

2020/21 Risk Management – Annual Report

Report of the County Treasurer

Please note that the following recommendations are subject to confirmation by the Committee before taking effect.

Recommendations:

- i. That the committee considers in relation to its oversight of the Risk Management Process:
 - a. the movement of risks during 2020/21.
 - b. the changes and updates to the risk management process (as supported by Devon Audit Partnership).
 - c. the plans for further enhancements for Risk Management for 2021/22.
 - d. the summary risk position for current risks.
 - e. the extract of risks currently ranked the highest.
 - f. That the Committee endorse the Corporate Risk Management Group role and responsibilities document (updated in June 2021).

The attached report sets out the changes to risk management during 2020/21 and confirms the role of the Audit Committee as per the Council's Risk Management Policy. It further summarises the existing risk position and links to visual reporting via power BI.

Appendix A Shows the top risks at the time of writing this report along with the mitigating actions.

Appendix B Shows the Risk Management overview and reporting schedule for 2021/22.

Appendix C Corporate Risk Management Group Roles and Responsibilities.

Appendix D Power BI Audit Committee Risk Dashboard Extract

Mary Davis

Electoral Divisions: All
Local Government Act 1972

Contact for Enquiries: Robert Hutchins
Tel No: (01392) 382437 Larkbeare House

<u>Background Paper</u>	<u>Date</u>	<u>File Ref</u>
Nil		

There are no equality issues associated with this report



devon**audit**partnership

Risk Management

CIR Risk Management
AWARDS 2020
shortlisted

Risk Management

Annual Report for 2020/21

June 2021



Audit Committee

**CUSTOMER
SERVICE
EXCELLENCE**



Support, Assurance & Innovation

Introduction

Devon Audit Partnership (DAP) continues to support and facilitate the development of the Council's Risk Management Framework and Processes. This support is designed to assist members, senior management and staff in identifying risks, recognising and recording the "true" risk, mitigation thereof and promote effective monitoring and reporting of those risks.

Background

The Risk Management Policy includes a description of the Roles and Responsibilities in relation to risk management. In respect of the Audit Committee the wording is shown below.

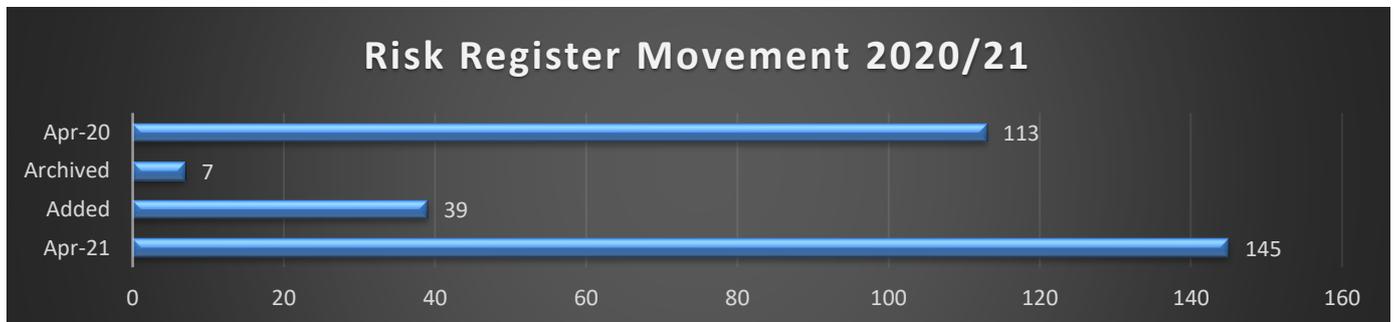
The Audit Committee is responsible for ensuring that the council's Risk Management process is carried out effectively. It will not normally examine specific risks to objectives in detail but satisfy itself that risks are being monitored appropriately by the risk owner and relevant Scrutiny Committee. The Audit Committee may also consider the "top ten" risks to ensure that action is being taken to mitigate these risks. The Audit Committee will receive bi-annual reports on new "High" risks and other key developments within risk management.

In practical terms this is achieved through the receipt, review and discussion of the Risk Management Reports presented periodically to the Committee, enhanced by the subsequent actions determined by the Committee.

As communicated in previous reports the system used to record risks (the Risk Register) continues to be developed to ensure that risks can be recorded, reviewed and managed and the data used. Furthermore, work continues across the Council to ensure that the data within the risk registers is clear, accurate, relevant and, importantly, linked to organisational objectives.

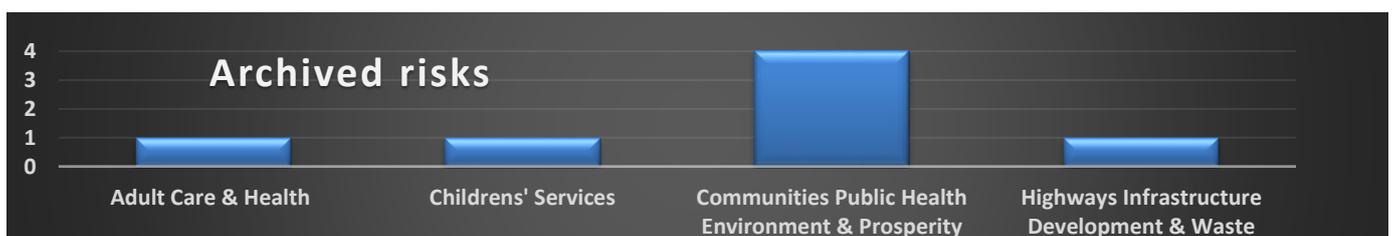
2020/21 Risk Movements

Changes during 2020/21 resulted in a net increase of 32 risks during 2020/21 as per the chart below.



