





# Selby District Council Corporate Risk Register


Overview: July 2019

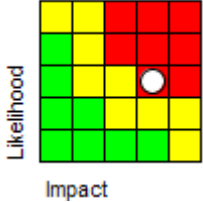
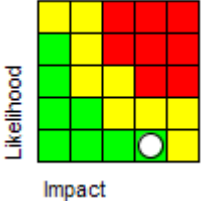
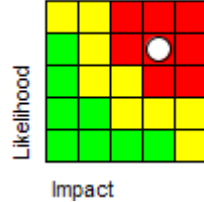


Risk Status	
	High Risk
	Medium Risk
	Low Risk

Status	Code	Previous Risk Score (January 2019)	Current Risk Score	Title
	SDC_CRR_008	12	16	Economic Environment
	SDC_CRR_003	12	12	Financial Resources
	SDC_CRR_004	12	12	Organisational Capacity
	SDC_CRR_002	10	10	Health and Safety Compliance
	SDC_CRR_014	12	9	Systems and Technology
	SDC_CRR_017	9	9	Managing Partnerships
	SDC_CRR_000	12	8	Failure to deliver corporate priorities


Status	Code	Previous Risk Score (January 2019)	Current Risk Score	Title
	SDC_CRR_006	8	8	Managing Customer Expectations
	SDC_CRR_007	8	8	Fraud & Corruption
	SDC_CRR_018	n/a	4	No Deal Brexit
	SDC_CRR_001	3	3	Failure in corporate governance arrangements
	SDC_CRR_013	2	2	Information Governance/Data Protection

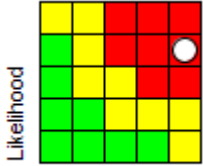

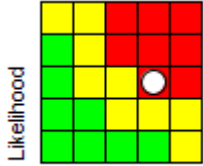
Status	Risk Score	Risk Title	Description	Risk Owner
	16	Economic Environment	Poor net economic growth.	Dave Caulfield
<b>Causes</b>		<ul style="list-style-type: none"> <li>Negative impact of Brexit transition</li> <li>Potential of Strategic Development sites not realised</li> <li>Labour shortages</li> <li>Skills shortages</li> <li>Delays to infrastructure development/spending</li> </ul>	<b>Consequences</b> <ul style="list-style-type: none"> <li>Impact on reputation and willingness by business to engage</li> <li>Inward investment reduces</li> <li>Decrease in employment opportunities</li> <li>Potential negative impact on business rates income</li> <li>Increased demand for services</li> <li>Increased demand for interventions to stimulate economic growth</li> </ul>	
<b>Controls or Mitigating Actions in Place</b>		<ul style="list-style-type: none"> <li>Proactive engagement with LEPs to influence economic growth programmes.</li> <li>increase levels of discussion and support both internally and externally to reinforce the positive impacts associated with industrial growth</li> <li>Engagement with key businesses to understand future challenges and opportunities to identify where the Council can provide additional support.</li> <li>Engagement with key partners to influence investment programmes and decisions.</li> </ul>		

Risk Assessments			
Original Risk Rating		Target Risk Rating	Current Risk Rating
			
12		4	16
Notes			Review Date
19-Jun-2019 The Council continues to work hard with partners and developers to stimulate local economic activity and there are strong positives in terms of the granting of permission for creative uses at Church Fenton and occupier interest in Sherburn2. The Council is actively promoting the regeneration and improvement of our town centres and places through bids to FHSF, TCF and High Streets HAZ			01-Apr-2019


and work on an LCWIP. Key sites are also being brought forward for development, including Olympia Park.	
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However, inward investment into the region (apart from Leeds) has slowed significantly in the last year and the risks of a highly damaging brexit remain very real. This is outside our control but could seriously damage the levels of investment and growth in the district and the suite of strategic employment sites that are being brought forward.	
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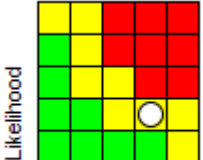

Status	Risk Score	Risk Title	Description	Risk Owner
	12	Financial Resources	The Council's financial position is not sustainable beyond 2021.	Karen Iveson
Causes	<ul style="list-style-type: none"> <li>• Poor financial planning</li> <li>• Funding cuts/ Investment Strategy</li> <li>• Poor spending</li>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

