


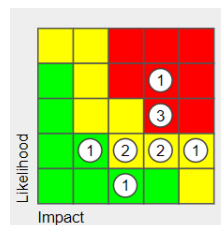












Selby District Council Corporate Risk Register 2021-2023


Overview: January 2021

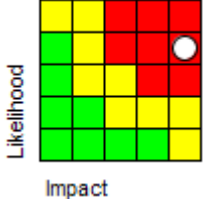
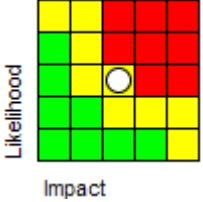
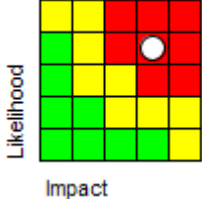
Risk Status	
	High Risk
	Medium Risk
	Low Risk




Status	Code	Previous Risk Score (July 2020)	Current Risk Score	Trend	Title
	SDC_CRR_003	16	16		Financial Resources
	SDC_CRR_000	12	12		Failure to deliver corporate priorities
	SDC_CRR_004	12	12		Organisational Capacity
	SDC_CRR_008	12	12		Economic Environment
	SDC_CRR_002	10	10		Health and Safety Compliance
	SDC_CRR_006	8	8		Managing Customer Expectations


Status	Code	Previous Risk Score (July 2020)	Current Risk Score	Trend	Title
	SDC_CRR_007	8	8		Fraud & Corruption
	SDC_CRR_014	6	6		Systems and Technology
	SDC_CRR_017	6	6		Managing Partnerships
	SDC_CRR_013	4	4		Information Governance/Data Protection
	SDC_CRR_001	3	3		Failure in corporate governance arrangements



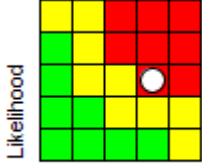
Status	Risk Score	Risk Title	Description		Risk Owner
	16	Financial Resources	The Council's financial position is not sustainable beyond 2021.		Chief Finance Officer
Causes		<ul style="list-style-type: none"> • Unforeseen financial pressures as a result of Covid-19 • Poor financial planning • Funding cuts/ Investment Strategy • Non-delivery of savings • Poor spending • Poor decisions • Partnership contract (goes awry) • Fair Funding Review (demonstrate why costs) • Over commitment (i.e. Northamptonshire) • Economic - high inflation/increased demand • Loss of control in service delivery • Political environment changes 	Consequences	<ul style="list-style-type: none"> • Unable to deliver its Corporate Plan ambitions and Statutory functions • Unable to meet financial commitments (long/medium/short term) • Unable to set a balanced budget as required by legislation. • Central Government intervention • Forced to make unplanned service reductions which impact on residents and businesses. • Significant reputational and political change. 	
Controls or Mitigating Actions in Place		<ul style="list-style-type: none"> • Financial support provided by central government • Long term financial strategies (GF & HRA) setting out high level resources and commitments and owned by Council members. • 3 year budget underpinned by reasonable assumptions (inflation, interest rates etc). • Effective in year budget management arrangements in place. • Savings plan approved with supporting delivery plans for each saving. • Programme for Growth resourced with supporting business cases and action plans. Investment decisions supported by robust whole life (at least 5 years) business cases. 			


Risk Assessments		
Original Risk Rating	Target Risk Rating	Current Risk Rating
 <p style="text-align: center;">20</p>	 <p style="text-align: center;">9</p>	 <p style="text-align: center;">16</p>
Notes		Review Date
<p>Risk remains at 4/4 as the impacts of the Covid-19 pandemic continue. Whilst Government funding has been received it does not cover the full cost/income losses and organisational capacity to deliver transformational savings and efficiency is diverted to the response.</p> <p>A revised budget 20/21 has been approved although in year monitoring shows that cost and income pressures continue and emerging service pressures particularly in leisure related services are still being assessed.</p> <p>A draft budget for 21/22 has been prepared and is currently out to public consultation. Additional one-off grants will provide support but the longer term is very much dependent upon the awaited reviews of local government funding and business rates.</p> <p>Renewable energy business rates are proposed to be set aside in reserve to support the on-going revenue pressures whilst savings plans are deferred. The level of future savings will be reassessed following a clearer view of future funding.</p> <p>Accordingly reserves will be applied in the short/medium term.</p>		January 2021

