Forum. DurhamWorks programme. Education Endowment Foundation. Teacher Development Trust. Various head teacher associations. Virtual-live</p>

Ref	Service	Risk	Conclusion	Main Controls and Planned Improvements
		restricted employment prospects and an increase in the number of NEETS.		<p>training. School improvement plans. Education Durham Performance and Standards team.</p> <p>Engagement with North East Combined Authority Education and Skills Plan re Education and Poverty Action Group.</p>

Strategic Ambition: Our Environment – We want to protect our natural environment for future generations, create a built environment that supports good health, make the county carbon neutral by 2045 and restore and enhance our local wildlife and habitats.

Ref	Service	Risk	Conclusion	Main Controls and Planned Improvements
29	NCC	UR0132 - High Technology Costs and a potential lack of Government funding and resources may prevent the Council from making the necessary adaptations and mitigations to meet its climate change targets.	Treat	<p>Main Controls: The key mitigation is the Climate Emergency Response Plan 3 (2024-27), incorporating over 200 projects. The scale, duration and complexity of the programme means that sustained oversight, monitoring and review are essential. Net Zero Board, Environment and Sustainable Communities Overview and Scrutiny Committee and the County Durham Partnership will review performance against the plan and make recommendations for the revision of targets.</p>
30	NCC	UR0175 - Potential impacts of the spread of Ash Dieback Disease on the environment, public safety, and Council finances.	Treat	<p>Main controls: DCC has made appointments (perm anent and non-permanent) to support woodland management and tree planting. A new tree risk management strategy and proactive inspection regime for trees owned or managed by the council has been introduced and is being rolled out. Ash dieback surveys are being undertaken on the highway network.</p> <p>Potential insurance remains a concern from Ash Dieback, the insurer is aware of the woodland management plan.</p> <p>Planned Improvements: An Ash Dieback Management Plan is being developed. Ash dieback surveys are being carried out on secondary distributors and link roads (2024).</p> <p>Asset management software for trees is being procured and will be rolled out with subsequent training for staff.</p> <p>Ash dieback surveys are being carried out (Summer 2024) in schools that are signed up to the arboricultural inspection SLA.</p> <p>Management of woodland estate is being enhanced through Woodland Management Grants. A programme of tree and woodland planting on 70 hectares of council land is being delivered between 2020 – 2024. A request for additional resources has been submitted as part of MTFP 15.</p>

Strategic Ambition: Our People – We want our residents to be healthy and to live independently for as long as possible. We want to reduce health inequality, improve mental health and create a sustainable high-quality care market.

Ref	Service	Risk	Conclusion	Main Controls and Planned Improvements
31	CYPS	UR0119 - Increasing demand on the Dedicated Schools Grant budget for High Needs Block special educational needs services and inclusive education services may result in adverse impacts on finance and service delivery (HNB SEND).	Treat	<p>Main controls: SEND and Inclusion Resources Board. Collaboration with schools to make the HNB more sustainable. Schools Forum Reference Group. Monthly tracker report for SEND and HNB expenditure & forecasting to Programme Board. Programme Management and Performance Management Framework. Monthly highlight reports presented to the Programme Board. Implementation of DBV programme with DfE funding. Implementation of reform areas as part of Regional SEND and AP Change Partnership.</p> <p>Planned improvements: Engagement with Schools Forum took place in July 24 to determine options for reducing pressure on the HNB budget and consider options for transfer from other blocks. Following discussions and consideration of the different effects on schools, it was decided not to pursue the option to transfer from other blocks and instead consider other options. Meetings are planning in with DAPH and DASH in September 24 and will be followed by a consultation and cabinet report.</p>
32	CYPS	UR0196 - Inability to recruit and retain Educational Psychologists at a time of rising demand may seriously inhibit the delivery of services and lead to significant delays in statutory Education, Health and Care needs assessments. END	Treat	<p>Main controls: Job advert and recruitment materials regularly reviewed with active advertising. Salaries reviewed to bring in line with our geographical and statistical neighbours. Job descriptions updated to reflect time off in lieu policy so that lack of flexibility did not put off applicants. Core hours reduced to increase flexibility for existing employees. Capacity reviewed and additional posts created. Contracts for additional locum support. Contract to identify overseas Educational Psychologists for permanent contracts. Action plan in place to address timeliness challenges along side further work on projects to improve capacity and confidence in early intervention to seek to reduce number of new statutory assessments. Regular reviews of activity and updating of demand forecasts to seek to ensure permanent posts and locum support meets service demands and statutory timescales.</p> <p>Planned improvements: Consideration of whether further changes to pay across the workforce are required and the introduction of an "Advanced Educational Psychologist" role.</p>
33	CYPS	UR0107 - Risk of being unable to meet the authority's Statutory Sufficiency Duty to provide sufficient accommodation in the local authority area to meet the needs of Children in Care and Children in Need.	Treat	<p>Main Controls: Corporate CYP Sufficiency Board, chaired by Corporate Director, Children & Young Peoples Services, attended by senior managers from relevant corporate services. Durham County Councils Sufficiency and Commissioning Strategy sets out the strategic approach to securing sufficient accommodation to meet the needs of our looked after children.</p> <p>Sufficiency work programme phase 2 is underway to take forward board's aims.</p>

