



devon**audit**partnership

**Risk Management**

**CIR** Risk Management

AWARDS 2021

shortlisted

**Risk Management**

**Annual Report for 2021/22**

**June 2022**



**Audit Committee**

**CUSTOMER  
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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.

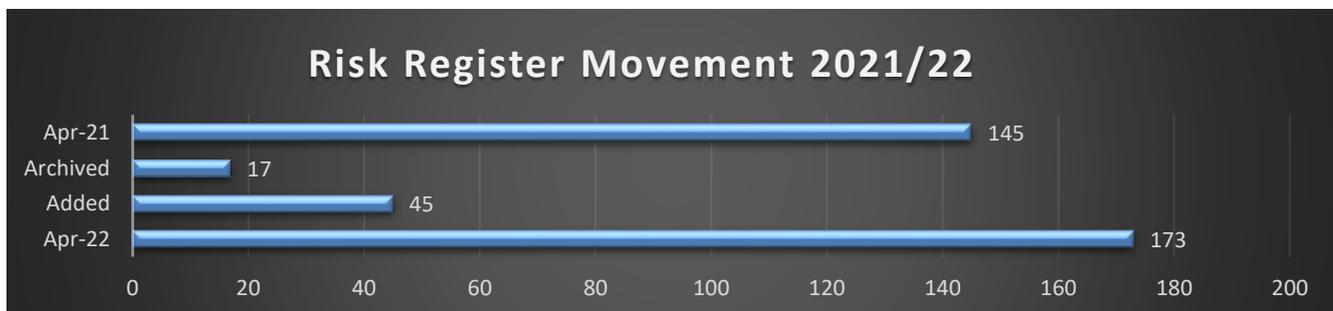
*The Audit Committee is responsible for ensuring that the council's Risk Management process is carried out effectively. It will not normally examine specific risks to objectives in detail but satisfy itself that risks are being monitored appropriately by the risk owner and relevant Scrutiny Committee. 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.

## 2021/22 Risk Movements

Changes during 2021/22 resulted in a net increase of 28 risks during 2021/22 as per the chart below.



Reasons for increases in risk recording include:- changes in the risks facing the Council such as risks relating to the Economic situation, including in relation to increased cost of living, cost of fuel; an increased awareness of risk management; and additional service 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 risks, and risks evolving and being replaced by or merged with others. Further information on the risks archived in 2021/22 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:

- Work with service areas and Risk Champions to develop and populate risks for inclusion on the Risk Register, including in relation to Migration and Settlement of Refugees, and Member Safety and Wellbeing.
- Support to service areas in developing and managing risks relating to the impact of the Covid-19 pandemic and associated new ways of working.
- Development of Cause-Event-Impact risk models for new risk areas, including relating to events in Russia and Ukraine, the impact of Covid-19 on the delivery of statutory services and risks relating to increases in demand on the DCC and commissioned workforce.
- Further development 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 Regional Risk identification.
- Work shortlisted for the CIR Risk Management Awards 2021, in the category Public Sector Risk Management.

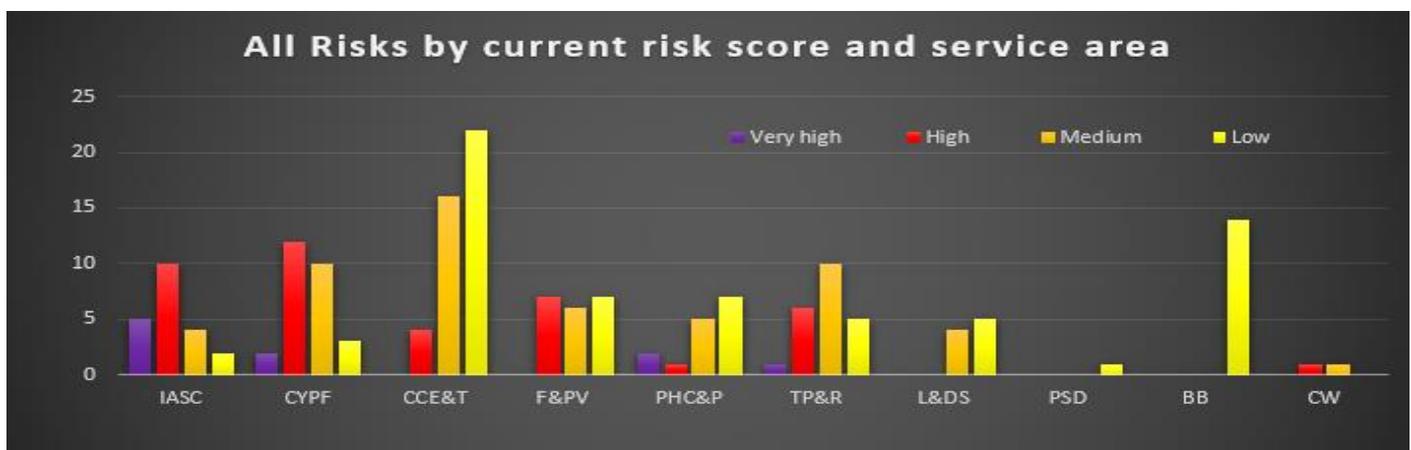
The management and reporting of risks during 2021/22 has continued to evolve and build on the positive culture of expectation around risk information. This has led to greater interaction and requests for enhancements, further growing levels of reporting, expectation and overall risks management.

