


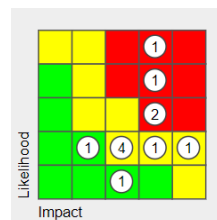























Selby District Council Corporate Risk Register 2021-2022


Overview: January 2022

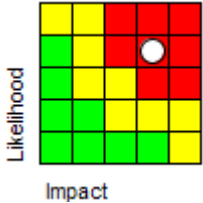
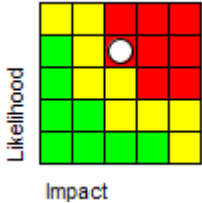
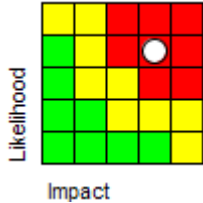
Risk Status	
	High Risk
	Medium Risk
	Low Risk




Status	Code	Previous Risk Score (July 2021)	Current Risk Score	Trend	Title
	SDC_CRR_018	16	16		Local Government Reorganisation
	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_002	10	10		Health and Safety Compliance
	SDC_CRR_007	8	8		Fraud & Corruption



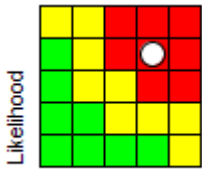
Status	Code	Previous Risk Score (July 2021)	Current Risk Score	Trend	Title
	SDC_CRR_008	9	6		Economic Environment
	SDC_CRR_006	8	6		Managing Customer Expectations
	SDC_CRR_014	6	6		Systems and Technology
	SDC_CRR_017	6	6		Managing Partnerships
	SDC_CRR_013	4	4		Information Governance/Data Protection
	SDC_CRR_001	3	3		Failure in corporate governance arrangements

Status	Risk Score	Risk Title	Description		Risk Owner
	16	Local Government Reorganisation (SDC_CRR_018)	Failure to secure delivery of our priorities for the Selby district during the period leading up to and immediately following the commencement of the new unitary North Yorkshire Council in April 2023.		Chief Executive
Causes		<ul style="list-style-type: none"> • Failure to prioritise effectively • Lack of participation in LGR implementation activity resulting in failure to get the Selby 'voice' heard in the development of the priorities and processes of the new North Yorkshire Council • Lack of staff capacity to deliver due to involvement in LGR implementation • Reduced staff morale due to uncertainty and concern about future employment • SDC voice not heard nationally or sub-regionally • Insufficient financial resources/resources not aligned to priorities • Lack of effective programme/project/performance management 	Consequences	<ul style="list-style-type: none"> • Agreed priorities do not get delivered 	
Controls or Mitigating Actions in Place		<ul style="list-style-type: none"> • Review Council Delivery Plan and agree clear priorities to be delivered by March 2023 and beyond. • Ensure robust project and programme management to ensure council priorities are delivered • Review MTFs and ensure resources – both financial and staffing – are directed towards delivery of the agreed priorities. • Participate fully in both the LGR Implementation Board (Leader) and Team (Chief Executive) to ensure opportunities to influence outcomes beneficial to the Selby district are maximised • Participate fully in the <i>relevant</i> LGR Implementation Workstreams – ensuring the Selby 'voice' is heard in the development of priorities, plans and processes for the new North Yorkshire Council • Review the People Plan to increase support to staff - around communications, engagement and skills - to ensure they are supported through the change process and well placed to take advantage of opportunities in the new council. • Review and prepare for specialist resources that may be required to ensure priorities are delivered and business as usual is maintained. 			