Status	Risk Score	Risk Title	Description	Risk Owner
	12	Failure to deliver corporate priorities	The Council fails to deliver its corporate priorities as set out and approved by Councillors.	Chief Executive
Causes		<ul style="list-style-type: none"> Lack of prioritisation Priorities not reflected in service plans Windfalls re direct priorities Political and/or external factors Capacity/single point of failure Lack of clarity over corporate priorities 	Consequences	<ul style="list-style-type: none"> Poor performance - impacting on residents Poor reputation - residents and partners Political instability Staff morale decreased Missed opportunities for funding Partnership not fulfilled
Controls or Mitigating Actions in Place		<ul style="list-style-type: none"> New Council Plan 2020/30 approved December 2019; Clear priorities – cascaded via PDRs/1:1s Shared with wider workforce via Staff Briefings Corporate Comms Plan in place. Delivery via service plans – currently being drafted by Heads of Service in conjunction with employees Monitoring via Leadership Team as programme board Executive oversight through quarterly corporate performance monitoring (also subject to quarterly Scrutiny) 		

Risk Assessments			
Original Risk Rating	Target Risk Rating	Current Risk Rating	
<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	
16	4	12	
Notes			Review Date
<p>Risk reviewed, score remains the same.</p> <p>Whilst the in year budget review and approval of the Council Delivery Plan will help mitigate the likelihood, the Covid-19 pandemic continues - with a new strain causing an increase in cases - and the uncertainty of local government reorganisation means the likelihood remains at significant.</p>			January 2021

Status	Risk Score	Risk Title	Description	Risk Owner
	12	Organisational Capacity	Lack of organisational capacity and resilience to effectively deliver agreed outcomes and objectives for now and for the future.	Director of Corporate Services and Commissioning
Causes		<ul style="list-style-type: none"> • Loss of staff • Pay scales • Skills • Wrong structure • Succession planning • Motivation • Culture • Poor leadership • Ineffective management • Failure to prioritise 	Consequences	<ul style="list-style-type: none"> • Increased cost of delivery • High churn • Slowing pace • Loss of talent • Poor delivery of priorities • Impact on reputation • Political frustrations • Failure to deliver outcomes • Low resident satisfaction • Loss of confidence from partners and businesses • Staff stress and dissatisfaction • Poor services
Controls or Mitigating Actions in Place		<ul style="list-style-type: none"> • Organisational review resulting in the right people in the right posts doing the right things, doing them well and funded on a sustainable footing. • Working with partners to lever capacity and expertise – e.g. Better Together. • Utilising Programme for Growth to secure short/medium term capacity to deliver Council priorities – e.g. Economic Development function. • Assessment and review processes (e.g. Peer Challenge; Staff Survey; IIP Assessment) in place. • Organisational Development Strategy (People Plan) and Action Plan • Secure sufficient HR/OD capacity/resources to deliver. 		

Risk Assessments		
Original Risk Rating	Target Risk Rating	Current Risk Rating
 <p style="text-align: center;">16</p>	 <p style="text-align: center;">8</p>	 <p style="text-align: center;">12</p>
Notes		Review Date
<p>risk reviewed, likelihood remains 'significant' due to:</p> <ul style="list-style-type: none"> • Covid-19 pandemic - back in lockdown, increasing cases in the district, new faster spreading variant - risks to staff capacity in short term • Potential impact of LGR-related uncertainty - on morale, recruitment and retention and staff capacity <p>Progress since last review includes:</p> <ul style="list-style-type: none"> • approval of revised budget for 2020/21 • approval of Council Delivery Plan • reduction in service backlogs following first Covid lockdown • approval of P4G staffing resources • reduction in short/fixed term contracts • People Plan learning & development programme developed 		<p>January 2021</p>