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-and-governance/risk-management). The Risk Management Policy has been reviewed and minor updates made. No change is required to the Strategy. The updated Policy document is attached at Appendix D. Any comments on the Policy can be sent to [finance.riskmanagement-mailbox@devon.gov.uk](mailto:finance.riskmanagement-mailbox@devon.gov.uk)

## Current Risk Position (May 2021)

There are 173 risks recorded in the Risk Register as of 12<sup>th</sup> May 2022. Of these, 24 were initially assessed to be Very High; however, following the application of mitigating controls by management the Current risk score for ten had been reduced to High, five to Medium and one to Low. Eight risks (relating to Integrated Adult Social Care, the Covid-19 pandemic and Cyber attack) remain as Very High.

Of the 173 risks 10 show a Current Risk score of **Very High**, being in relation to Demand for Children's Social Care; (Children's) High Need Block Capacity; Integrated Adult Social Care market sufficiency, Impact of cost of living increases on the Care Home market; Insufficient financial resources to support people with eligible social care needs and Changes in demand for services in the Adult Social Care market; the Covid-19 pandemic; and Cyber-attack. Forty one showed a Current Risk Score of High, fifty six Medium and sixty six Low. The following chart shows the risks by their Current (Residual) risk score on 12<sup>th</sup> May 2022 by service area.



**Key** – IASC Integrated Adult Social Care; CYPF Children and Young People's Futures, CCE&T Climate Change, Environment and Transport; F&PV Finance and Public Value; BB budget book risks (outside of service area risk registers); PHC&P Public Health, Communities and Prosperity; TP&R Transformation Performance and Resources; L&DS Legal and Democratic Services, 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 2022/23

Impacts from climate change, world events (such as those in Russia and Ukraine) and the national and global economic situation will, amongst other areas, feed in to the Council's risks and challenges, including the increases to living and fuel costs and their impact on communities, employees and the wider workforce.

Demand for Council services is anticipated to increase in many areas. Balancing limited financial resources with the demand for and delivery of services remains a key risk area for the Council.

**Future Areas of Focus** – Further consolidation and development of Risk Management activity will continue in 2022/23 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. This will include the development of Corporate Risk scoring to assist with the scoring of cross-cutting and shared risks.
- 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, its service and population. For example, the World Economic Forum, Global Risks Report 2022 identifies the most severe risks on a global scale over the next 10 years as being Climate action failure, Extreme weather, Biodiversity loss, Social cohesion erosion, Livelihood crises, Infectious diseases, Human environmental damage, Natural resource crises, Debt crises and Geoeconomic confrontation.
- Risk information will continue to 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.
- Prevention/Early Intervention and Horizon scanning. Building on our development of cause-event-impact risk models, we will continue to work with service areas to identify new and emerging risks and to identify and put mitigating actions in place to address and reduce risks before issues arise.

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 Joint Assurance arrangements involving close working between Internal Audit, Counter Fraud and Risk Management teams.

This brings a more organic approach to service delivery with the aim of improving depth and quality in all three areas. It include actions such as updating risk information based on internal audit feedback, including in respect of mitigating actions, and internal audit planning taking into consideration the Council's risk position.

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 Priorities - Risk Management** provides maximum value when it is driven by clear links to objectives, therefore we have linked the Council's risks to the Council's [Strategic Plan 2021-2025](#) priorities.

Risk reporting in relation to Strategic Plan priorities will be used to inform the Annual Plan reporting and will be included in the risk management Power BI dashboards.

### Race Equality Audit outcomes

The CIRS Scrutiny Committee will have oversight of the Council's [Race Equality Audit 2021](#) outcomes, and the Race Equality framework and action plan which are being developed. Relevant updates will be reported to the Council's Audit Committee as required.