Reasons for increases in risk recording include: - changes in the risks facing the Council such as the Covid Pandemic; an increased awareness of risk management; and additional services areas using the risk management system.

Reasons for archiving risks include the Current Risk Score falling below that set in the Risk Management Policy for monitoring or risks, and risks evolving and being replaced by or merged with others. Further information on the risks archived in 2020-21 is shown in the chart below.



Further actions, changes and events during the year

Other notable actions and changes linked to risk management during the year include:

- Further work with service areas and Risk Champions to develop and populate risks for inclusion on the Risk Register, including Adopt South West.
- Support to service areas in developing and managing risks relating to the UK's departure from the EU, including during the transition period to 31 December 2020.
- Support to service areas in developing and managing risks relating to the Covid-19 pandemic – both response and recovery phases.
- Leading and administering a Risk, Issues and Opportunities Subgroup for the Tactical Response and Incident Management Group (stood down in April 2021.)
- Creation of a budget book risk register to support the monitoring of risks directly linked to the budget setting process for 2021/22.
- Regional Risk Management Group - Working together to identify cross-cutting Regional Risks and share good practice, including in relation to the development of Assurance Mapping.
- Work shortlisted for the CIR Risk Management Awards 2020, in the categories Public Sector Risk Management Award and Best Use of Technology in Risk Management, including in relation to our use of 'live' Power BI reporting.

The Covid-19 pandemic continued to draw officer time through response activity, but the direct impact on the 'normal operation' of the risk management process is reducing; however, in some areas, such as risk information advising tactical response activity has increased.

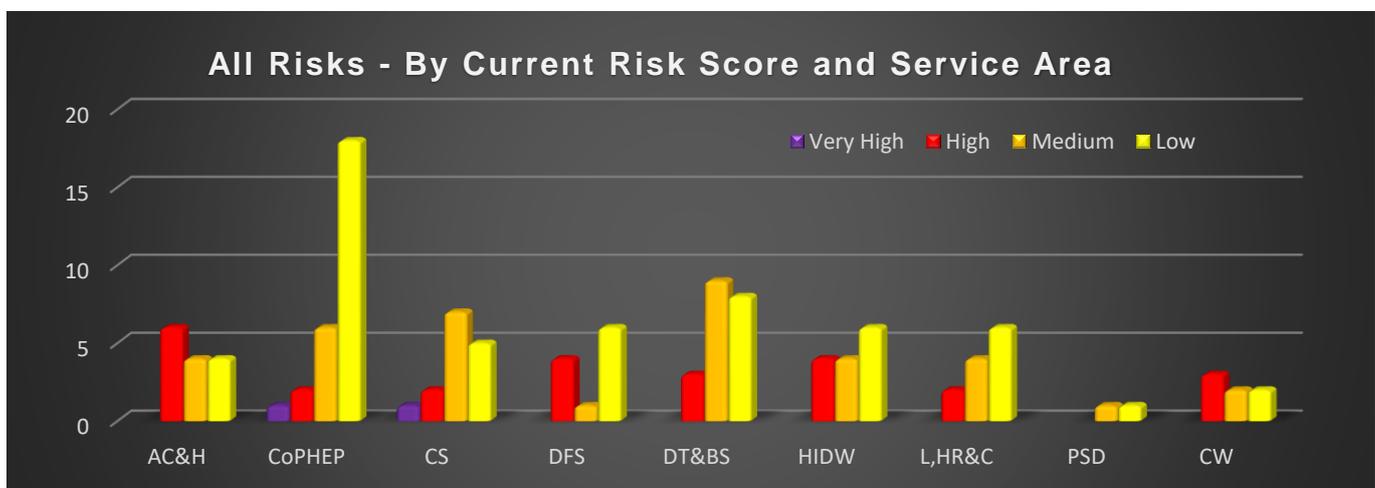
The management and reporting of risks during 2020/21 has continued to evolve and build on the positive culture of expectation around risk information. This has led to greater interaction and requests for enhancements, further growing levels of reporting, expectation and overall risks management.

The Council's Risk Management policy and Risk Management Strategy 2020-25 is published at [Manage risks - tasks and guides \(devon.gov.uk\)](https://www.devon.gov.uk/management-risks-tasks-and-guides). Any comments on the policy can be sent to tony.d.rose@devon.gov.uk.

Current Risk Position (May 2021)

There are 128 risks recorded in the Risk Register as at 28th May 2021 including six Residual EU exit risks in draft format. Of these, 14 were initially assessed to be Very High; however, following the application of mitigating controls by management the Current risk score for eight had been reduced to High, four to Medium and one to Low. One risk (Covid-19 pandemic) remains as Very High.

Of the 128 risks **two** show a Current Risk score of **Very High**, being Covid Pandemic and High Needs Block Capacity. 26 showed a Current Risk Score of High, 38 Medium and 56 Low. The following chart shows the risks by their Current (Residual) risk score at 28th May 2021 by service area.