				<p>This includes initiatives to increase the number of foster carers and the provision of in-house children's homes. Sufficiency issues are also being faced by all local authorities, and the implementation of the Government's responses to the Independent Care Review will be important in transforming the children's social care system to better support the most vulnerable children and families.</p> <p>Durham is part of the Regional Fostering Project across all North East Authorities which is aiming to increase the number of foster carers available.</p>
34	CYPS	UR0108 - Inability to recruit and retain Children's Social Workers and social work managers may seriously inhibit the delivery of services.	Treat	<p>Main controls: Social Work (SW) Academy. Regional agreement on agency payments. Recruitment and Selection Policy and guidance. Monitoring competitiveness of grades / pay rates. Recruitment and retention for specified roles. Supporting various routes into SW. Management development and leadership academy to ensure SWs are well supported. Supervision framework.</p> <p>Planned improvement: Increasing investment in routes into social work. Further improving recruitment and enhancing flexibility.</p>
35	CYPS	UR0122 - Volatile and high-cost, demographic demands of children looked after on the Children's Social Care budget may result in adverse impacts on the budget and service delivery (Children in Care (CIC) costs).	The current controls are considered adequate.	<p>Main Controls: Monthly forecast of outturn reports from Service Management Teams are monitored by CMT. Monitoring by Quality Improvement Board. Children's Services Improvement Plan. Oversight by CMT, Cabinet, DSCP & partners. Fostering & Adoption Strategies. Fostering to Adopt initiative. Placement Resource Panel, chaired Strategic Manager, provides challenge and a gatekeeping role. A risk-based approach is used to identify children to be looked after (developed with N Yorks Partners in Practice). Placement Efficiency Strategy. Pre-Birth Service & 2nd Stage of Pre-Birth Model. Restructure of Heads of Service to provide stronger leadership and management of Children's SC. Breakdown of CIC numbers is provided to the CEO weekly. Sickness Clinics held jointly between the strategic manager & Human Resources. Review of cases where intention is to return the child to their parents to ensure that appropriate arrangements are being put in place.</p>
36	CYPS	UR0006 - Failure to protect a child from death or serious harm where service failure is a factor or issue (Child Safeguarding).	Treat	<p>Main Controls: Durham Safeguarding Children Partnership was established in line with the statutory requirements set out in 'Working Together 2018'. A partnership learning through scrutiny mechanisms and learning reviews underpins training for front line staff and regular staff supervision takes place.</p> <p>The Councils planned implementation of 'Stable Homes built on Love' following the National Care Review.</p>
37	AHS	UR0032 - Failure to protect a vulnerable adult from neglect or abuse, including financial abuse (where service failure is a factor or issue).	Treat	<p>Main Controls: As the statutory body, the multi-agency Durham Safeguarding Adults Partnership has a Business Plan in place for taking forward actions to safeguard vulnerable adults including a comprehensive training programme for staff and regular supervision takes place. Procedures are reviewed on a regular basis.</p>