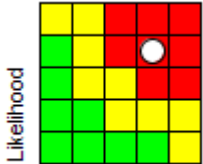

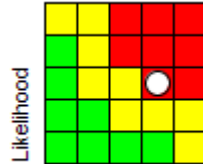
Risk Assessments		
Original Risk Rating	Target Risk Rating	Current Risk Rating
 <p>16</p>	 <p>12</p>	 <p>16</p>
Notes		Review Date
<p>Risk description changed to reflect the government decision to choose the single North Yorkshire council option and the intention to abolish Selby DC from April 2023.</p> <p>Risk Likelihood amended to high; Impact remains critical.</p> <p>Executive confirmed the priorities as part of the Annual Report approval process in September 2021.</p> <p>Leadership Team have introduced weekly priority programme monitoring meetings to ensure progress on identified priorities.</p> <p>SDC is playing its full part in the LGR implementation workstreams - ensuring SDC priorities are recognised. However, implementation of new arrangements will potentially take key staff away from the 'day job' - this will be closely managed and monitored and backfilling arrangements put in place.</p> <p>The People Plan has been re-focused to support staff through this significant change and we are increasing levels of staff engagement, including a weekly Chief Executive blog and Bulletin for staff and councillors, regular all staff briefings via Teams and biannual staff survey/focus groups.</p> <p>LGR has the potential to impact on capacity - some key members of staff have already left and creative measures are being used to address capacity gaps - including with NY partners</p> <p>LGR has the potential to impact on delivery - in addition to staff morale, capacity and resources - there is a significant impact on the time available to deliver council priorities. The expected Structural Changes Order - expected to be signed off by Parliament early 2022 - will set out the date at which SDC comes to an end (expected to be April 2023) and may also have a bearing on how the council spends its money going forward.</p> <p>The MTFs has been refreshed to ensure SDC has a clear plan around what money is to be spent on linked to the councils stated priorities in the Delivery Plan and resources identified to support effective LGR transition activity.</p>		<p>12 January 2022</p>

Status	Risk Score	Risk Title	Description	Risk Owner
	16	Financial Resources (SDC_CRR_003)	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. 		

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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>A refreshed MTFs was approved by Council in July 2021 which identified a gap between core funding and spending of £1.9m for 22/23. The draft budget for 22/23 approved for consultation in December 2021 showed this underlying gap had increased to £2.8m and by 24/25, based on current assumptions to £3.4m. The gap is largely the result of £2.5m New Homes Bonus previously used to support the revenue budget being phased out along with some specific pressures in leisure and waste services. And we are still awaiting the outcome of the fair funding review to provide a view on future core funding.</p> <p>Given the on-going response to Covid/recovery, preparations for LGR and resources focussed on delivery of the Council Plan ambitions, savings have been pushed out to 24/25 with earmarked reserves bridging the gap in the medium term.</p> <p>Some potential for additional income has been included in the outline savings plan but this is high risk and will be subject to future decisions of the new council. The remaining savings requirement will have to be covered through savings/transformation following transition to the new unitary council.</p> <p>Consequently there is no change to the risk score at this time.</p>		<p>December 2021</p>

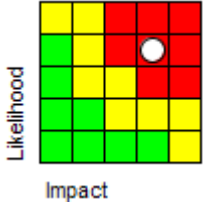
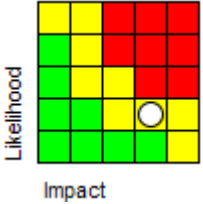
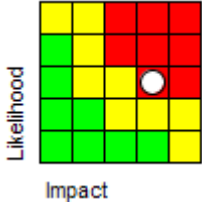
Status	Risk Score	Risk Title	Description	Risk Owner
	12	Failure to deliver corporate priorities (SDC_CRR_000)	The Council fails to deliver its corporate priorities as set out and approved by Councillors.	Chief Executive
Causes		<ul style="list-style-type: none"> Lack of prioritisation Priorities not 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) 		


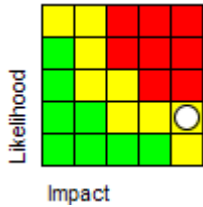
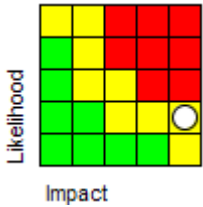
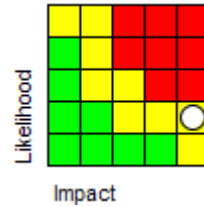
Risk Assessments		
Original Risk Rating	Target Risk Rating	Current Risk Rating
 <p>Likelihood</p> <p>Impact</p> <p>16</p>	 <p>Likelihood</p> <p>Impact</p> <p>4</p>	 <p>Likelihood</p> <p>Impact</p> <p>12</p>
Notes		Review Date
Risk assessment score remains the same		January 2022

<p>Covid pandemic continues. Whilst the summer saw the government lift the majority of restrictions - enabling return of many of those services previously limited by Covid and a reduction of backlogs (e.g. in housing repairs) - we are currently witnessing a significant spike in Covid cases locally that could have a large impact on staffing availability.</p>	
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<p>LGR continues to be a significant risk to delivery of corporate priorities - see separate risk - due to potential impact on time and resources to deliver. We are implementing creative ways to limit the impact of staff turnover on delivery.</p>	
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Status	Risk Score	Risk Title	Description	Risk Owner
	12	Organisational Capacity (SDC_CRR_004)	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. 		