Risk Assessments		
Original Risk Rating	Target Risk Rating	Current Risk Rating
 <p>Likelihood</p> <p>Impact</p> <p>20</p>	 <p>Likelihood</p> <p>Impact</p> <p>9</p>	 <p>Likelihood</p> <p>Impact</p> <p>12</p>


Notes	Review Date
<p>July 2019 No change to the score - financial uncertainty remains pending the reform of local government funding and the reset of the current business rate retention system which is now expected to be delayed as result of the national political landscape and uncertainty over Brexit. In the absence of a clear forward funding settlement for local government, the Council's medium term financial plan to 2021/22 shows an annual savings requirement of circa £2m. A risk assessed savings plan is in place with savings front loaded. However, delivery plans in key areas of transformation are still to be implemented and whilst Selby is at 'safety net', income from business rates growth remains high risk.</p>	15-Jul-2019

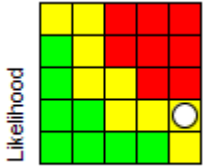

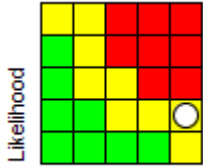
Status	Risk Score	Risk Title	Description	Risk Owner
	12	Organisational Capacity	Lack of organisational capacity and resilience to effectively deliver agreed outcomes and objectives for now and for the future.	Julie Slatter
Causes		<ul style="list-style-type: none"> <li>• Loss of staff</li> <li>• Pay scales</li> <li>• Skills</li> <li>• Wrong structure</li> <li>• Succession planning</li> <li>• Motivation</li> <li>• Culture</li> <li>• Poor leadership</li> <li>• Ineffective management</li> <li>• Failure to prioritise</li> </ul>	Consequences <ul style="list-style-type: none"> <li>• Increased cost of delivery</li> <li>• High churn</li> <li>• Slowing pace</li> <li>• Loss of talent</li> <li>• Poor delivery of priorities</li> <li>• Impact on reputation</li> <li>• Political frustrations</li> <li>• Failure to deliver outcomes</li> <li>• Low resident satisfaction</li> <li>• Loss of confidence from partners and businesses</li> <li>• Staff stress and dissatisfaction</li> <li>• Poor services</li> </ul>	
Controls or Mitigating Actions in Place		<ul style="list-style-type: none"> <li>• Organisational review resulting in the right people in the right posts doing the right things, doing them well and funded on a sustainable footing.</li> <li>• Working with partners to lever capacity and expertise – e.g. Better Together.</li> <li>• Utilising Programme for Growth to secure short/medium term capacity to deliver Council priorities – e.g. Economic Development function.</li> <li>• Peer Challenge; Staff Survey; IIP Assessment all identified improvement and building blocks in place – but needs a strategic approach to addressing challenges</li> <li>• Spec for OD Strategy being developed</li> <li>• Concerns expressed in IIP assessment re: HR/OD capacity to deliver – to be addressed</li> </ul>		

### Risk Assessments


Original Risk Rating	Target Risk Rating	Current Risk Rating	
 <p data-bbox="421 421 456 443">16</p>	 <p data-bbox="1059 421 1095 443">8</p>	 <p data-bbox="1731 421 1767 443">12</p>	
Notes			Review Date
<p data-bbox="91 549 645 580">18-Jun-2019 Budget agreed for 2019/20</p> <p data-bbox="91 612 801 644">Service improvement review progressing in Planning</p> <p data-bbox="91 676 1234 708">OD Strategy (People Plan) drafted - need to deliver on leadership and skills priorities</p> <p data-bbox="91 740 1375 772">Digital strategy being delivered - 2019/20 will see significant progress around digital workforce</p>			<p data-bbox="1955 676 2130 708">18-Jun-2019</p>

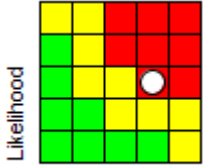
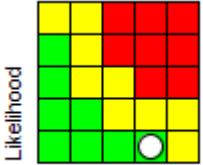
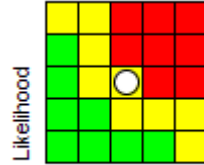