				<p>Planned Improvement: Following allegations of abuse at Whorlton Hall Hospital, an independent review of the Council's safeguarding adults' processes has been commissioned, reviewed and updated where needed. Any learning from this and other such reviews will inform actions to reframe and further develop practice. A strategic review of Social Care Direct (Dec 2024 – May 2025) will include a focus on how we receive and triage safeguarding adult concerns.</p> <p>Nationally there has been an increased awareness of potential vulnerabilities relating to adults with care and support needs. High profile exposures heighten awareness of adult safeguarding concerns.</p>
38	NCC	UR0019 - Demand pressures on the Community Protection inspections and interventions may lead to an adverse impact on public health and safety in Co Durham.	Treat	<p>Main controls: The Community Protection Team's work is governed by Food Safety/Health and Safety plans. There is a training and development programme and post-graduate training for some staff. The team has been strengthened in 2021 by an apprenticeship programme.</p> <p>2024 – staff development continues with post graduate and apprentices continuing to work in the Food and Health & Safety Team (now called the Health Protection Team).</p> <p>Investment in the service has allowed for the increased capacity in terms of enhanced training and development and the recruitment of qualified and competent staff.</p> <p>The service has developed a dedicated resource to deal with the potential for commercialisation of the service to cater for increased business advice as an alternative to enforcement action to achieve business compliance.</p>
39	AHS	UR0144 - Uncertainties and challenges in relation to the impact of the Government's changes to commissioning and integration arrangements for health and social care following the enactment of the Health and Care Act 2022 and associated Government Guidance. (Health and Social Care Reforms).	The current controls are considered adequate.	<p>Main controls: We are currently working with the ICB and other partners in The County Durham Care Partnership to share resources and expertise to mitigate any changes to integration arrangements. This includes:</p> <p>Regular reports to the County Durham Care Partnership Executive.</p> <p>Scheduled meetings between senior officers working on the potential Joint Committee and the deployment of ICB resources in County Durham.</p> <p>Fortnightly meetings between health and care Chief Officers exercising oversight of the work on a potential Joint Committee.</p> <p>Periodic reports to Cabinet, Health and Wellbeing Board and Overview and Scrutiny Committees as needed.</p> <p>Oversight of the Better Care Fund by Health and Wellbeing Board and NHS England.</p>

40	AHS	UR0158 - Increased demand and workforce pressures during the winter period may disrupt the council's and partners' urgent and emergency care services. END	Treat	<p>Main controls: Detailed preparations are in place across system partners, using established winter planning and emergency process protocols. Reports detailing plans are presented to Adults, Health and Wellbeing Overview and Scrutiny Committee (OSC) on a regular basis. Durham Local Area Delivery Board (LADB) prepare for expected surges in demand and co-ordinate work across partners.</p> <p>Planned controls: Partnership working is key to managing this risk and includes engagement with the Local Accident and Emergency Delivery Board, jointly developing improvement plans, and engaging with both the independent sector care market and the voluntary and community sector on preventative support.</p>
41	CYPS	UR0213 – Inability to recruit children's homes staff may seriously inhibit capacity to deliver essential, specialist services to children and young people from across England and Wales.	Treat	<p>Main controls: Dedicated Workforce Development to lead on training/development, recruitment initiatives and development of the workforce to support the Children's Homes Service.</p> <p>There is comprehensive monitoring and tracking of recruitment activity within the Children's Homes service to ensure a proactive approach to meet the service requirements for current staffing levels and new home developments. Recruitment initiatives include working with specialised recruitment agencies, promotion at recruitment fairs, utilising promotional facilities on the Council's North East Jobs platform, Indeed, as well as social media campaigns and promotion. Job descriptions reviews have been undertaken for key posts, alongside having recruitment and retention allowances in place.</p> <p>Planned Improvements: Promotion of clear and attainable career pathways both internally and to external candidates in recruitment.</p> <p>Development and implementation of grow your own career development programmes.</p> <p>Induction programme and supervision process reviews, alongside enhanced training offer to support in developing and retaining employees.</p> <p>Implementation of the Durham Cares Strategy which centres on creating a supportive environment for staff, advancing quality care for young people, revitalising physical spaces and systems, and empowering professional growth.</p>
42	AHS	UR0082 - Pressures nationally across residential, nursing and domiciliary / community care providers, could affect the availability, delivery, continuity, quality, sustainability and capacity of care	Treat	<p>Main controls: Market analysis and engagement, to help providers understand the local context and align business plans with the council's vision for the future of local public health, social care and housing markets. Links to national policy makers and professional bodies, collaboration with providers and health colleagues to share intelligence and understand market sustainability issues (including regular engagement forums). County Durham Care Academy supports the development of an adult social care</p>

