

## RISK MATRIX

### Impact

- 5 • Catastrophic** • Risks that can have a catastrophic impact on the operation of the Council or service, for example;
  - Death
  - Unable to function without Government or other agency intervention
  - Inability to fulfil obligations
  - Adverse national publicity – highly damaging, loss of public confidence
- 4 • Severe** • Risks which can have a severe impact on the operation of the Council or service, for example;
  - Extensive injury, major permanent harm
  - Significant impact on service objectives
  - Short to medium term impairment to service capability
  - Major adverse local publicity
- 3 • Moderate** • Risks which have a noticeable impact and degree of disruption on the services provision / impinge on the budget, for example;
  - Medical treatment required, semi-permanent harm up to 1 year
  - Short term disruption to service capability
  - Significant financial loss
  - Some adverse publicity, needs careful public relations
- 2 • Minor** • Risks where the impact and any associated losses will be minor, for example;
  - First Aid treatment, non-permanent harm up to 1 month
  - Minor impact on service objectives
  - Financial loss that can be accommodated at service level
  - Some public embarrassment, no damage to reputation
- 1 • Negligible** • Risks where the impact and any associated losses will be small, for example;
  - No obvious harm or injury
  - Negligible impact on service capability
  - Minimal financial loss
  - Unlikely to cause any adverse publicity, internal only

### Likelihood

- 5 • Common** • Is expected to occur in most circumstances
  - Perhaps annually or more frequent
- 4 • Likely** • Will probably occur in most circumstances
  - Not persistent, perhaps once in 3 years
- 3 • Foreseeable** • Could occur in certain circumstances
  - Perhaps once in 10 years
- 2 • Occasional** • May occur in exceptional circumstances
  - Not expected to happen, perhaps every 25 years
- 1 • Freak event** • Is never likely to happen or no knowledge of this happening before
  - Very unlikely, perhaps once in 50 years, internal only

Risk Matrix						
IMPACT	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
	LIKELIHOOD					

## STRATEGIC RISK REGISTER As of February 2023

Area Of Risk (Reference / Date)		Threats / Opportunities			Mitigation / Controls In Place / Actions Undertaken			Potential Further Action / Action Planned / When By Date	
<b>STR1</b> <b>The introduction of government legislation or parliamentary uncertainty which has an adverse impact on the Council's budget or ability to carry out its statutory functions, for example the Government's White Paper on Levelling Up and the potential impact of an East Midlands Combined Mayoral Authority.</b>		<ul style="list-style-type: none"> <li>• Unable to deliver services that meet changing local needs and aspirations.</li> <li>• Reduced influence over delivery of local services.</li> <li>• Unable to effectively support local communities.</li> <li>• Increased demands on Council services</li> </ul>			<ul style="list-style-type: none"> <li>• The Council is outward looking and actively works to understand proposed changes and the approaches that might be adopted to mitigate any adverse impacts of these.</li> <li>• The Council has effective political and managerial (governance) arrangements in place to manage change.</li> <li>• Appropriate levels of financial reserves / investment funding are maintained to fund strategic shifts in service delivery.</li> <li>• Effective engagement with staff to ensure they embrace necessary change.</li> </ul>				
STR1	16/11/20	<b>Inherent Risk Score</b> (Likelihood x Impact)	5x4	<b>16</b>	<b>Residual Risk Score</b> (Likelihood x Impact)	3x4	<b>12</b>	Risk Owner / Lead Officer	SAMT / Political Leadership
<b>STR2</b> <b>Failure to deliver a balanced budget in line with the MTFP.</b>		<ul style="list-style-type: none"> <li>• Impact upon ability to deliver current level of services.</li> <li>• Unable to resource acceptable levels of service.</li> <li>• Significant adverse reputational Impact.</li> </ul>			<ul style="list-style-type: none"> <li>• The Council has effective financial and wider management arrangements in place to ensure budget / service delivery arrangements are robust.</li> </ul>				