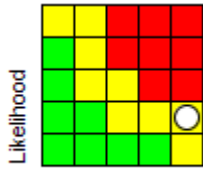
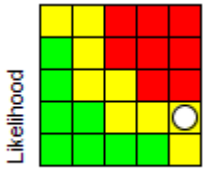
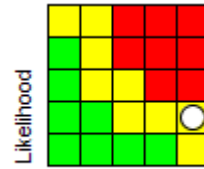
Status	Risk Score	Risk Title	Description	Risk Owner
	12	Economic Environment	Poor net economic growth.	Director of Economic Regeneration and Place
Causes	<ul style="list-style-type: none"> Selby District has performed well across a range of economic measures in recent times including low unemployment, high skills levels, significant business investment and increased levels of employment. However, the Covid-19 lockdown has had a significant and unprecedented impact on global, national, regional and the local economy and the full impact has yet to be realised. The impact of leaving the EU is also a cause of uncertainty for businesses. 		Consequences	<ul style="list-style-type: none"> Significant negative impact of Covid-19 lockdown on existing businesses in the district Impact on reputation and willingness by business to engage Inward investment reduces Higher unemployment Decrease in new employment opportunities Potential negative impact on business rates income. Increased demand for economic development and wider Council support services e.g. debt support Increased demand for interventions to stimulate economic growth.
Controls or Mitigating Actions in Place	<ul style="list-style-type: none"> Reviewed the Council Plan to ensure economic recovery is front and centre in the delivery priorities for the next 3 years – including a strong focus on key projects such as the Town Centre Action Plans, Selby Town HAZ, Selby Station TCF and district wider support for businesses. Proactive engagement with YNY and LCR LEPs to influence economic growth programmes and the ensure Selby District priorities are captured in their respective Economic Recovery Plans. Strong focus on Town Centre and High Street Recovery with clear Action Plans being developed for each centre and a bid made to the government’s Re-opening High Streets Safely Fund. Appointed to vacant posts in the Economic Development & Regeneration service to allow the Council to take a proactive approach Continued promotion of Selby District as being open for business and a great place to invest and locate. Detailed engagement with key businesses to understand future challenges and opportunities to identify where the Council can provide additional support including proactive support with small business grants, Federation of Small Businesses Membership and a detailed survey of local businesses to shape where our interventions are most needed. Engagement with key partners to influence investment programmes and decisions e.g. working jointly with NYCC and the YNY LEP to successfully bid to the governments ‘shovel ready’ programme to aide Covid recovery; helping to shape the draft YNY Devo Deal. 			


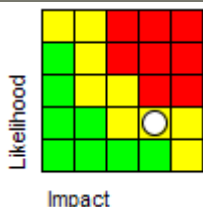
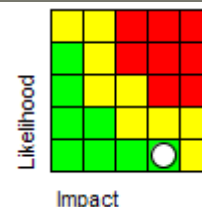
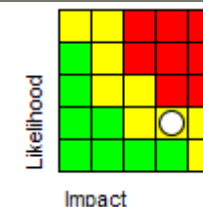
Risk Assessments			Review Date
Original Risk Rating	Target Risk Rating	Current Risk Rating	
<p>12</p>	<p>4</p>	<p>12</p>	
<p>Notes</p> <p>Overall risk score remains the same.</p> <p>The Council has over the last few years been working hard with partners and developers to stimulate local economic activity and there are strong positives in terms of job growth and house building with new opportunities and investment taking place such as Create Yorkshire at Church Fenton, development at Sherburn2, Kellingley phase 1, Eggborough Power Station redevelopment, and investment at Drax Power Station. The Council is actively promoting the regeneration and improvement of our town centres and places through bids for funding such as the TCF bid for Selby Station and the successful High Streets HAZ bid and joint work with NYCC on Local Cycling & Walking Infrastructure Plans for each town.</p> <p>Although growth has been significant in the district in recent years, inward investment into the region (apart from Leeds) had started to slow significantly in the last year as the risks and uncertainties around the impact of Brexit played out. This is outside our control but already had the potential to damage investor confidence and growth in the District. We have been doing all we can to manage this risk by ensuring Selby district is seen as a great place to do business and by proactively promoting it as a great place to invest and to exploit any new opportunities that may arise including the governments focus on towns and the North.</p> <p>However, the ongoing Covid 19 public health crisis and continuing lockdowns has had a significant and unprecedented impact on global, national, regional and local economies and the full impact has yet to be realised. We continue to monitor the situation and be very proactive in providing immediate support to businesses in need through both government and local programmes of support. The mitigating actions we have put in place to address this have been outlined above, but to summarise these are:</p> <ul style="list-style-type: none"> • Provided business rate relief to many businesses and allocated over £14m?? of funding to businesses through the various business support grants made available by the government • Reviewed the Council Plan to ensure Covid economic recovery is front and centre in the delivery priorities for the next 3 years • Proactive engagement with YNY and LCR LEPs to ensure their respective Economic Recovery Plans support the district. • A Strong focus on Town Centre and High Street Recovery through Action Plans for each centre and a bid to the Re-opening High 			<p>January 2021</p>