### Risk Management Culture

Risk Management activity in 2021/22 will continue to support the enhancement of a positive risk management culture across the Council, including in support of the Council's [Core Principles and Behaviours](#)



### Supporting Appendices

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

Appendix B – Risk Management Scoring Guidance

Appendix C – Power BI High Level Extract

Appendix D – Risk Management Policy

### Background Paper

The World Economic Forum, Global Risks Report 2022 referred to above, available at the following location [Global Risks Report 2022 | World Economic Forum \(weforum.org\)](#)

This table includes an extract of the Highest Rated Current Risks at the time of compiling this report (As of 12<sup>th</sup> May 2022)

Appendix A – Risk Register Extract

Risk Title	Description	Service area	Inherent score	Current (Mitigated) score	Risk Owner	Accountable Officer	Latest review	Change direction
<b>CSLT-CH1 - The council fails to meet its Care Act market sufficiency duty for care homes</b>	<p><b>Cause</b> - The pandemic has had a significant impact on care home settings putting significant extra pressures on services to maintain safe staffing levels and safeguard residents. In addition, the Government has made it mandatory for care home workers to be double vaccinated to continue in employment with effect from 11 November 2021 resulting in people leaving the workforce. Outbreaks require care homes to be closed to new residents impacting on market capacity in the short term. The opening up of society has presented job opportunities in other sectors, e.g. retail and hospitality, which can provide better remuneration and more social hours attracting people from the care sector.</p> <p><b>Event</b> - Care homes have been under sustained pressure for the duration of the pandemic having to react to the significant challenges posed by maintaining safe Infection Prevention and Control arrangements and the impact of outbreaks. Staff have risen over and above to ensure that services and residents have remained as safe as possible in the face of these challenges. <u>After such a long period of sustained pressure staff are at risk of burn out.</u></p> <p><b>Impacts</b></p> <ul style="list-style-type: none"> <li>Care home staff are tired after sustained pressures throughout the pandemic and some are leaving the sector to go to jobs that pay more, carry less responsibility and provide more social working hours.</li> <li>The requirement to be fully vaccinated by 11 November unless medically exempt has led to workforce depletion.</li> <li>In order to recruit and retain staff the sector is having to increase wages which will have financial implications for Devon County Council.</li> <li>In addition, hospital discharge fee rates implemented in April 2020 are now having a detrimental impact with new community admissions being at higher levels.</li> </ul>	Adult Commissioning and Health	30 : Very high	25 : Very high	Nicola Tribble	Solveig Wright	April 2022	
<b>CSLT-PC1 – The council fails to meet its Care Act market sufficiency duty for personal care</b>	<p><b>Cause</b> - Lack of available service capacity due to inability to secure sufficiency of personal care supply in certain parts of the County, coupled with the impact of Covid-19</p> <p><b>Event</b> - Providers are unable to recruit and retain appropriately qualified care workers to meet demand for personal care services in certain parts of the County, coupled with levels of demand, changing patterns of need (e.g. higher care packages in personal care), changes required due to new infection control measures and impact on workforce.</p> <p><b>Impacts</b></p> <ul style="list-style-type: none"> <li>In certain circumstances people are at home with inappropriate levels of personal care support to meet their needs, which may include reliance on family and friends.</li> <li>There may also be difficulty in accessing care home placements due to Covid impact and, in some sectors such as day services, previous models of service may no longer be viable.</li> <li>The consequences will include. people being delayed in hospital whilst care packages or placements are sourced to support safe discharge contributing to whole system pressures.</li> <li>More costly alternatives are being secured, e.g., short term residential placements, to support people safely.</li> <li>The impact of Covid on unpaid carers has also been pronounced, with increased pressure arising from e.g., not being able to access certain forms of replacement care.</li> </ul>	Adult Commissioning and Health	30 : Very high	25 : Very high	Nicola Tribble	Solveig Wright	April 2022	
<b>CSLT-CH4: Adverse impact of cost of living increases on the Care Home market</b>	<p><b>Cause</b> - Increase in the energy cap from April 2022 will result in significant increases in the costs of electricity and gas adversely impacting the cost bases of buildings-based care providers. This position will be further exacerbated by the war in Ukraine which is resulting in further increases in costs and potential disruption to future supply. In addition, the headline rate of inflation is increasing adding additional cost pressure on essential commodities, e.g. food. The recently agreed inflationary uplift in fee rates for 2022-23 whilst based on the RPI makes no allowance for further in-year inflationary pressures.</p> <p><b>Event</b> - Sustained increases in the headline rate of inflation.</p>	Adult Commissioning and Health	25 : Very high	25 : Very high	Nicola Tribble	Solveig Wright	May 2022	N/A