Status	Risk Score	Risk Title	Description	Risk Owner
	10	Health and Safety Compliance	Failure to comply with Health and safety legislation.	June Rothwell; Julie Slatter
Causes	<ul style="list-style-type: none"> <li>Incident involving a member of staff, visitor or member of the public</li> <li>Incident involving council property or on council owned land.</li> <li>HSE or third-party investigation.</li> <li>Non-compliance with Health and Safety legislation.</li> </ul>		Consequences	<ul style="list-style-type: none"> <li>Actual or potential injury or loss of life.</li> <li>Environmental degradation.</li> <li>Financial loss / impact on value of assets.</li> <li>Reputational damage.</li> </ul>
Controls or Mitigating Actions in Place	<ul style="list-style-type: none"> <li>Health and Safety Policy and Plan for 2017/18 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.</li> <li>Health and safety due diligence assessment on service areas and contractors.</li> <li>Public liability and property insurance.</li> <li>Risk management system in place to manage equipment, contractors, property and environmental and health and safety risks.</li> <li>Health and safety performance monitoring of Delivery Partners to ensure HS&amp;E compliance.</li> <li>Risk assessing, and then managing accordingly, every property and asset.</li> <li>Statutory checks to ensure regulatory HS&amp;E Compliance.</li> <li>Event Safety Plan for all events managed by external consultants.</li> </ul>			


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

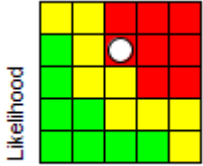

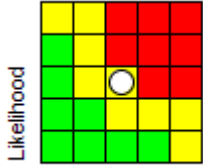
Notes	Review Date
06-Jun-2019 Impact and likelihood remain unchanged.	06-Jun-2019

Status	Risk Score	Risk Title	Description	Risk Owner
	9	Systems and Technology	Lack of investment in the right technology and systems.	Stuart Robinson; Julie Slatter
Causes	<div> <div> <ul style="list-style-type: none"> <li>• Failure to invest /keep up to date</li> <li>• Lack of knowledge to specify what we need</li> <li>• Fraud - internal theft of data or sabotage of system/data</li> <li>• Lack of training</li> <li>• Poor implementation</li> <li>• Policies not up to date</li> <li>• Not utilising fully</li> </ul> </div> <div> <p>Consequences</p> <ul style="list-style-type: none"> <li>• System fails - cannot deliver (or less than optimal)</li> <li>• Fraud or financial impact</li> <li>• ICO action/fine</li> <li>• Wasted money/resources</li> <li>• Loss of critical data</li> <li>• Reputational damage and/or un-defendable claims</li> </ul> </div> </div>			
Controls or Mitigating Actions in Place	<ul style="list-style-type: none"> <li>• Digital Strategy and Implementation Plan drafted – expected to be approved by Executive July 2019. Focus on:</li> <li>• Digital customers – channel shift/self service and meeting changing expectations</li> <li>• Digital workforce – using technology to transform how</li> <li>• Digital foundations – maintaining modern, secure systems and infrastructure and strengthening governance and resilience</li> <li>• Strategy will ensure IT investment is aligned to business needs and requirements.</li> <li>• Programme supported by clear business cases and benefit realisation reports.</li> <li>• Continue to maximise opportunities for partnership working – e.g. through Better Together - which will deliver on shared ICT resources.</li> </ul>			


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>
12	4	9

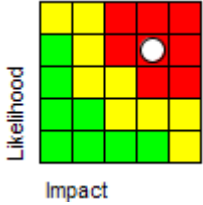
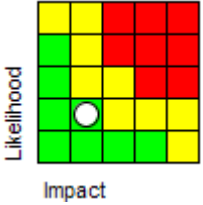
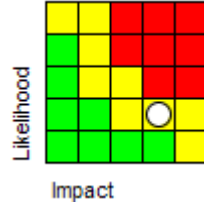
Notes	Review Date
<p>18-Jun-2019 Cyber security training being delivered across the council - reducing the potential likelihood</p> <p>New, off site, digital, back up solution implemented - reducing potential impact</p> <p>Strengthened DR arrangements - eg new firewalls and remote access solution - reducing the impact</p> <p>key systems, eg Northgate, IDOX upgraded to latest versions</p> <p>PSN compliance retained</p> <p>New hardware roll out planned for autumn 2019</p> <p>Windows server upgrades scheduled for summer 2019</p> <p>M365 roll out commences autumn 2019</p> <p>Training programme commences autumn 2019</p>	18-Jun-2019