Streets Safely Fund.

- Appointed to vacant posts in the Economic Development & Regeneration service
- Continued promotion of Selby District as being open for business and a great place to invest and locate - major employment schemes at Sherburn 2, the former Eggborough Power Station and Kellingley Colliery are now progressing well and have the potential to create 1000's on new jobs.
- Detailed engagement with key businesses to understand future challenges and opportunities
- Engagement with key partners to influence investment programmes and decisions e.g. 'shovel ready' bids to government and draft Devo deal which has now been submitted to government.

As we enter 2021 and the third national lockdown it is clear that the economic impacts of this global pandemic will be felt for years to come. As well as the significant economic challenges we will work hard to capitalise on new opportunities. The Government have launched its Green Recovery Plan and has announced a £4bn Levelling up Fund to support infrastructure investments and these both offer potential opportunities for new investment in the district. Drax's pioneering proposals for carbon capture storage and use have the potential to support up to 49,000 new jobs with significant opportunities for Selby District, North Yorkshire and the Humber. We have also formally left the EU and the economic impacts of that will need to be carefully monitored but there are likely to be short term disruptions as a minimum as new arrangements are embedded.

Status	Risk Score	Risk Title	Description	Risk Owner
	10	Health and Safety Compliance	Failure to comply with Health and safety legislation.	Head of Operational Services
Causes		<ul style="list-style-type: none"> • Incident involving a member of staff, visitor or member of the public • Incident involving council property or on council owned land. • HSE or third-party investigation. • Non-compliance with Health and Safety legislation. • Non-compliance with govt guidance for Covid secure 	Consequences	<ul style="list-style-type: none"> • Actual or potential injury or loss of life. • Environmental degradation. • Financial loss / impact on value of assets. • Reputational damage. • Covid outbreak / loss of staff and reputational damage
Controls or Mitigating Actions in Place		<ul style="list-style-type: none"> • Health and Safety Policy and Plan has been reviewed and is in place led by SDC experts with NYCC providing expertise to provide advice to Managers and ensure Health and Safety procedures are rigorous. • Health and safety due diligence assessment on service areas and contractors. • Public liability and property insurance. • Risk management system in place to manage equipment, contractors, property and environmental and health & safety risks. • Health and safety performance monitoring of Delivery Partners to ensure HS&E compliance. • Risk assessing, and then managing accordingly, every property and asset. • Statutory checks to ensure regulatory HS&E Compliance. • Event Safety Plan for all events managed by external consultants. • Covid Secure risk assessments for all Council operations are in place and certified Covid Secure 		
Risk Assessments				
Original Risk Rating		Target Risk Rating		Current Risk Rating
 <p>Likelihood</p> <p>Impact</p>		 <p>Likelihood</p> <p>Impact</p>		 <p>Likelihood</p> <p>Impact</p>
10		10		10
Notes				Review Date
Comprehensive plans put in place in response to Covid 19 pandemic. Services and activities have been risk assessed and safe working practices put in place to protect staff and residents from the impact of Covid.				December 2020