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					<ul style="list-style-type: none"> <li>The current MTFP indicates challenging but manageable savings targets. A key risk is that under 'localism' there is less certainty concerning income (NNDR, NHB).</li> <li>The Council has 'adequate' financial reserves in place to cushion against any loss of income for a period of at least one financial year.</li> </ul>				
STR2	16/11/20	<b>Inherent Risk Score</b> (Likelihood x Impact)	4x4	<b>16</b>	<b>Residual Risk Score</b> (Likelihood x Impact)	3x4	<b>12</b>	Risk Owner / Lead Officer	Political Leadership / S151 Officer/ SAMT
<b>STR3</b> <b>Operational failure which has a major impact upon the provision of services to residents, communities and/or businesses (for example, ICT failure, utilities failure, or building failure).</b>		<ul style="list-style-type: none"> <li>A significant service failure associated with a major impact on the local community, leading to a wider detrimental corporate impact.</li> <li>Deterioration in services to the public, potentially a major initial impact upon a local resident or a group of local residents.</li> <li>Significant staff and financial resources required to resolve position, impacting on other services.</li> <li>A major service has its operating capacity significantly impact and is required to introduce major reform in its approach to service delivery</li> </ul>			<ul style="list-style-type: none"> <li>The Council has appropriate managerial arrangements in place supported by staff recruitment and training to ensure these risks are effectively managed.</li> <li>The Council has a Performance Management Framework in place to help ensure that services are delivered in line with good practice and industry standards. Ongoing monitoring and regular reporting will help ensure that any emerging issues re service performance are effectively identified and resolved at the earliest possible opportunity</li> </ul>				
STR3	16/11/20	<b>Inherent Risk Score</b> (Likelihood x Impact)	3x5	<b>15</b>	<b>Residual Risk Score</b> (Likelihood x Impact)	2x5	<b>10</b>	Risk Owner / Lead Officer	SAMT

Area Of Risk (Reference / Date)		Threats / Opportunities			Mitigation / Controls In Place / Actions Undertaken			Potential Further Action / Action Planned / When By Date	
<b>STR4</b> <b>Difficulty recruiting to professional posts (for example Environmental Health Officers, qualified lawyers and auditors).</b>		<ul style="list-style-type: none"> <li>• Deterioration in services to the public.</li> <li>• Increasing inefficiencies in service provision.</li> <li>• Weakening of Internal Control arrangements.</li> <li>• Increased pressure on other members of staff.</li> </ul>			<ul style="list-style-type: none"> <li>• There is sufficient funding to bring in agency staff where required to maintain service performance.</li> <li>• At this stage the problematic areas are those where there are national 'shortages'. In the majority of areas it has proved possible to recruit appropriate replacement staff.</li> <li>• Appropriate training budgets are in place to ensure that staff receive necessary training to maintain service quality.</li> <li>• The Council will look at introducing appropriate apprenticeship / training schemes in order to develop employees to meet our requirements.</li> </ul>				
STR4	16/11/20	<b>Inherent Risk Score</b> (Likelihood x Impact)	3x4	<b>12</b>	<b>Residual Risk Score</b> (Likelihood x Impact)	2x4	<b>8</b>	Risk Owner / Lead Officer	SAMT
<b>STR5</b> <b>Delivery of statutory services alongside the Council's Vision, initiatives, major projects and reforms, potentially overstressing limited resources.</b>		<ul style="list-style-type: none"> <li>• New initiatives are not delivered in a cost-effective manner.</li> <li>• Failure to maintain / improve services in line with local aspirations.</li> <li>• Failure to generate the savings required to balance the budget.</li> <li>• Financial savings measures weaken Governance / Internal Control arrangements.</li> </ul>			<ul style="list-style-type: none"> <li>• The Council has effective prioritisation and project management arrangements in place to ensure resources are directed at key objectives.</li> <li>• The Council has made efforts to ensure effective use of employees by utilising shared services to protect service resilience, by maintaining appropriate training</li> </ul>				