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

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>9</p>

Notes	Review Date
<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Recent examples of success include: <ul style="list-style-type: none"> <li>- the Selby 950 programme which is being delivered by a multi-partner steering group and funded by a range of key partners including SDC, Arts Council, Heritage Lottery Fund and key businesses such as Drax.</li> <li>- the Economic Partnership - which is delivering better Council to Business and Business to Business working in the district and has delivered major events, workshops, the Selby district Business Week and the recent Apprenticeship Awards run jointly with Selby College. It also includes Key Account Management of our major employers to help address any issues and develop stronger joint working.</li> <li>- the partnership with Homes England which is securing significant investment into infrastructure, affordable homes, bringing empty properties back into effective use and regenerating key sites for new homes.</li> </ul> </li> </ul>	15-Jul-2019

Status	Risk Score	Risk Title	Description	Risk Owner
	8	Failure to deliver corporate priorities	The Council fails to deliver its corporate priorities as set out and approved by Councillors.	Janet Waggott
Causes	<ul style="list-style-type: none"> <li>• Lack of prioritisation</li> <li>• Priorities not reflected in service plans</li> <li>• Windfalls re direct priorities</li> <li>• Political and/or external factors</li> <li>• Capacity/single point of failure</li> <li>• Lack of clarity over corporate priorities</li> </ul>			
Consequences	<ul style="list-style-type: none"> <li>• Poor performance - impacting on residents</li> <li>• Poor reputation - residents and partners</li> <li>• Political instability</li> <li>• Staff morale decreased</li> <li>• Missed opportunities for funding</li> <li>• Partnership not fulfilled</li> </ul>			
Controls or Mitigating Actions in Place	<ul style="list-style-type: none"> <li>• Refreshed Corporate Plan (approved April 2018);</li> <li>• Clear priorities – cascaded via PDRs/1:1s</li> <li>• Shared with wider workforce via Staff Briefings</li> <li>• Corporate Comms Plan being developed – priorities agreed</li> <li>• Delivery via service plans – currently being drafted by Heads of Service in conjunction with employees</li> <li>• Monitoring via Leadership Team as programme board</li> <li>• Executive oversight through quarterly corporate performance monitoring (also subject to quarterly Scrutiny)</li> </ul>			

Risk Assessments			
Original Risk Rating		Target Risk Rating	Current Risk Rating
			
16		4	8
Notes			Review Date

18-Jun-2019 Performance framework now approved. Year end performance shows general improvement.

Budget approved

Service plans drafted for 2019/20 - need to finalise and share


LT and Exec workshops underway in advance of developing next corporate plan

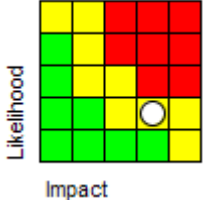
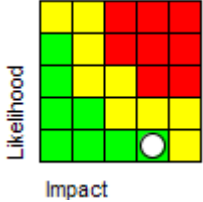
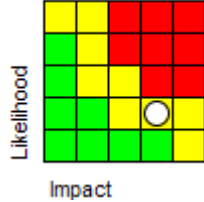
OD Strategy (People Plan) drafted - need to implement in 2019/20

Delivery of digital strategy underway.


18-Jun-2019

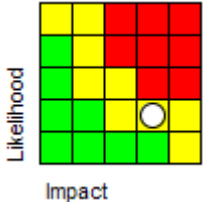
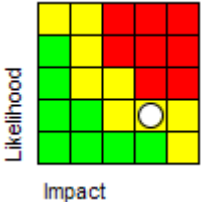
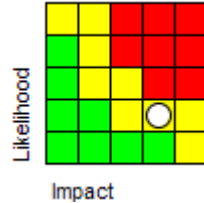



Status	Risk Score	Risk Title	Description	Risk Owner
	8	Managing Customer Expectations	Inability to meet customers' demand for services.	<b>Stuart Robinson; Janet Waggott</b>
<b>Causes</b>	<ul style="list-style-type: none"> <li>• Lack of clear standards/standards not being met</li> <li>• Staff not demonstrating core values/behaviours</li> <li>• Poorly trained staff/ineffective learning</li> <li>• Staff not empowered to take decisions</li> <li>• Ineffective front to back office processes</li> <li>• Lack of resources/resources not aligned to priorities</li> <li>• Poor services</li> </ul>			
<b>Controls or Mitigating Actions in Place</b>	<ul style="list-style-type: none"> <li>• Increase community delivery.</li> <li>• Channel shift to self-service.</li> <li>• Re-design services using quality data.</li> <li>• Develop structured multi-agency partnerships.</li> <li>• Right first time services to remove avoidable work.</li> </ul>			