Key – AC&H Adult Social Care and Health; CoPHEP Communities, Public Health, Environment and Prosperity; CS Children's Services; DFS Devon Finance Services; DT&BS Digital Transformation and Business Support; HIDW Highways, Infrastructure, Development and Waste; L,HR&C Legal, Human Resources and Communications; PSD Policy and Strategic Development; CW Council Wide.

Further information on the latest position of existing risks can be found using the following link to Power BI Reporting [Power Bi – Current Risk Data](#).

The 'direction of travel' of a risk is included. This is determined from the most recent risk review, comparing current risk score to the previous risk score (unchanged, increased or reduced), and corresponding change in score.

In some instances, a current risk score may be higher than the original 'inherent' risk score; for example, where circumstances beyond the Council's control, such as budget availability, have increased the original risk since its inception.

Risk Management in 2021/22

Covid-19 – As financial support from central government for the Covid-19 response comes to an end in various sectors of the economy over the coming months, the impact of reduced monetary flow across the private sector will directly affect the levels of funding in the public sector. This challenging future financial position for the wider UK Economy and Public Sector will exert a strong influence on many, if not most, risks that the Council is managing, both existing and those that are emerging.

Future Areas of Focus – Further consolidation and development of Risk Management activity will continue in 2021/22 building on the progress made to date, including:

- Updating the format of risk wording – This will allow easier description and wider understating of risks, along with a greater ability to clearly link the mitigations to the different aspects of each risk.
- Risk Scoring – Continued work to ensure that there is consistency of risk scoring across all areas, in turn allowing easier comparison and prioritisation of risks and response actions.
- Risk Appetite – Work with service areas to develop Risk Appetite Statements for the various areas of the Council, in turn supporting consistent approaches and expectations for risk management.
- Consideration of global, national and regional 'external' risks and their impact on the Council, it's service and population. For example, the World Economic Forum, Global Risks Report 2021 gives the top 7 Global Risks in Terms of *Likelihood* as Extreme weather, Climate action failure, Human environmental damage, Infectious diseases, Biodiversity loss, Digital power concentration, Digital inequality. The report gives the top 7 Global Risks in Terms of *Impact* as Infectious diseases, Climate action failure, Weapons of mass destruction, Biodiversity loss, Natural resource crises, Human environmental damage, Livelihood crises.
- Risk information will be provided to Members of the Scrutiny Committees and Audit Committee via Power BI dashboards, which will provide Members with a link to 'live' risk register information. A new Members' briefing sessions will be facilitated in October 2021.
- Prevention/Early Intervention We are commencing work linked to highlighting both the specific risk that an absence of prevention/early intervention in the Authority's service delivery would bring about, along with building this theme into all relevant risks, in turn drawing the information out through the use of Power Bi Reporting and allowing this to be accessed by officers and members via normal risk reporting activity.

Counter-fraud arrangements are a high priority for the Council and assist in the protection of public funds and accountability. During the year we will continue to implement our Internal Audit, Counter Fraud and Risk Management Integration Plan. This will see a more organic approach to service delivery with the aim of improving depth and quality in all three areas.

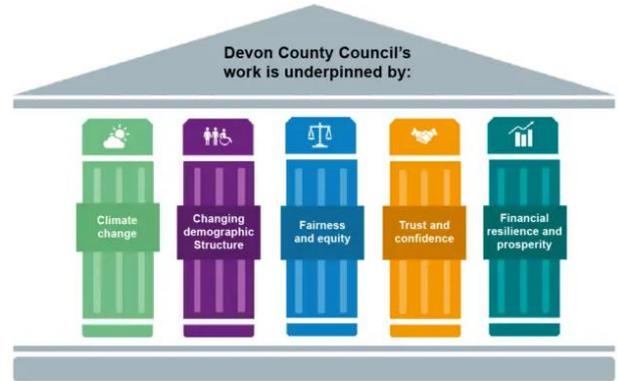
It will also include actions such as updating risk information based on internal audit feedback, including in respect of mitigating actions. Furthermore, there will be a targeted review of existing risks with a focus on the potential for fraud, and an active programme of fraud risk assessment with the various service areas.



Council Objectives

Risk Management provides maximum value when it is driven by clear links to objectives. During 2021/22 work will be undertaken to link risks to the Council's five underpinning pillars (right).

The pillars support the Council to achieve its organisational objectives, including in relation to addressing climate change and driving the county's economic recovery following the Covid-19 pandemic.



Climate Change

Addressing climate change is one of the Council's priorities, linked to the Devon Climate Emergency joint response. The Climate Change risk is monitored accordingly, as listed at Appendix A.

Risk Management activity in 2021/22 will continue to support the enhancement of a positive risk management culture across the Council.

Supporting Appendices

Appendix A – Risk Register Extract (See the link above for access to the latest risk register information)

Appendix B – Risk Management Diagram and 2021/22 Reporting Schedule.

Appendix C – Corporate Risk Management Group roles and responsibilities.

Appendix D – Power BI High Level Extract.