Status	Risk Score	Risk Title	Description	Risk Owner
	8	Managing Customer Expectations	Inability to meet customers' demand for services.	Head of Business Development and Improvement; Chief Executive
Causes		<ul style="list-style-type: none"> • Lack of clear standards/standards not being met • Staff not demonstrating core values/behaviours • Poorly trained staff/ineffective learning • Staff not empowered to take decisions • Ineffective front:back office processes • Lack of resources/resources not aligned to priorities • Poor services 	Consequences	<ul style="list-style-type: none"> • Poor customer satisfaction. • Quality and timeliness of service suffers. • Sustainability of service. • Increased customer complaints. • Impact on Elected Members.
Controls or Mitigating Actions in Place		<ul style="list-style-type: none"> • Increase community delivery. • Channel shift to self-service. • Re-design services using quality data. • Develop structured multi-agency partnerships. • Right first time services to remove avoidable work. 		
Risk Assessments				
Original Risk Rating		Target Risk Rating		Current Risk Rating
 <p>8</p>		 <p>4</p>		 <p>8</p>
Notes				Review Date
Risk score remains the same despite a number of challenges				January 2021

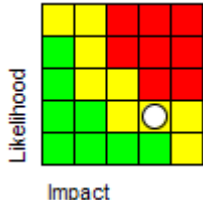
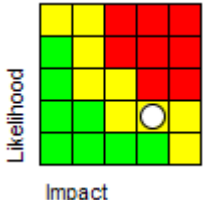
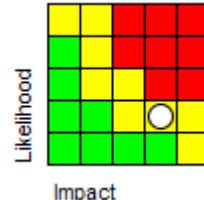
Frontline customer service delivered successfully from home during lockdown. Online and telephony contact channels will operate from the Civic Centre once it is re-opened.


Significant communications support to customers in place during lockdown - this will continue to ensure customer expectations are managed.

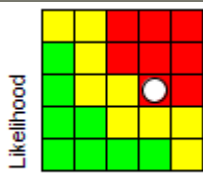
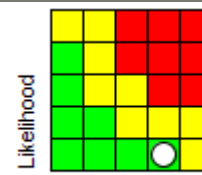
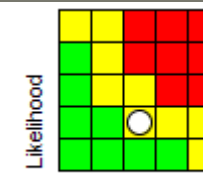
Roll out of technology to support customer self service continues: e.g Scanstation introduced; implementation of Revenues & Benefits self service software underway although full rollout delayed due to Covid-19; website accessibility improvements completed with more in progress; new payments portal scheduled for spring 2021; housing portal scheduled for spring 2021.

Complaints annual report shows continuous improvement.


Status	Risk Score	Risk Title	Description	Risk Owner
	8	Fraud & Corruption	Incident of fraud and/or corruption occurs within the Council.	Chief Finance Officer
Causes		<ul style="list-style-type: none"> • Low staff morale • Debt (Individual) • Lack of vigilance by staff • System weakness - unknown • Failure to report changes • Incorrect information 	Consequences	<ul style="list-style-type: none"> • Financial and reputational loss. • Potentially more fraud (gaps not closed)
Controls or Mitigating Actions in Place		<ul style="list-style-type: none"> • Counter fraud arrangements reviewed through annual self-assessment. • Counter Fraud and Corruption Strategy and Policy to be reviewed regularly. 		

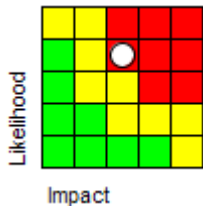
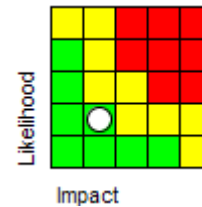
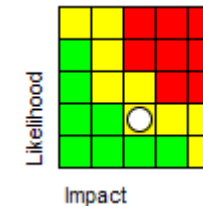
Risk Assessments			
Original Risk Rating	Target Risk Rating	Current Risk Rating	Review Date
 <p>8</p>	 <p>8</p>	 <p>8</p>	
Notes No change to the risk score is required. Revised processes have been agreed to support remote working during the pandemic. The potential for increased financial risks arising from the Covid-19 business grants are being mitigated through pre and post assurance processes.			January 2021