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		<ul style="list-style-type: none"> <li>Service deterioration / failure arising from capacity issues.</li> </ul>			arrangements and by investing in transformational ICT projects.  <ul style="list-style-type: none"> <li>The Council has a robust performance management framework intended to highlight emerging issues.</li> </ul>				
STR5	16/11/20	<b>Inherent Risk Score</b> (Likelihood x Impact)	3x4	<b>12</b>	<b>Residual Risk Score</b> (Likelihood x Impact)	2x4	<b>8</b>	Risk Owner / Lead Officer	SAMT
<b>STR6</b> <b>Emergency Planning and Business Continuity arrangements fail to meet required standards.</b>		<ul style="list-style-type: none"> <li>Inability of Council to provide services as a consequence of a severe catastrophic external event (e.g. flooding, major terrorist incident, flu pandemic, fire).</li> <li>Failure of IT infrastructure, leading to inability to effectively operate services and to safeguard income streams.</li> <li>Business Continuity Plans prove ineffective in practice</li> </ul>			<ul style="list-style-type: none"> <li>The Council works in partnership with a range of partners on its Emergency Planning arrangements to ensure that we operate in line with best practice. There is an annual 'desktop' scenario to test officers understanding of the arrangements and that they are fit for purpose in a realistic 'trial' scenario.</li> <li>All sections have Business Continuity plans in place which identify key risks and mitigation. Corporate IT systems have been tested against Industry standards for Business Continuity.</li> <li>The Council works in partnership with a range of other agencies that should be able to provide support in the event of the Council's own procedures failing to be effective.</li> </ul>				

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					<ul style="list-style-type: none"> <li>The Council has put in place industry standard measures to minimise the risk of cyber crime.</li> </ul>				
STR6	16/11/20	<b>Inherent Risk Score</b> (Likelihood x Impact)	5x5	<b>25</b>	<b>Residual Risk Score</b> (Likelihood x Impact)	5x3	<b>15</b>	Risk Owner / Lead Officer	SAMT
<b>STR7</b> <b>Lack of appropriate strategic direction.</b>		<ul style="list-style-type: none"> <li>Failure to deliver high quality services which address national and local priorities.</li> <li>Deterioration in Governance Arrangements.</li> <li>Refocus of current services necessary with associated disruption</li> </ul>			<ul style="list-style-type: none"> <li>There are appropriate structured training arrangements in place for both Members and Officers.</li> <li>The Council is an outward looking organisation where both Members and Officers are encouraged to network with peer groups to ensure a developed awareness of the broader environment within which we operate.</li> </ul>				
STR7	16/11/20	<b>Inherent Risk Score</b> (Likelihood x Impact)	3x4	<b>12</b>	<b>Residual Risk Score</b> (Likelihood x Impact)	2x4	<b>8</b>	Risk Owner / Lead Officer	SAMT / Political Leadership
<b>STR8</b> <b>Failure to meet required standards of governance.</b>		<ul style="list-style-type: none"> <li>Adverse Impact upon Service Quality.</li> <li>Failure to deliver high quality services which address national and local priorities.</li> <li>Significant adverse reputational impact</li> </ul>			<ul style="list-style-type: none"> <li>The Council has appropriate managerial arrangements in place supported by staff recruitment and training to ensure these risks are effectively managed.</li> <li>The Council has an active Standards and Audit Committee which provide independent review of the Governance arrangements in the Council.</li> </ul>				

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					<ul style="list-style-type: none"> <li>The Annual Governance Statement sets out an evidence based structured assessment of the operation of the Council's governance arrangements.</li> </ul>				
STR8	16/11/20	<b>Inherent Risk Score</b> (Likelihood x Impact)	3x4	<b>12</b>	<b>Residual Risk Score</b> (Likelihood x Impact)	2x4	<b>8</b>	Risk Owner / Lead Officer	S151 Officer / Monitoring Officer / SAMT
<b>STR9</b> <b>Failure to have in place robust, comprehensive and up to date policies and procedures for safeguarding children and vulnerable adults.</b>		<ul style="list-style-type: none"> <li>Profile of safeguarding is poor</li> <li>Staff and members do not know what safeguarding is and their role within it</li> <li>Staff and members do not know how to spot the signs</li> <li>Staff and members do not know how to report it and to who?</li> <li>Lack of public confidence in Council policies plans and staff</li> <li>Reputational damage</li> <li>Potential significant harm to individuals resulting from abuse and neglect of Children and/or Vulnerable Adults possibly leading to personal harm, injury and death</li> </ul>			<ul style="list-style-type: none"> <li>The Council has in place up to date policies for safeguarding both Children and Vulnerable Adults. These policies are aligned to DCC policies which in turn are in line with legislation, regulation and statutory duties placed on Local Authorities.</li> <li>The Council has in place and maintain systems of working practice to safeguard children and vulnerable adults at Council activities and those who receive Council services.</li> <li>Staff recognised as appropriate to do, are DBS/CRB checked</li> <li>All staff receive mandatory safeguarding training</li> <li>Safeguarding is widely promoted and embedded throughout the organisation with all staff being issued with a wallet sized 'safeguarding quick reference guide'</li> </ul>				