	<p><b>Impacts</b> Increasing cost pressures on buildings-based providers may result in financial instability and lead to:</p> <ul style="list-style-type: none"> <li>• Further funding requests from providers either individually or collectively</li> <li>• Increasing fee rates</li> <li>• Provider failure</li> <li>• Market instability</li> <li>• Market insufficiency</li> </ul> <p>Provider failure will result in the need to re-provision care home placements for service users which could lead to increased frailty and vulnerability adversely impacting on health and social care needs.</p> <p>In addition, care management capacity will need to be redirected to support the re-provisioning of placements adversely impacting on assessment, review and safeguarding capacity.</p>							
<b>OSLT-D4 - Insufficient financial resources to support people with eligible social care needs</b>	<p><b>Cause</b> - The Adult Social Care revenue budget for 2022-23 has seen an increase of about 10%. The pandemic response has impacted on the development of savings strategies necessary to balance the budget resulting in a funding gap of c.a. £18m.</p> <p><b>Event</b> - Insufficient revenue budget provision to support people with eligible social care needs.</p> <p><b>Impacts</b> People with identified eligible social care needs cannot be supported at home with appropriate levels of community services. Impacts include:</p> <ul style="list-style-type: none"> <li>• Delayed discharges from hospital</li> <li>• Inability to support safe discharge from hospital</li> <li>• Increased pressure on friends and family carers</li> <li>• Potential for unpaid carer breakdown</li> </ul> <p>People cannot, where appropriate be placed in residential and nursing care short/long term provisions. Impacts include:</p> <ul style="list-style-type: none"> <li>• Delayed discharges from hospital</li> <li>• High levels of community-based services (both health and social care) being used to support eligible needs</li> <li>• Additional pressure on friends and family carers to provide unpaid support at home</li> <li>• Potential for unpaid carer breakdown</li> </ul> <p>Potential for legal challenge if support is prioritised to people with higher levels of eligible needs.</p>	Adult Care Operations and Health	25 : Very high	25 : Very high	Keri Storey	Tim Golby	April 2022	
<b>Covid-19 Pandemic</b>	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.	Public Health, Council-wide	30: very High	24: Very High	Steve Brown	Leadership Group	April 2022	
<b>BI21 - Successful Cyber Attack</b>	Successful Cyber Attack on the Authority	Digital Transformation and Business Support, IT Strategic Commissioning	30: very High	24: Very High	Robyn Dennis	Gary Dempster	April 2022	
<b>CSLT-D1 - Changes in demand for services post-pandemic destabilise the market for adult social care</b>	<p><b>Cause</b> - The global Covid 19 pandemic resulted in a higher than usual level of deaths in care homes (albeit at a much lower level than most of the country) and also in the older population in general.</p> <p><b>Event</b> - Heightened news coverage of care home infections and fatalities has resulted in families being reluctant to place their loved ones in these settings. In addition, people in receipt of personal care in their own homes were reluctant to maintain services for of contracting the infection, although this has now reversed. With more informal care available due to people being furloughed coupled with temporary financial packages to stabilise the market place these arrangements have been sustainable in the short term.</p>	Adult Commissioning and Health	24 : Very high	24 : Very high	Nicola Tribble	Solveig Wright	April 2022	