Background Paper

The World Economic Forum, Global Risks Report 2021 referred to above, available at the following location

[The Global Risks Report 2021 | World Economic Forum \(weforum.org\)](https://www.weforum.org/reports/global-risks-2021)

This table includes an extract of the Highest Rated Current Risks at the time of compiling this report (As at 25th May 2021)

Risk Title	Description	Service area	Inherent score	Current (Mitigated) score	Risk Owner	Accountable Officer	Latest review	Change direction
Covid-19 Pandemic	The Covid-19 pandemic impacts the delivery of DCC Services including in relation to staff members being unable to perform their usual functions for reasons relating to illness, self-isolation, impact of lock-down restrictions, caring responsibilities, and Council offices being closed - resulting in the functions of the Council and services provided to the Community being reduced. DCC Services may also be impacted by key partners and suppliers being unable to fulfil their roles.	CoPHEP, Public Health, Council-wide	30: very High	24: Very High	Steve Brown	Leadership Group	May 2021	↔
Insufficient capacity of the High Needs Block to meet demand	Due to the ongoing HNB deficit budget and changes in the SEND Code of Practice including age range, Element 3 payments to maintained schools, cost of independent sector places and increases in capacity for Special Schools, funding remains insufficient to meet the demand to deliver the statutory requirements, resulting in reduced SEND outcomes for 0-25, reputational damage including fault found by Ombudsman, and legal challenges through SENDIST.	Education and Early Help	20: High	24: Very High	Julia Foster	Dawn Stabb	May 2021	↑
Climate Change	Cause: Climate change is projected to increase global temperatures by 1.5 degree Celsius as a minimum. Two to three degrees is likely based on the present level of international commitments to halt greenhouse gas emissions. Impacts for Devon include potential sea-level rise of 90cm by the end of the 21st century, current extremes of weather becoming the norm, greater flooding risk and impacts on biodiversity that could lead to a reduction in natural services such as pollination. Event: In Devon, this will lead to up to 1m sea level rise; drier, hotter summers; warmer, wetter winters; and more intense storm events. Impacts: Health – Increased heat-related morbidity, vector-borne disease, mental health issues Reputation – DCC is being looked to as a community leader. 25% of local authorities have now declared climate emergencies. Legal – There is no direct legal requirement on the authority to reduce carbon emissions or adapt to climate change, but not acting will make it more difficult to meet other legal requirements due to the impact of climate change on our services and infrastructure. Financial – The Stern Review identifies the cost of climate change to the global economy to be 5% - 20% per year. The costs of mitigating the worst effects can be delivered for just 1% of GDP. Performance Standards – Climate change will affect many of the council's performance standards Stakeholders – Climate change will affect all of the authority's stakeholders and partners. Service Users – Climate change will affect all of DCC's services and its service users	Planning, Transport and Environment	30: Very High	20: High	Doug Eltham	Dave Black	April 2021	↔
BI21 - Successful Cyber Attack	Successful Cyber Attack on the Authority	Digital Transformation and Business Support, IT Strategic Commissioning	30: Very High	20: High	Martin Lawrence	Gary Dempster	Apr 2021	↔
HTM2: Lack of capacity or capability to respond effectively to highway safety related issues	Potential for fatal and severe accidents to citizens due to lack of effective and timely repair or replacement of highway assets. This could be brought about by deteriorating highway condition, inability to meet policy level of service, inadequate procedures or poor staff/contract performance.	Highways and Traffic	24: Very High	20: High	Ian James	Meg Booth	May 2021	↔
HTM3: Lack of capacity or capability to effectively respond to extreme weather events	Flooding, obstruction and structural damage to the highway or other transport infrastructure affecting citizens and property causing traffic disruption, economic and health impacts.	Highways and Traffic	24: Very High	20: High	Joe Deasy	Meg Booth	Feb 2021	↔
SC1: Education and Learning Services budget availability	Continued growth in SEN number leading to increased costs for home to school transport (which is a statutory duty). This could lead to a budget overspend which would need to be absorbed within the Education and Learning Core budgets, reducing the ability to deliver other services and initiatives.	Education and Early Help	18: High	20: High	Damien Jones	Dawn Stabb	May 2021	↓
FIN05 - Failure to Prepare or Control Robust Budget	Cause MTFP is not robust and financial management skills of budget managers / holders across the Council are not suitably developed. Event Failure to produce and/or adhere to a balanced budget in current and future years. Impact <ul style="list-style-type: none"> Reduced reserves and balances. Reduced levels of Service delivery. Inability of the governance processes to make informed decisions. 	Devon Finance Services	15: High	20: High	Angie Sinclair	Mary Davis	May 2021	↔
Spread of Ash Die Back Disease (Highways and adjoining land)	Because of the spread of Ash Die Back Disease and its likely infection rate of 95%, the need for intervention by the Council will increase, placing additional pressure on staff and finances. Failure to remove diseased trees, at an appropriate time, could result in fallen branches or trees, causing damage, injury or loss of life.	Highways and Traffic	20: High	18: High	Joe Deasy	Meg Booth	March 2021	↔