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					<p>which details what to look out for and what to do</p> <ul style="list-style-type: none"> <li>• The Council has an internal safeguarding group which meets quarterly which has representation from all service areas of the Council.</li> <li>• The Council host and Chair the Countywide Derbyshire Safeguarding Leads Sub Group of the Derbyshire Safeguarding Childrens Board and Derbyshire Safeguarding Adults Board</li> <li>• The Council are represented on both the Derbyshire Safeguarding Children's Board (DSCB) and the Derbyshire Safeguarding Adults Board ( DSAB)</li> </ul>				
STR9	16/11/20	Inherent Risk Score (Likelihood x Impact)	5x4	<b>20</b>	Residual Risk Score (Likelihood x Impact)	4x3	<b>12</b>	Risk Owner / Lead Officer	SAMT / Political Leadership
<b>STR10</b> <b>Failure to recover from the impact of COVID-19 upon the organisation, local economy and community</b>		<ul style="list-style-type: none"> <li>• Loss of income to the Council</li> <li>• Inability to provide safe working environment resulting in COVID contamination and infection</li> <li>• Adverse impact on employee health</li> <li>• Inability to change the Councils 'ways of working' to meet the current challenges</li> </ul>			<ul style="list-style-type: none"> <li>• The Council plays an active role in the Local Resilience Forum (LRF) working to effectively and collectively tackle the impact of COVID within the County.</li> <li>• The Council has in place effective business continuity and emergency action plans</li> <li>• The Council has in place robust recovery plans which include:</li> </ul>				



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		<ul style="list-style-type: none"> <li>Increased Cybersecurity and ICT related risk due to remote working increase</li> <li>Inability to support local businesses and employers</li> <li>Inability to support the community and in particular vulnerable people</li> </ul>			<ul style="list-style-type: none"> <li>Maintaining financial control</li> <li>Workplace safety</li> <li>New ways of working</li> <li>ICT and cybersecurity</li> <li>External recovery plans</li> </ul>				
STR10	16/11/20	<b>Inherent Risk Score</b> (Likelihood x Impact)	5x5	<b>25</b>	<b>Residual Risk Score</b> (Likelihood x Impact)	5x3	<b>15</b>	Risk Owner / Lead Officer	SAMT / Political Leadership
<b>STR11</b> <b>Cyber security attack which severely impacts ICT systems and data. E.g. Ransomware attack rendering access to ICT unavailable for some time.</b>		<ul style="list-style-type: none"> <li>Inability of Council to provide services as a consequence of a severe catastrophic event which renders access to ICT unavailable such as Ransomware attack.</li> <li>Potential ICO Fines and reputational damage.</li> <li>Adverse Impact upon Service Quality and income streams.</li> <li>Failure to deliver high quality services which address national and local priorities.</li> <li>Potential ICO fines for loss of data</li> <li>Significant adverse reputational impact.</li> <li>Significant cost to Council.</li> </ul>			<ul style="list-style-type: none"> <li>See Operational level activities risk reference ICT1</li> <li>The Council works in partnership with a range of partners on its Emergency Planning arrangements to ensure that we operate in line with best practice.</li> <li>All sections have Business Continuity plans in place which identify key risks and mitigation.</li> <li>Corporate IT systems have been tested against Industry standards for Business Continuity.</li> </ul>			Emergency planning to run Cyber security training events.  Improved awareness to Service Managers.  Service Managers to review business continuity plans specifically relating to cyber-attack.	
STR11	08/02/2021	<b>Inherent Risk Score</b> (Likelihood x Impact)	4x4	<b>16</b>	<b>Residual Risk Score</b> (Likelihood x Impact)	4x3	<b>12</b>	Risk Owner / Lead Officer	SAMT / Political Leadership