Status	Risk Score	Risk Title	Description	Risk Owner
	6	Systems and Technology	Lack of investment in the right technology and systems.	Head of Business Development and Improvement
Causes	<ul style="list-style-type: none"> • Failure to invest /keep up to date • Lack of knowledge to specify what we need • Fraud - internal theft of data or sabotage of system/data • Lack of training • Poor implementation • Policies not up to date • Not utilising fully 	Consequences	<ul style="list-style-type: none"> • System fails - cannot deliver (or less than optimal) • Fraud or financial impact • ICO action/fine • Wasted money/resources • Loss of critical data • Reputational damage and/or undefendable claims 	
Controls or Mitigating Actions in Place	<ul style="list-style-type: none"> • Digital Strategy 2018/20 and Implementation Plan with focus on: • Digital customers – channel shift/self-service and meeting changing expectations • Digital workforce – using technology to transform how • Digital foundations – maintaining modern, secure systems and infrastructure and strengthening governance and resilience • IT investment - with 10 year plan - aligned to business needs and requirements (Digital Strategy). • Programme supported by clear business cases and benefit realisation reports. • Robust business continuity and disaster recovery arrangements. • Continue to maximise opportunities for partnership working – e.g. through Better Together - which will deliver on shared ICT resources. 			

Risk Assessments		
Original Risk Rating	Target Risk Rating	Current Risk Rating
 <p>Likelihood</p> <p>Impact</p> <p>12</p>	 <p>Likelihood</p> <p>Impact</p> <p>4</p>	 <p>Likelihood</p> <p>Impact</p> <p>6</p>

Notes	Review Date
<p>Risk assessment remains the same.</p> <p>PSN compliance maintained - confirmed Dec 2020</p> <p>Microsoft 365 roll out continues - SharePoint and OneDrive rolled out autumn 2020. SharePoint/RDS server upgraded</p> <p>Hardware refresh continues in early 2021 with new devices for extended leadership team.</p> <p>Housing system phase one live in July 2020, upgrade in test.</p> <p>Northgate customer access landlords (CAL) live, CAB and CAR in test</p>	<p>January 2021</p>

Status	Risk Score	Risk Title	Description	Risk Owner
	6	Managing Partnerships	Inability to influence strategic partnerships (e.g. health/ LEP/NYCC etc.).	Director of Economic Regeneration and Place
Causes		<ul style="list-style-type: none"> • Poor relationship management • Political buy in • Performance Management • Clarity of Purpose • Commissioning/contract management • Lack of Shared objectives • Due Diligence • Partnership governance 	Consequences	<ul style="list-style-type: none"> • Service Failure - quality of delivery • Reputational • Loss of Service • Impact on customers/residents from lack of partnership resources • Conflicting priorities • Unable to gain additional resource/staff/funding • Capacity - ventures • Overspending • Legal challenge and costs • Conflicting governance • liability of additional cost/spend.
Controls or Mitigating Actions in Place		<ul style="list-style-type: none"> • Targeted work with key developers and investors. • Close working with the LEP's to identify potential investment opportunities. • Close involvement in shaping the demands within any Devolution deal. • Re-structure to increase capacity in economic development, regeneration and partnerships. 		


Risk Assessments		
Original Risk Rating	Target Risk Rating	Current Risk Rating
 <p>12</p>	 <p>4</p>	 <p>6</p>
Notes		Review Date
Risk assessment remains the same		January 2021

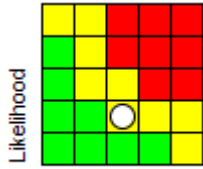
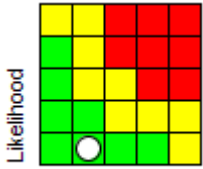
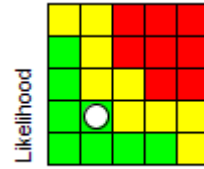
As a small council with big ambitions we rely on strong partnerships to enable us to deliver. The Council proactively works with key partners in a number of ways and is building up a growing reputation as an outward-looking and proactive organisation who delivers through working with others.


There is a partnerships policy in place and successful partnerships delivering across a range of outcomes such as health, economic growth, housing, arts/culture/heritage etc.