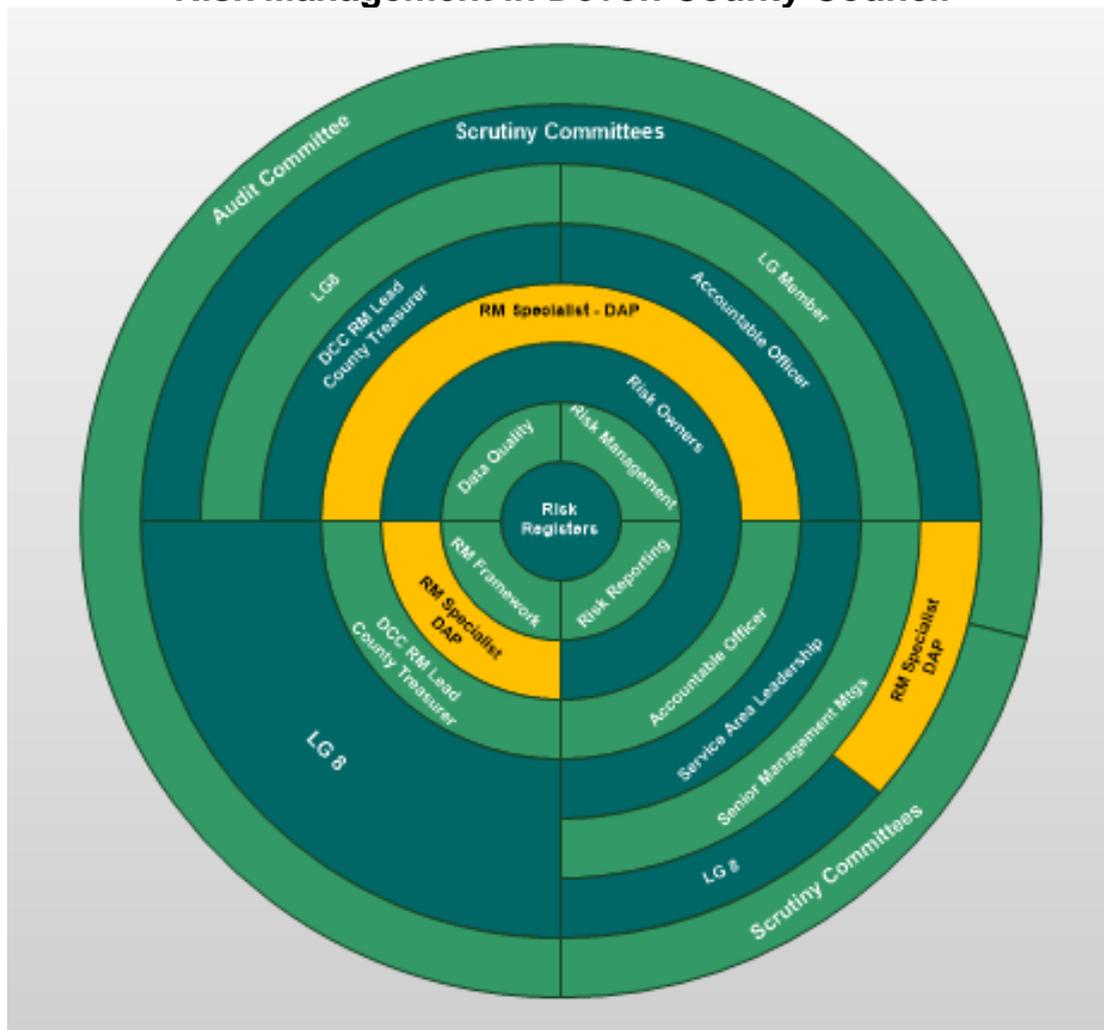
Details on the controls and mitigations planned or in place for the risks show above can be found on the following pages - Risk Mitigations (RAG rated as per the Risk Register Entry)

The table below outlines the mitigations recorded against the risks identified above. Each mitigation has been rated as Red, Amber, Green or Completed by the owner of the action.