Area Of Risk (Reference / Date)		Threats / Opportunities			Mitigation / Controls In Place / Actions Undertaken			Potential Further Action / Action Planned / When By Date	
<b>STR12</b> <b>Significant increases to general cost of living which may impact on Council income including Council Tax, Business Rates, increased rent arrears and reduced leisure income.</b>  <b>Significant increases in fuel prices (both vehicle and property) having an adverse effect on the Council's budget.</b>		<ul style="list-style-type: none"> <li>Reduced income to the Council which impacts on the Council's MTFP including:</li> <li>Reduced income from leisure services and other council services which attract income</li> <li>Reduced Council Tax, rent and Business Rates income</li> <li>Increase in fuel prices</li> <li>Increase in energy prices</li> <li>Increases in staff pay award above the budgeted amount</li> </ul>			<ul style="list-style-type: none"> <li>Early identification of reduced income to mitigate impact</li> <li>Early engagement with residents, tenants, businesses and service users in relation to payment plans</li> <li>Procurement of fuel to achieve best prices</li> <li>Regular monitoring of energy prices and assessments of impact against budget</li> <li>Regular budget monitoring</li> <li>Potential for future Government support</li> </ul>				
STR12	08/04/22	<b>Inherent Risk Score</b> (Likelihood x Impact)	4x4	<b>16</b>	<b>Residual Risk Score</b> (Likelihood x Impact)	4x3	<b>12</b>	Risk Owner / Lead Officer	SAMT / Political Leadership
<b>STR13</b> <b>Housing pressures:</b>  <b>Homelessness and pressure on suitable housing provision across the District.</b>  <b>Increases in the number of Section 21 Notices being issued by private sector landlords.</b>		<ul style="list-style-type: none"> <li>Increases in Section 21 Notices and residents notifying as homeless</li> <li>Impact of the cost of living crisis on homelessness</li> <li>Lack of suitable available housing including family sized appropriate accommodation</li> <li>Additional pressures on housing provision arising from resettlement programmes</li> <li>Initial data issues from the Government portal (Homes for Ukraine Scheme)</li> </ul>			<ul style="list-style-type: none"> <li>Close working with Derbyshire County Council Resettlement Team to ensure data is accurate and complete. Use of alternative ICT programmes to share and update records i.e. Sharepoint</li> <li>Development of a standard proforma for property inspections. Timely feeding back of information to DCC with any concerns raised immediately.</li> <li>Use of paid overtime for staff to undertake inspections</li> </ul>				

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<b>Housing resettlement programmes including the Afghan Resettlement Scheme and the Homes for Ukraine Scheme. Potential housing availability pressures, safeguarding, potential homelessness and effective co-ordination of the schemes whilst in the early stages of development.</b>		<ul style="list-style-type: none"> <li>• Identification of safeguarding issues, including unaccompanied children, vulnerable adults and inappropriate housing</li> <li>• Lack of resources to undertake timely inspections</li> <li>• Breakdown in relationships with hosts leading to homelessness and the requirement to find alternative housing</li> <li>• Uncertainty of long term options</li> </ul>			<ul style="list-style-type: none"> <li>• Access to government funding via the DCC allocation</li> <li>• Use of homelessness provisions within the Council's housing team including emergency and temporary accommodation</li> <li>• Use of safeguarding reporting in accordance with established policies</li> <li>• Early consideration of potential increases in homelessness as the scheme approaches 6 &amp; 12 month timescales</li> </ul>				
STR13	08/04/22	<b>Inherent Risk Score</b> (Likelihood x Impact)	5x4	<b>20</b>	<b>Residual Risk Score</b> (Likelihood x Impact)	4x4	<b>16</b>	Risk Owner / Lead Officer	SAMT / Political Leadership
<b>STR14 The impact of Climate Change</b>		<ul style="list-style-type: none"> <li>• Failure to meet government policy and targets</li> <li>• Failure to meet Council targets</li> <li>• Impact of statutory requirements and targets on the Council's budget</li> <li>• Damage to the Council's reputation</li> <li>• Responding to environmental events including weather and land issues</li> </ul>			<ul style="list-style-type: none"> <li>• Delivery of the Climate Change Strategy and Group Action Plan</li> <li>• Training and qualifications on climate change and carbon literacr</li> <li>• Appropriaate emergsnecy plan, business continuity plans and weather planning</li> <li>• Close monitoring of new policy requirements and targets</li> </ul>				
STR14	08/04/22	<b>Inherent Risk Score</b> (Likelihood x Impact)	4x4	<b>16</b>	<b>Residual Risk Score</b> (Likelihood x Impact)	3x4	<b>12</b>	Risk Owner / Lead Officer	SAMT / Political Leadership