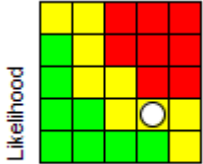
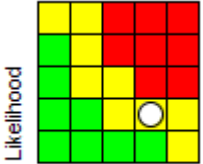
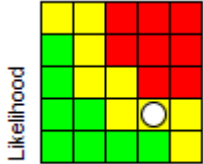
Risk Assessments		
Original Risk Rating	Target Risk Rating	Current Risk Rating
 <p>16</p>	 <p>8</p>	 <p>12</p>
Notes		Review Date
<p>Risk score remains the same.</p> <p>Overall risks linked to Covid continue. We agreed a hybrid working model for those staff who can/wish to work at home. The current spike in cases caused by the Omicron variant has seen unprecedented Covid rates in the district (1800 cases/100,000 popn.). This creates an increased risk of reduced staff availability as a result of isolating/illness - although mitigated by the fact the majority of staff can work effectively from home.</p> <p>Despite a slight rise in Q2 - as Covid restrictions were relaxed - general staff sickness remains comparatively low.</p> <p>Positive strides have been made to reduce the backlogs caused by full lockdowns in 2020.</p> <p>LGR-related risks also continue following the government decision to select the NYCC model. We are seeing key staff leave and challenges around recruitment. We are working with North Yorkshire partners to minimise the impact of this. We are undertaking significant staff engagement work to maintain morale whilst the focus of the People Plan targeted to support staff through change (increasing engagement and core skills). LGR-implementation activities are underway and SDC staff are playing their part - however, this also places strain on the ability of SDC to deliver.</p> <p>MTFS reviewed/updated to ensure budgets targeted at priorities and required savings plans amended to ensure maximum staff resources over the next 15 months.</p>		<p>January 2022</p>


Status	Risk Score	Risk Title	Description	Risk Owner
	10	Health and Safety Compliance (SDC_CRR_002)	Failure to comply with Health and safety legislation.	Director of Corporate Services & Commissioning
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>10</p>		 <p>10</p>		 <p>10</p>
Notes				Review Date

Annual corporate work plan in place and reviewed on a regular basis by LT. Technical support is provided by NYCC through a SLA up to 1/4/23


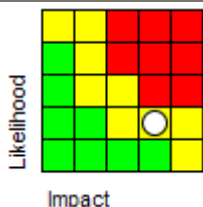
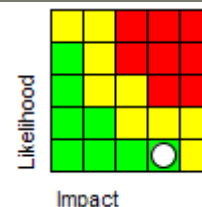
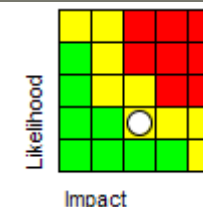
January 2022

Status	Risk Score	Risk Title	Description	Risk Owner
	8	Fraud & Corruption (SDC_CRR_007)	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
 <p>Likelihood</p> <p>Impact</p> <p>8</p>	 <p>Likelihood</p> <p>Impact</p> <p>8</p>	 <p>Likelihood</p> <p>Impact</p> <p>8</p>
Notes		Review Date
Systems are in place to prevent and detect fraud but officers and members need to continue to be vigilant. LGR may present opportunities for fraudsters as resources are stretched but we continue to raise awareness.		December 2021

Status	Risk Score	Risk Title	Description	Risk Owner
	6	Economic Environment (SDC_CRR_008)	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		
Original Risk Rating	Target Risk Rating	Current Risk Rating
<p>12</p>	<p>4</p>	<p>6</p>
Notes		Review Date
Likelihood reduced due to stronger economic performance than anticipated - although concerns exist over inflation, land and premises supply, Covid and access to labour.		December 2021

Status	Risk Score	Risk Title	Description	Risk Owner
	6	Managing Customer Expectations (SDC_CRR_006)	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>6</p>
Notes				Review Date
Impact reduced to medium to reflect re-commencement of face to face appointments for the most vulnerable and re-opening the				January 2022

reception provision at the Civic Centre.