Risk Title	Current Risk Score	Controls and Mitigations							
Covid-19 Pandemic	24: Very High	Green	The situation is being monitored at the highest levels within the Council and through the Pandemic Incident Management team (PIMT)	Green	Support to Council employees, through HR advice, Employee Assistance Programme etc. Remote and home-working capabilities in place	Green	Support to key suppliers through temporary fee uplifts (Adult Social Care) and via the PPN02 process	Green	Payments of grants to organisations and District Councils
Covid-19 Pandemic cont.	24: Very High	Green	Council colleagues assisting with the prevention and recovery effort	Green	Internal and external communications to confirm Government advice and local support	Green	Liaison with central Government and delivery in conjunction with Devon District Councils	Green	Provision of PPE to relevant front-line colleagues
Covid-19 Pandemic cont.	24: Very High	Completed	PIMT and SIMT Structure for Response	Green	Formation of Recovery Group	Green	Creation of Health Protection Board; Local Outbreak Management Plans published. Associated Tactical Management Group Structure and Tactical Resource Incident Management Group established.		
Insufficient capacity of the High Needs Block to meet demand	24: Very High	Amber	A reduction in placements in the Independent sector, (management action has set a target to reduce by 40), achievement of this target is adversely affected by statutory protection given to parental preference. This is not being achieved - more and more demand for specialist placements exists - all maintained special schools places are full as of August 2018. Mitigating control is now looking at cost management in this sector.	Green	Quality assurance of provision and strategic market management. Good QA processes in place - recently confirmed in Independent review of EHCP policy and process.	Completed	Capping of element 3 payments, Practice is implemented in mainstream schools, completion date of Dec 2018 planned.	Completed	Increased capacity in maintained special schools. Forward plans proposed in SEN Strategic Review, additional capacity added over 130 places in last two years
Insufficient capacity of the High Needs Block to meet demand cont.	24: Very High	Green	New Special School settings to be agreed Free school (Glendinning House) start date postponed by DfE to Sep 2020 New school (ACE Tiverton) agreed opening Sep 2019 with additional 30 places rising to 72 over next three years	Amber	Cost analysis of Independent sector placements to achieve value for money in contracts with providers. Block contracting arrangements with preferred providers under discussion in Summer 2019	Green	Review of options for specialist units in mainstream schools to avoid Independent placements	Amber	HNB Task Group looking at moderation and consistent models of funding independent placements
Insufficient capacity of the High Needs Block to meet demand cont.	24: Very High	Green	New special school places funded through agreed corporate budget to increase places available within state funded sector to reduce future placements in Ind sector - 300 places to be created over 5 years from Sep 2020	Green	Outside LA comparators to ascertain LAs with similar funding composition, levels of inclusion and outcomes but with lower demand for EHCPs. LAs identified and advice sought in Sep 2020	Green	SEND Transformation to redesign the SEND workforce to implement a universal service that could reduce the need for statutory services funded in the HNB	Amber	Request to transfer funding from Schools Block to HNB to implement central outreach and support services to mainstream schools to increase confidence in mainstream sector and reduce need for specialist provision.
Insufficient capacity of the High Needs Block to meet demand cont.	24: Very High	Green	Fee increase control measures put in to reduce agreement of fee increase requests without evidence of actual cost increase (teacher pay increase/pension)	Amber	Core Offer with specified costs against all providers in the Independent Sector to reduce additionalities added that are not legally required of the LA to secure				
Climate Change	20: High	Amber	Operation of a corporate Environmental Policy and Performance system which provides a process for individual services to review the risks to them from climate change.	Amber	Use of corporate Impact Assessment process when developing policies, projects and programmes.	Amber	The Devon Climate Emergency project which is bringing together over 25 organisations to prepare a Devon Carbon Plan (by a Net-Zero Task Force) with community input and developing a Devon Adaptation Plan (by the Climate Impacts Group)		
Risk Title	Current Risk Score	Controls and Mitigations							

BI21 - Successful Cyber Attack	20: High	Green	Annual PSN Compliance process	Green	Business Continuity Planning	Amber	Disaster Recovery Plan	Amber	Communication and Reporting
BI21 - Successful Cyber Attack cont.	20: High	Amber	Policy and Guidance	Green	Training and awareness	Green	New cyber security platform rolled out		
HTM2: Lack of capacity or capability to respond effectively to highway safety related issues	20: High	Green	Highway Monitoring	Amber	Safety repairs	Green	Programme flexibility	Green	Staff training and audit procedures
HTM2: Lack of capacity or capability to respond effectively to highway safety related issues cont.	20: High	Amber	Highway serviceability repairs						
HTM3: Lack of capacity or capability to effectively respond to extreme weather events	20: High	Green	Highway Monitoring. Systems in place for public and staff reporting. Term contractor available to resource and respond. safety inspection cycle to identify repairs.	Green	Regularly review and update Winter Service and Emergency Plan to ensure risks from severe weather are well managed.	Green	Timely planning, programming and delivery of drainage and structural works to address damage on the network.	Green	Preparedness. Ensuring processes and procedures are in place to be proactive in response thereby reducing the effect of severe weather damage.
HTM3: Lack of capacity or capability to effectively respond to extreme weather events cont.	20: High	Green	Regularly review Asset Management approach to ensure that damage repairs and reactive action are prioritised with regard to impact on economy and traffic usage	Green	Availability of resources				
SC1: Education and Learning Services budget availability	20: High	Amber	Management actions within TCS including route analysis and efficiency savings. Target for 2017/18 met but overspend remains due to ongoing SEN transport costs.	Green	TCS monitoring and regular review across all areas of spend to identify potential problems and overspend.	Green	Policy regularly reviewed and adjusted to reduce areas of discretionary spend. Revised Post 16 Policy phased in from September 2017.	Completed	Actions were identified through corporate transport project board which have been implemented.
SC1: Education and Learning Services budget availability cont.	20: High	Amber	Growth and market forces build into budget preparation and planning.	Green	Additional budget allocated for 2020/21 with ongoing monitoring and growth predictions.	Amber	Review of budget for 2021/22 taking into account continued growth in SEND transport request.		
FIN05 - Failure to Prepare or Control Robust Budget	20: High	Green	CLT and County Council Approve the Development of a MTFS.	Amber	Financial Literacy survey to obtain a benchmark of the level of understanding from budget managers.	Green	Ongoing support from DFS.	Green	Ongoing training provided to the budget managers within services.
Spread of Ash Die Back Disease (Highways and adjoining land)	18: High	Amber	Monitor High risk trees on DCC highway or land. The frequency will be increased as evidence becomes available that the disease has spread enough to increase likelihood.	Amber	Notify landowners of potentially dangerous trees and where necessary following up with enforcement.	Complete	Cabinet support for proposals outlining how Devon County Council should manage its responsibility for Ash Dieback in the county regarding public safety and the environment.	Green	Finance resource is available to support the costs associated with proposals for managing Ash Die Back.
Spread of Ash Die Back Disease (Highways and adjoining land) cont.	18: High	Green	Identify and engage with stakeholders to support collaboration and partnership working in addressing management of ADB.	Amber	Adequate resource available to deliver outcomes required from the DCC tree safety management policy.				