	<p><b>Impacts</b></p> <ul style="list-style-type: none"> <li>• Future demand for services remains unknown, but it is likely that the consequences of the media portrayal of care home outbreaks will result in fewer residential care home placements with care through the front door being the favoured choice.</li> <li>• This therefore has the potential to destabilise the care homes market due to the non-financial viability of homes. It also places increased strain on an already pressurised personal care market, which is already being seen in the number of much larger packages of care that are being requested.</li> <li>• Day services are badly impacted, with many either unable to reopen in the short term or needing to change their business model, with attendant increased demand in other sectors.</li> <li>• Supported Living environments are also under pressure due to reduced activity and risk of infection transmission.</li> <li>• Providers are reporting wider impact of Covid e.g. on availability of and cost of insurance. There will be further pressure on prices for this, PPE and other business costs.</li> </ul>							
<b>Impact of Covid-19 pandemic (Budget Book risk)</b>	Unknown medium and long term impacts on Public Health demands, Transport usage trends, local economy, employment market, community resilience, changing ways of working, delays to key strategic projects, income generation.	Communities, Economy, Enterprise and Skills Planning, Transportation and Environment Public Health	24 : Very high	24 : Very high	Debbie Haffenden	Leadership Group	Dec 2021	↑
<b>Insufficient capacity of the High Needs Block to meet demand</b>	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	Dec 2021	↔
<b>Demand for Children's Social Work</b>	Demand for statutory children's social work and cost of social care increases and cannot be met within available resources.	Children's Social Care	16: High	24: Very High	Lisa Bursill	Melissa Caslake	Feb 2022	↔
<b>Climate Change</b>	<p><b>Cause:</b> 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.</p> <p><b>Event:</b> In Devon, this will lead to up to 1m sea level rise; drier, hotter summers; warmer, wetter winters; and more intense storm events.</p> <p><b>Impacts</b></p> <p>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.</p>	Planning, Transport and Environment	30: Very High	20: High	Doug Eltham	Meg Booth	Feb 2022	↔
<b>Weaknesses to the current MASH IT system and referral form create a risk that potential</b>	The current IT system is not supporting timely responses to safeguarding concerns about children. This could result in children and families not receiving support, intervention or protection from harm in a timely way. There is also the risk of history of concerns about	Children's Social Care	25 : Very high	20 : High	Lisa Bursill	Jennifer Houghton	May 2022	↔

safeguarding concerns could be missed or not acted upon in a timely way.	children not being available to inform decision making, which could result in poor decision making and children being left at further risk of harm.							
<b>OSLT-CM8 - Safeguarding Adults at Risk with Care and support needs.</b>	<p>Increasing demand, capacity, and high risk/complexity pressures within and across the whole of the safeguarding adult system .</p> <p><b>Cause</b> - Increased public and professional awareness through media campaigns and safeguarding adult training to report safeguarding adult concerns to the Local Authority. The Covid pandemic has led to a sustained increase in safeguarding concerns being raised to the Local Authority.</p> <p>The Covid pandemic through lockdowns and reduced community solutions has led to a sustained increase in the level of high risk and complex Section 42 (2) safeguarding enquiries being held by CHSCTs.</p> <p>Some CHSCTs have workforce difficulties including vacancies resulting in no qualified worker to allocate safeguarding enquiries to.</p> <p><b>Event</b> - Demand for safeguarding adult services continues to exceed capacity and capability may lead to adults with care and support needs remaining at risk of and/or experiencing on-going harm and abuse.</p> <p><b>Impacts</b></p> <ul style="list-style-type: none"> <li>Increased waiting lists of safeguarding adult concerns awaiting to be triaged by Safeguarding Adult Hubs.</li> <li>At critical points of high waiting list numbers, untriaged safeguarding adult concerns are sent to CHSCTs to deal with and apply statutory duty, adding further pressure in terms of workload for CHSCTs.</li> <li>Lack of workforce capacity or resources to deliver safe practice with some CHSCTs TMs, endeavouring to be both Safeguarding Adult enquiry lead and allocated worker or have no other alternative but to allocate unqualified workers to safeguarding adult enquiries.</li> <li>Local Authority unable to meet the TDSAP indicative timescales for dealing with safeguarding adult concerns and / or Section 42 (2) safeguarding adult enquiries.</li> <li>There is a risk of reduction in good quality, timely and legally compliant safeguarding adult practice. This may negatively impact, to a variety of degree, on service-users outcomes</li> <li>There is a risk that the interpretation of the safeguarding statutory duty may become varied, as teams try to manage increase in safeguarding adult activity.</li> <li>There is a risk that case management responses may be being used instead of raising safeguarding adult concerns and applying the statutory duty.</li> </ul>	Adult Commissioning and Health	25 : Very high	20 : High	Tina Ramage	Keri Storey	Apr 2022	
<b>Demand for Children's Services exceeds the financial provision</b>	Due to an increase in demand for the different services provided by the Children's Services teams, the budget set for the current financial year may be exceeded, resulting in a potential reduction of service delivery or the possibility of a failure to deliver statutory responsibilities.	Children's Social Care	24: Very High	20: High	Karen Powlesland	Lisa Bursill	May 2022	
<b>HTM2: Lack of capacity or capability to respond effectively to highway safety related issues</b>	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	April 2022	
<b>HTM3: Lack of capacity or capability to effectively respond to extreme weather events</b>	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	April 2022	