The majority of frontline customer service continues to be delivered successfully from home whilst government requires staff to work at home where possible. Online and telephony contact channels now operate from the Civic Centre.

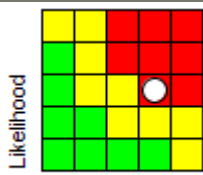
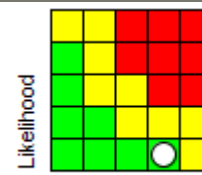
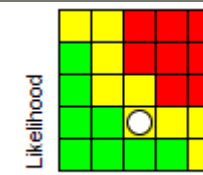
Significant communications support to customers continues to ensure customer expectations are managed.

Roll out of technology to support customer self-service continues. Latest developments include the rollout of additional functionality for Revenues and Benefits customers with a new payments portal due in January and a new customer portal for housing customers shortly after.


We continue to make strides to further improve website accessibility.

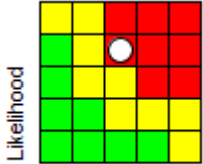
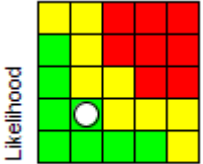
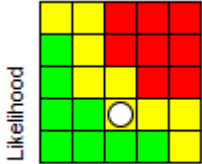
Despite a dip in Q2, complaints performance shows continuous improvement.

Status	Risk Score	Risk Title	Description	Risk Owner
	6	Systems and Technology (SDC_CRR_014)	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 score unchanged</p> <p>BT arrangement with NYCC to provide IT infrastructure support renewed until June 2023.</p> <p>Microsoft 365 project complete - including extensive SharePoint and Teams training and enhanced security (more complicated passwords and use of biometrics).</p> <p>Continue to ensure we are on the most up to date versions of software.</p> <p>Shift to moving more services online continues, e.g. new online payment system scheduled for January, new housing portal in February and preparing for ebilling for council tax next spring.</p> <p>PSN health check recently completed - awaiting results.</p> <p>Focus for the next 15 months will be on ensuring digital/IT preparations for LGR go smoothly whilst supporting a robust IT infrastructure to ensure SDC continue to deliver for residents.</p>	<p>January 2022</p>

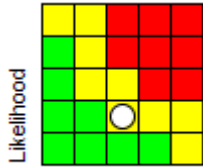
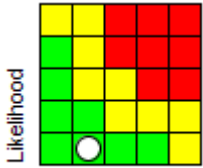
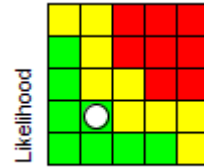
Status	Risk Score	Risk Title	Description	Risk Owner
	6	Managing Partnerships (SDC_CRR_017)	Inability to influence strategic partnerships (e.g. health/ LEP/NYCC etc.).	Director of Economic Regeneration and Place
Causes		<ul style="list-style-type: none"> • Poor relationship management • Political buy 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>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
Current partnerships remain sound although with the Local Government Review due in April 2023, many partners are wanting			December 2021


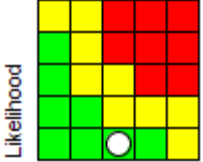
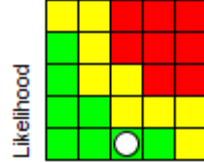
to understand how to be involved to influence the shape and partnerships of the new authority but also to ensure that Selby as a locality is fully considered.

Mitigations include a communications and engagement workstream for LGR, regular briefings, partners involved in LGR workstreams. Each workstream completes a stakeholder engagement plan to ensure inclusion in design.

Status	Risk Score	Risk Title	Description	Risk Owner
	4	Information Governance/Data Protection (SDC_CRR_013)	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
New arrangements for overseeing day to day management of information governance have been agreed with Veritau and the Corporate Information Governance Group has been reconstituted to ensure senior ownership and follow up of actions.		December 2021

Status	Risk Score	Risk Title	Description	Risk Owner
	3	Failure in corporate governance arrangements (SDC_CRR_001)	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;">Likelihood</p> <p style="text-align: center;">Impact</p>	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	
12	3	3	
Notes			Review Date
There is an additional impact on Corporate Governance as key Senior and Corporate Officers are increasingly involved in Local Government Reorganisation work. It must be recognised at Corporate level that the Council continues as a legal entity until 31st March 2023 and appropriate resourcing of audit and governance work must be maintained.			January 2022