Risk Management in Devon County Council



Leadership Group

The schedule for reporting to the Leadership Group is based on the provision of information prior to drafting reports to Members, along with regular updates during the year, ideally at least quarterly.

In year update reporting the Leadership Group will contain information on the position of risks at that time along with relevant background and detailed actions linked to the further enhancement of Risk Management across the Council.

The Annual Report will highlight changes that have taken place in the previous year, detail the risk position at that point in time and make note of future plans for the development of Risk Management.

Member Committees

The reporting schedule for Member Committees takes the form of in-year update papers provided to Scrutiny Committee Members, which utilise Power BI reporting links. These papers will focus on relevant risks for that area.

Reporting to the Audit Committee comprises an Annual Report and relevant in-year updates. The reports will focus on the overall risk management process/practices and identify the highest rated risks at that point in time.

Where relevant Contact will be made with representatives from each service area prior to reports being submitted to Member Committees with a view to discussing the risks and proposed reports.



Corporate Risk Management Group

Roles, Responsibilities and Membership

Updated June 2021



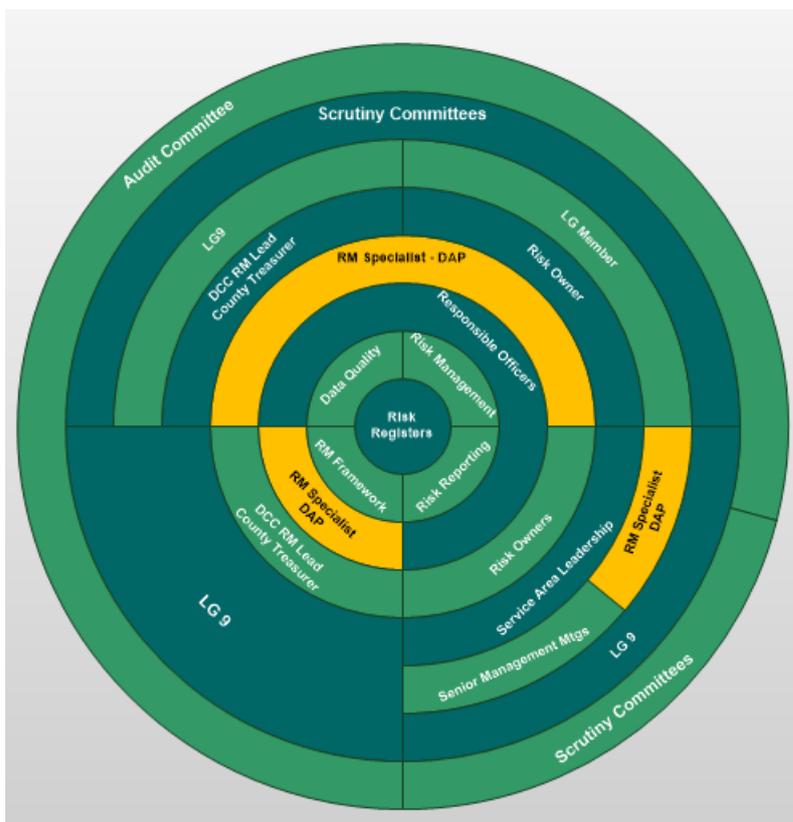
Support, Assurance & Innovation

Devon Audit Partnership (DAP) continues to support and facilitate the development of the Council’s risk management framework and processes. This support is designed to assist members, senior management and staff in identifying risks, recognising and recording the "true" risk, mitigation thereof and promoting effective monitoring and reporting of those risks.

The diagram on the right has been produced to reflect the overall risk management framework within the Council.

At the centre are the Risk Registers and feeding out are four main drivers of the process: -

- Risk Management
The actual day to day management of risks.
- Risk Reporting
From informal discussions and reporting to Management teams and Leadership Group, through to the Audit Committee.
- Data Quality
The quality of the information contained in the registers. Are the risks true risks or failed objectives? Do the controls reflect the scoring? Have they been reviewed in line with scoring?
- Framework
The support to make risk management happen. The policy, the system and the people involved.



Development of risk management across the Council has included work to clarify responsibilities for all involved. Over the last 24 months we have refreshed the Risk Management Policy and set out the Risk Management Strategy 2020-2025. The Risk Management Policy defines the role of the Corporate Risk Management Group (CRMG):

“This group meets as required to discuss risk management at the authority. The members of this group have a responsibility within their designated areas for ensuring risk management is carried out in line with agreed policies and processes. The membership will change over time to reflect changes to staffing and the organisation.”

So, what does this mean in practice?

Ongoing interactions mean that the majority of framework development items are identified, assessed and actioned on an ongoing basis. Meetings of the Corporate Risk Management Group include discussion on the ‘top’ risks facing the Council, whether these are worded and are scored consistently and whether the ‘top’ risks accurately reflect the pressing issues that the Council should be concerned about.

Where possible meetings / interactions take place to coincide with reporting rounds for the Scrutiny and Audit Committees. Many of the Group’s members play an active role in prompting updates and reporting risks to their respective management teams. This is potentially the single most important focus for Corporate Risk Management Group members i.e. the ability to use local knowledge to ensure that risk management is promoted and happening in line with corporate expectations, continuing what many members already do to support risk reporting in their areas.