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							
CSLT-CH1 - The council fails to meet its Care Act market sufficiency duty for care homes	25 : Very high	Amber	Additional funding requirements included in the Medium-Term Financial Plan	Green	Short term funding available via IPC/RT grants and COMF funding bids	Red	LoveCare supporting workforce initiatives (ESF training/recruitment campaign/national campaign to get a fair pay deal for staff). (Current status - medium term impact).	Amber	NHS recruitment and active partnership with care homes
		Amber	Care homes fee model and placement process to be reviewed	Red	Considering capital investment to create additional capacity in the market and / or preventing further loss of capacity. (Medium-term initiative)	Amber	Conversations with providers new to the Devon area to secure block purchase of beds in new developments.		
CSLT-PC1 – The council fails to meet its Care Act market sufficiency duty for personal care	25 : Very high	Amber	There are increasing numbers of people who are waiting for a package of care and at generally higher volumes. There is care home capacity but due to outbreaks and staffing challenges this is becoming more of an issue.	Amber	Performance monitoring of contract maintains high vigilance and actions	Green	Weekly whole system escalation call. manages risk and agrees actions	Green	Strength based approach to reduce demand
		Green	Rigorous review and prioritisation of people waiting for care ensures appropriate contingencies are in place to ensure safety	Amber	Work with providers to address capacity issues	Green	Capacity shortfalls being covered through the use of agency staff to backfill short term services c.a. 5,000 hours p.w.	Green	Block contract arrangements to cover winter pressures in place with the independent sector
		Red	Love Care campaign will over the medium-term help with recruitment and retention issues (medium term initiative)						
CSLT-CH4: Adverse impact of cost of living increases on the Care Home market	25 : Very high	Red	Care Home whole fee and fee model review (Care Homes Programme)	Amber	Market Management Team support to the market to understand impact of 'cost of living' increases				
OSLT-D4 - Insufficient financial resources to support people with eligible social care needs	25 : Very high	To be determined/input by service area							
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
		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
		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.		
BI21 – Successful Cyber Attack	24: Very High	Amber	Annual PSN Compliance process	Amber	Business Continuity Planning	Amber	Disaster Recovery Plan	Amber	Communication and Reporting
		Green	Policy and Guidance	Green	Training and awareness	Green	New cyber security platform rolled out	Completed	Strategic Cyber Security Manager appointed
CSLT-D1 - Changes in demand for services post-pandemic	24: Very High	Amber	Develop an understanding of demand for care home and personal care placements during the pandemic (January to June).	Amber	Scenario planning to understand the likely impact of future demand on the market.	Red	Revised requirements to be included in the Market Position Statement refresh and	Red	On-going market management work to reshape market to meet future requirements.

Risk Title	Current Risk Score	Controls and Mitigations								
destabilise the market for adult social care							Sufficiency Assessment due in September.			
		Red	Future demand modelling required, accounting for (where possible) potential impact of any future phases of Covid-19							
Impact of Covid-19 pandemic (Budget Book risk)	24: Very High	Under review	Clear communication on priorities	Under review	Use business continuity and service leadership plans to identify emerging risks and pressures.	Under review	Actively engage and influence the authority's recovery programme.			
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	
		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. New special SEMH School in Okehampton - 100 places for KS1 to KS4, planned opening Sep 2022 New special school in South Hams ASC with SEMH (in partnership with Plymouth). 140 places for aged 7 to 16. Date to be agreed with DfE	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	
		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.	
		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	Amber	SEND 100 Projects to reduce demand for EHCPs and demand for change of placements			
		Completed	Development of Early Help offer to prevent needs from escalating.	Completed	Consideration of the impact and effectiveness of the relationship between Early Help and Social Care teams, including the MASH to be conducted.	Completed	Work with partners through the DCFP and MASH to reduce rates of referrals.	Completed	Market management, improved brokerage to ensure better value for money approaches.	
		Green	Edge of care' model introduced to reduce adolescent entrants to care.	Completed	Development of an 'edge of care approach alongside a revised Sufficiency Strategy.	Amber	Introduce Edge of Care service (May/June 2020). For implementation November 2020.			
Climate Change	20: High	Amber	Operation of a corporate Environmental Policy and Performance system which provides a process for individual services to	Amber	Use of corporate Impact Assessment process when developing policies, projects and programmes.	Amber	DCC's Carbon Reduction Plan to reduce the authority's own carbon emissions to net-zero by 2030, including the supply chain	Green	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	