The Covid-19 pandemic has really put to the test the strength of our partnership working but the foundations we have put in place over recent years have put us in good position to both respond to the immediate impacts of Covid-19 but to also positively lead the district's recovery. Some examples of this include:

- the award-winning Selby Health Matters partnership with NYCC public health has brought a wide range of health partners together over recent years to deliver better joint working. This enabled very strong joint working from the outset of the Covid-19 pandemic to ensure vulnerable people in the district were supported, with NYCC very positive about the strength of joint working in Selby District.
- We have developed very effective partnership working with both Local Enterprise Partnerships to ensure Selby District's ambitions were properly captured in economic plans, future Local Industrial Strategies and funding programmes. Our Head of Economic Development & Regeneration works for the York & north Yorkshire LEP for 1 day per week to embed strong joint working. This has enabled us to strongly shape the emerging Local Industrial Strategy and the York and North Yorkshire Devo Deal, which has now been submitted to government, to ensure Selby District's priorities are properly captured. This has also meant we have also played a lead role in shaping the Covid-19 economic recovery plan for Y&NY too to ensure it includes locally important priorities.
- Culture, arts and the visitor economy has been particularly badly impacted by Covid-19 but needs to play a central role in local economic recovery and re-building community confidence and hope for the future. The multi-partner Selby 950 programme which was delivered in 2019 to celebrate the 950th anniversary of Selby Abbey has had glowing feedback from the Arts Council, and the National Heritage Lottery Fund who helped to fund it. This is opening-up opportunities for strengthened partnership working and additional partner funding into the district going forward. Our Visitor Economy Strategy and Action Plan is being implemented resulting in much stronger collaboration and joint working across the district. The Council have committed significant additional funding through its Programme for Growth to support this work over the coming years.

Status	Risk Score	Risk Title	Description	Risk Owner
	4	Information Governance/Data Protection	Non-compliance with the Freedom of Information and General Data Protection Regulation acts.	Chief Finance Officer
Causes		<ul style="list-style-type: none"> • ineffective and/out of date policies • staff not aware and/or trained • ineffective communication • lack of an Information Asset Register and associated roles and responsibilities 	Consequences	<ul style="list-style-type: none"> • Loss or inappropriate use of personal data and information. • Damaged reputation. • Financial penalty.
Controls or Mitigating Actions in Place		<ul style="list-style-type: none"> • Information governance action plan delivered to agreed timescales, including - policies and systems in place; training provided to officers and members. • Breaches recorded, monitored and followed up. 		

Risk Assessments		
Original Risk Rating	Target Risk Rating	Current Risk Rating
 <p style="text-align: center;">6</p>	 <p style="text-align: center;">2</p>	 <p style="text-align: center;">4</p>
Notes		Review Date
<p>Risk reviewed, assessment remains the same. Majority of staff continue to work at home. We are working with Veritau to minimise the risks Cyber security awareness raising continues. SIRO in place. Corporate Information Governance Group in place and meeting regularly. DPO in place Potential data breaches being reported/investigated. Information Asset Register continues to be developed - supporting GDPR compliance.</p>		<p>January 2021</p>

Status	Risk Score	Risk Title	Description	Risk Owner
	3	Failure in corporate governance arrangements	The Council's governance and transparency of decision making is not effective and does not align with the Council's required flexibility to adapt.	Solicitor to the Council
Causes	The changing agenda and drive towards commercialisation requires the council to be 'fleet of foot' which may impact the ability to be accountable and transparent and legally compliant.		Consequences	<ul style="list-style-type: none"> • Councillors and managers may make decisions outside their accountability. • The Council will be vulnerable to legal challenges and ombudsman complaints with attendant costs, consequences and reputational damage. • Budgets may be overspent and outcomes may not improve.
Controls or Mitigating Actions in Place	<ul style="list-style-type: none"> • Constitution reviewed regularly including rules on decision making, access to information rules, contract procedure rules and financial procedure rules. • Governance training programme delivered for management team 			

Risk Assessments		
Original Risk Rating	Target Risk Rating	Current Risk Rating
<p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p> <p style="text-align: center;">12</p>	<p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p> <p style="text-align: center;">3</p>	<p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p> <p style="text-align: center;">3</p>
Notes		Review Date
Risk reviewed, assessment remains the same.		January 2021