The Risk Management Specialist (Devon Audit Partnership) continues to assist business areas and partners where appropriate in developing risks for their service, and clearly linked to objectives. There is also an ongoing programme of review of the risk register, support for Corporate Risk Management Group members and prompts to individuals where necessary.

For all of this to be effective the membership of the Corporate Risk Management Group needs to remain up to date. The three key categories based on expected interactions with Risk Management as shown in the diagram below.

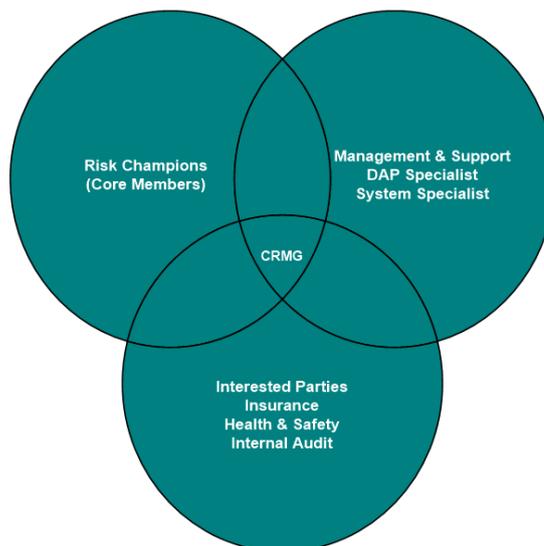
The core members are actively involved in Risk Management within their areas and designated as **Risk Champions**.

Facilitation, organisation and specialist support is provided by the **Risk Management Specialist** (Devon Audit Partnership).

The **System Expert** is involved in the facilitation of system use as well as system design updates (considering system limitations).

Finally, there are several **Interested Parties**. Although not actively involved, those in this category are kept aware of developments. They may provide specific insights and may also need to draw information from the Risk Management process or individual Risk Champions.

The current Corporate Risk Management Group membership is shown in the table below along with the category for interaction as per those outlined above.



Post Title	Name	Area	Category
County Treasurer	Mary Davis	County Treasurer	Leadership Group Risk Management Lead
Chief Engineer Highways and Built Environments	Chris Dyer	Highways, Infrastructure, Development & Waste	Risk Champion
Head of Commissioning (Children)	Fiona Fleming	Children’s Services	Risk Champion
Manager – Children’s Management Information	Adam Catlow	Children’s Services	Risk Champion (Deputy)
Head of Human Resources	Jacky Wilson	Legal Services & Communications	Risk Champion
Contract, Performance & Commissioning Manager	Liam Jennings	Digital Transformation and Business Support	Risk Champion
Management Information Manager	Sarah Aggett	Adult Care & Health	Risk Champion
Senior Management Information Officer	Stephen Jenkinson	Adult Care & Health	Risk Champion (Deputy)
Head of Communities	Simon Kitchen	Communities	Risk Champion
Director of Public Health	Steve Brown	Public Health	Risk Champion
Head of Policy	Roland Pyle	Policy and Strategic Development	Risk Champion
Assistant County Treasurer – Financial Systems and Processes	Martin Oram	Finance	Risk Champion
Health and Safety Manager	Simon Bates	Health and Safety	Risk Champion
Head of Devon Audit Partnership	Robert Hutchins	Assurance	Management & Support
Risk and Audit Manager	Tony Rose	Risk Management Specialist	Management & Support
Counter Fraud Manager	Ken Johnson	Counter Fraud Services	Management & Support
Project & Programme Manager	Mark Painter	Risk Management System Administrator	Management & Support
Auditor (Devon Audit Partnership – Risk Management Team)	Kate MacDowall	Risk Management Support	Support
Apprentice (Devon Audit Partnership – Risk Management Team)	Ola Niemirowicz	Risk Management Support	Support
Senior Emergency Preparedness Resilience and Response Manager	Amanda Palmer	Public Health	Interested Party

Post Title	Name	Area	Category
Crown Services Officer & Business Support Manager	Rosalie Robinson	Legal Services & Communications (Coroners' Services)	Interested Party
Audit Manager	Joanne McCormick	Internal Audit	Interested Party
Councillor	Andrew Saywell	Cabinet Member (Organisational Development, Workforce & Digital Transformation portfolio)	Interested Party
Corporate Insurance Manager	Emily Wilkins	Legal Services & Communications	Interested Party
Strategic Information Governance Manager	Martin Lawrence	Digital Transformation and Business Support	Interested Party

There are twelve Risk Champions (including deputies). Ten being the minimum to be effective with representation from each area. The Risk Champions' core responsibilities in respect of risk management is to ensure that risk reporting happens in their area and that risks are regularly maintained. Membership has changed as required in line with organisational and staffing changes.

Required Actions

- Please review the information in the table above to ensure that it accurately reflects role titles and business areas.
- Please confirm whether Risk Champions remain best placed to represent your area.
- Please advise of any areas of the Council which you think may not be represented above but should be.
- If you have any further observations or proposals in developing Risk Management please contact tony.d.rose@devon.gov.uk

The Corporate Risk Management Group membership is included on the [Risk Management](#) section of Inside Devon webpages.

This is a point in time high level extract of the Power BI Risk Dashboard for the Audit Committee.



Audit%20Committe
e%20Dashboard%2C