Risk Title	Current Risk Score	Controls and Mitigations							
			review the risks to them from climate change.						and developing a Devon Adaptation Plan (by the Climate Impacts Group)
Weaknesses to the current MASH IT system and referral form create a risk that potential safeguarding concerns could be missed or not acted upon in a timely way	20: High	Completed	Funding has been agreed and additional staff appointed as a result of the increase in volume of demand.	Completed	The service is ensuring management oversight on all contacts received.	Amber	Alternative systems are being explored. An options paper is being drafted to consider the best way forward which will be submitted to Chief Officer for Children's Services and Head of Service in August.	Completed	Operational and Strategic partnership groups are in place to monitor and respond to increased demand.
		Green	An Improvement Plan is in place with oversight of an Improvement Lead including quality assurance of decision making.						
OSLT-CM8 – Safeguarding Adults at Risk with Care and support needs	20: High	Green	Additional short-term investment in additional safeguarding capacity as part of pandemic response	Green	Increased revenue budget provision 2022-23 to sustain additional safeguarding capacity	Green	Safeguarding Adult Hub Escalation protocol operated at times of high waiting list numbers to reduced waiting list in the Safeguarding Adult hubs.	Green	Safeguarding Adult hubs regularly review safeguarding adult concerns that are on the waiting list, to reassess risk and priority.
		Green	Safeguarding Adult hubs regularly review safeguarding adult concerns and for those concerns with an identified CHSCT involved worker these are passed directly to the CHSCTs to triage and take action.	Green	Workforce and recruitment lead has been appointed to specifically focus on the recruitment of registered professionals. Regular reports are being developed and distributed around workforce pressures and a current action plan outlining the work of the workforce and recruitment lead is available.	Green	Working group set up from the Practice Working Group to develop supportive guidance for managers on managing workload pressures to support decision making.	Green	Developing TDSAP multi-agency agreed practice guidance for professional referrers to support decision making on when to refer safeguarding concerns pertaining to unwitnessed falls; resident on resident altercations; medication errors.
Demand for Children's Services exceeds the financial provision	20: High	Green	Regular review of Budgets to consider pressures and demand and to identify where costs can be reduced.	Amber	Ongoing recruitment initiatives	To be confirmed	Lobbying of Government to increase funding in this area	Green	Inclusion of risks in register including CS Demand, SEN and High Need pressures as well as some linked to Education such as transport.
		Amber	Use of meaningful KPI's	Green	Provision of updates to Leadership Group				
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
		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.
		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				

Risk management scoring guidance

<p>Risk Management - is a modern management discipline and is about getting the right balance between innovation and change on the one hand, and the avoidance of shocks and crises on the other.</p>																																	
<p><b>1. Identify your risks</b></p> <p><b>Risk:</b> an event or action that will have affect our ability to achieve our <b>objectives</b></p> <p>Opportunities <b>and</b> Threats Event leads to Impact Identify in groups - by those responsible for delivery of the objectives</p> <p><b>When:</b> Setting strategic aims Setting business objectives Early stages of project planning &amp; key stages Entering partnerships</p> <p><b>Categories can help:</b> Political, Economic/Financial, Social, Technological, Legislative/Legal, Environmental, Community, Professional/Managerial, Physical, Partnership/Contractual.</p>	<p><b>2. Assess your risks</b></p> <p>Combination of the probability of an event and its consequences; Impact x Likelihood::</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td rowspan="5" style="writing-mode: vertical-rl; transform: rotate(180deg);">LIKELIHOOD</td> <td>6</td> <td>12</td> <td>18</td> <td>24</td> <td>30</td> </tr> <tr> <td>5</td> <td>10</td> <td>15</td> <td>20</td> <td>25</td> </tr> <tr> <td>4</td> <td>8</td> <td>12</td> <td>16</td> <td>20</td> </tr> <tr> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td>15</td> </tr> <tr> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td>10</td> </tr> <tr> <td></td> <td colspan="5" style="text-align: center;">IMPACT</td> </tr> </table> <p><b>24 - 30 VERY HIGH (VIOLET)</b></p> <ul style="list-style-type: none"> <li>• Immediate action</li> </ul> <p><b>15 - 20 HIGH (RED)</b></p> <ul style="list-style-type: none"> <li>• Regular review to seek better control</li> </ul> <p><b>10 - 12 MEDIUM (AMBER)</b></p> <ul style="list-style-type: none"> <li>• Review current controls / incorporate into action plan</li> </ul> <p><b>1 - 9 LOW (YELLOW)</b></p> <ul style="list-style-type: none"> <li>• Limited action - long term plans</li> </ul>	LIKELIHOOD	6	12	18	24	30	5	10	15	20	25	4	8	12	16	20	3	6	9	12	15	2	4	6	8	10		IMPACT				
LIKELIHOOD	6		12	18	24	30																											
	5		10	15	20	25																											
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	3		6	9	12	15																											
	2	4	6	8	10																												
	IMPACT																																
<p><b>3. Respond to risks</b></p> <p>Concentrate on Top Risks: Set risk appetite Proportionate and cost-effective response</p> <p>Can we reduce likelihood? Can we reduce impact? Can we change the consequences?</p> <p>Treat Transfer Tolerate Terminate</p> <p>Devise Contingencies Business Continuity Planning</p>	<p><b>4. Monitor &amp; Review</b></p> <p>Risk Registers: Baseline data to be prepared and monitored regularly; these should clearly indicate impacts, responses and contingencies as well as the risk owner. Use early warning indicators. Review Top Risks regularly as agenda item. Report progress to senior management.</p>																																