		provision within County Durham (care providers).		workforce with a range of initiatives and courses. Specific support has been offered on business planning. Planned improvements: In line with Charging Reforms, a cost of care exercise, provisional market sustainability plan and a spend report has been submitted to Department of Health and Social Care and published on the Council's website to inform providers on the current position and future strategic direction. The AHS MPS 2023/25 has also been published on the council's website.
43	AHS	UR0183 - Risk of a successful legal challenge in relation to Deprivation of Liberty Safeguards, due to high caseloads and capacity pressures, leading to financial penalties and reputational damage (DoLS).	Treat	Main controls: Applications are processed using the Directors of Adult Social Services (ADASS) screening tool with oversight by the Deprivation of Liberty Safeguards Project Group, which receives regular updates on performance and forecasting scenarios. Refresher training has taken place for Best Interest Assessors (BIA) and signatories, DoLS is monitored closely via Data Insight group and a weekly SITREP report. Planned Improvements: A review of the Best Interest Assessors function to ensure that key objectives are met. A system update has recently taken place, where all new DoLS applications will be input into Azeus – this will allow for closer monitoring, assist with quality and plan for renewals. A further review is being requested to ensure actions from the rapid review have made a difference. Changes to the administrative function are still to be implemented.
44	CYPS	UR0148 - Inability to recruit residential Children's Homes Staff (Aycliffe Secure Centre) may seriously inhibit capacity to deliver essential, specialist services to children and young people from across England and Wales.	Treat	Main controls: Human Resources Team. Recruitment strategy. Working with specialised recruitment agency. Performance and Development Review Scheme. Occupational Health service. Employee assistance programme. Independent psychotherapy service. Post-incident debriefing and learning. Secure and recruitment/retention allowance; developed webpages to improve appeal to prospective candidates; reviewed induction process. Planned improvements: Further develop recruitment materials and supporting service information for main Aycliffe site and new transitions home (Maple House).
45	CYPS	UR0167 - Increase in volume and complexity of demand for children's safeguarding services post coronavirus period (Child Safeguarding Demand).	The current controls are considered adequate.	Main controls: To strengthen Families First services, additional management capacity has been provided. A growth bid to strengthen children's social care capacity has been agreed. Robust processes in place at First Contact and MASH to assess new referrals, while trends and patterns are monitored regularly to ensure managers are sighted on peaks and troughs. Weekly discussions are also held with safeguarding partners.

46	REG	UR0025 - Serious injury or loss of life due to Transport Safeguarding failure.	The current controls are considered adequate.	<p>Main Controls: Children's and adults' safeguarding policies. In-house fleet buses are maintained regularly. Contractors are required to maintain vehicles in a safe, roadworthy condition and comply with relevant, statutory provisions. Sample checking of vehicles in co-operation with the Police and the Driver and Vehicle Licensing Agency.</p> <p>External Contractor Staff Suitability Policy for school and social care transport.</p>
47	AHS	UR0207 - Potential for unethical international recruitment practices (e.g., modern slavery) by some adult social care providers (International Recruitment Challenges).	Treat	<p>Main controls: Market oversight by AHS Integrated Commissioning and expertise developed on potential issues in the market and associated monitoring of provision. Legal advice available where required. Service and financial planning to mitigate potential impact. Liaison with other local authorities and partner agencies. Dialogue with providers. Guidance and support available to providers and their staff.</p> <p>Planned improvements: AHS Integrated Commissioning have completed instigated a data collection exercise to establish the scale of international recruitment in Durham (providers with licenses; numbers of international recruits per provider). This will help to inform further risk analysis and planning and has informed the regional protocol which has recently been put in place. The situation can however change quickly, and consideration will be given to the frequency of such exercises if it is identified that these need to continue in future. It should also be noted that such exercises are resource intensive for commissioning staff.</p> <p>AHS Integrated Commissioning are exploring with DCC HR the possible use of DCC sponsorship licences as a contingency for local ASC staff that may have difficulties in finding a new sponsor if their current sponsor's licence is revoked. Current activity levels mean this is not essential at present, but it could be an option should issues grow.</p>

Appendix 5: Performance of Risk Management

Performance Indicators - Tangible Measures

Objective: To demonstrate that risks are being effectively managed				
KPI	Measure of Assessment	Target & (Frequency of Measurement)	Last Period	This Period
All risks are reviewed on a continual cycle	Service Risk Review completed each quarter	100% (3 times pa)	100%	100%
Risk mitigation is being implemented as planned	Risk actions on high-scoring risks implemented within target date	Target N/A (3 times pa)	No outstanding actions	No outstanding actions
Risks are being effectively managed	Number of current risks where Net risk scores have reduced over the quarter	Target N/A (3 times pa)	None	None
Contributing to effective corporate governance	Meeting CIPFA governance principles and objectives on risk management	Confirmed in the annual review of the effectiveness of corporate governance (Annual)	None	None
Objective: To ensure that Officers and Members are appropriately skilled in risk management				
KPI	Measure of Assessment	Target & (Frequency of Measurement)	Last Period	This Period
Appropriate staff are adequately skilled in risk management	Number of officers attending risk management training course	Target N/A	No training provided in this period.	To date (13 Jan 25) we sit at 75% completion rate, however the figures of those completing modules varies with each module.
Members are adequately skilled in risk management	New Members attending risk management training course within 6 months of being elected (for co-opted members, within 6 months of being appointed)	75%	No training provided in this period.	