### Impact Assessment Guide

	Health & Wellbeing	Service Users	Stakeholders	Reputation	Performance / quality standards	Legal	Financial	Pensions & Investments
1 Negligible	Insignificant impact on public's health and wellbeing. Very small number of the population affected.	Minimal impact or service disruption to customers. Contained within service area.	Affects only 1 group of stakeholders	Minimal and transient loss of public trust. Contained within the individual service area.	No impact on local standards.	No legal action is anticipated.	Under £25,000	Under £100,000
2 Minor	Minor impact on health and wellbeing affecting a small number of the population. Likelihood of fatalities is negligible.	Minor impact to customers and customer. Limited service disruption.	Affects more than 1 group of stakeholders	Slight loss of trust with no lasting impact. Little adverse publicity.	Failure to meet local standards.	Tribunal / DCC legal team involvement required (potential for claim).	£25,000-£100k	£100k - £1m
3 Moderate	Significant impact on health and wellbeing affecting a large number of the population. Fatalities not anticipated.	Moderate impact to customers and customer. Moderate service disruption.	Affect 2-3 groups of stakeholders	Moderate loss of trust that receives significant adverse publicity locally with no lasting impact.	Failure to meet national standards.	Defensible legal action anticipated.	£100k - £1m	£1m - £10m
4 Major	Significant impact on health and wellbeing affecting large number of the population. Fatalities are anticipated.	Significant impact to customers and customer. Threat of legal action	Affects 4-5 groups of stakeholders	Significant loss of trust and receives local media attention with potential for lasting impact.	Failure to meet professional standards / statutory requirements	Criminal prosecution anticipated and or civil litigation (>1 person).	£1m - £10m	£10m - £100m
5 Catastrophic	Large impact on health and wellbeing affecting a very large number of the population. Multiple fatalities are anticipated.	Major service disruption. Significant customer opposition. Legal action. Long term public memory	Affects more than 5 groups of stakeholders	Significant loss of trust and receives national media attention with potential for persisting impact.	Sustained failure to meet professional standards or statutory requirements.	Criminal prosecution anticipated and or civil litigation (>1 person).	>£10m	>£100m

1. Choose the relevant columns and note the closest description of potential impact.
2. Then use the score from the most relevant column. For example, if there may be a high financial impact, but the initial impact may be loss of life, choose the Health and Wellbeing Score.

### Likelihood Guide

Consider the statements below as guides, choose scoring as appropriate to the risk being considered. For advice contact your [Risk Champion](#) or [Tony Rose](#)

Score	Likelihood	Threat/Risk (not all need apply)
2	Rare	It is never likely to occur and/or Very unlikely this will ever happen e.g. Once in 100 years.
3	Unlikely	May occur in exceptional circumstances and/or Not expected to happen, but is possible, e.g. Once in 25 years.
4	Possible	Could occur in certain circumstances and/or May happen occasionally, e.g. once in every 5 - 10 years and/or Has happened elsewhere.
5	Likely	Will probably occur in many circumstances and/or Will probably happen, but not a persistent issue, e.g. at least once every 1- 2 years. and/or Has happened in the past.
6	Almost Certain	Is expected to occur in most circumstances and/or Will undoubtedly happen, possibly frequently. and/or Imminent/near miss.

## Appendix C – Power BI Extract

See PowerPoint document embedded below. The [Live link](#) is also in the body of the report above.

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



Audit Committee  
Dashboard.pdf

*Please note that the data contained within the above pdf extract is representational. Please view the Power BI link for full risk information. The Dashboard will be updated in 2022/23 including to reflect the new DCC Leadership Structure.*

## Appendix D – Risk Management Policy

See Risk Management Policy pdf document accompanying this report.