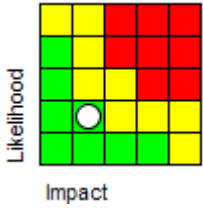
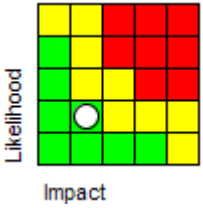
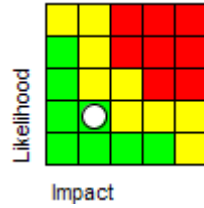
Risk Assessments			
Original Risk Rating		Target Risk Rating	Current Risk Rating
			
8		4	8
<b>Notes</b>			<b>Review Date</b>

18-Jun-2019 Contact centre move scheduled for autumn 2019 - underpinned by new technology to support channel shift	18-Jun-2019
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Status	Risk Score	Risk Title	Description	Risk Owner
	8	Fraud & Corruption	Incident of fraud and/or corruption occurs within the Council.	Karen Iveson
<b>Causes</b>		<ul style="list-style-type: none"> <li>• Low staff morale</li> <li>• Debt (Individual)</li> <li>• Lack of vigilance by staff</li> <li>• System weakness - unknown</li> <li>• Failure to report changes</li> <li>• Incorrect information</li> </ul>	<b>Consequences</b>	<ul style="list-style-type: none"> <li>• Financial and reputational loss.</li> <li>• Potentially more fraud (gaps not closed)</li> </ul>
<b>Controls or Mitigating Actions in Place</b>		<ul style="list-style-type: none"> <li>• Counter fraud arrangements reviewed through annual self-assessment.</li> <li>• Counter Fraud and Corruption Strategy and Policy to be reviewed regularly.</li> </ul>		

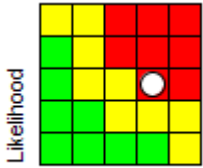
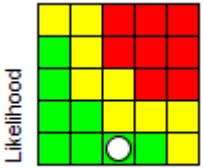
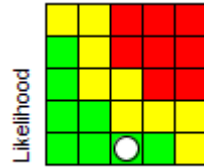
Risk Assessments			
Original Risk Rating		Target Risk Rating	Current Risk Rating
			
8		8	8
Notes			Review Date
<p>July 2019 – No change to score - arrangements for the detection and prevention of fraud are in place but there is pressure on current resources. Additional counter fraud days have been agreed within the overall total resources available for Internal Audit activity. Workloads are being monitored and contingencies are available should further support be required.</p>			15 July 2019


Status	Risk Score	Risk Title	Description	Risk Owner
	4	No Deal Brexit	<p>The Council fails to prepare effectively for the impact of a no deal Brexit on our communities and the delivery of council services.</p> <ul style="list-style-type: none"> <li>• Lack of awareness and/or understanding</li> <li>• Failure to engage effectively with emergency planning partners</li> <li>• Failure to consider the impact of key issues potentially arising</li> <li>• Failure to plan, resource the plan and implement the plan</li> <li>• Failure to communicate – to all stakeholders</li> </ul>	Janet Waggott
Causes			<p>Consequences</p> <ul style="list-style-type: none"> <li>• Increase in costs</li> <li>• Failure to secure adequate resources, e.g. staffing</li> <li>• Failures/reductions in service delivery – and subsequent reduction on customer satisfaction</li> <li>• Civil unrest</li> </ul>	
Controls or Mitigating Actions in Place			<ul style="list-style-type: none"> <li>• Horizon scanning – including how other local councils are responding – with regular updates to LT/HOS</li> <li>• Agreed roles and responsibilities – Chief executive as strategic lead (emergency planning 'gold')</li> <li>• Full participation in LRF planning activities - including reviewing the LRF risk assessment matrix and updating the LRF of any changes</li> <li>• Communications plan</li> </ul>	

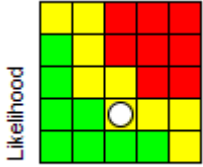
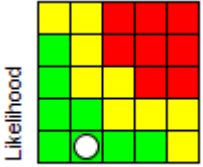
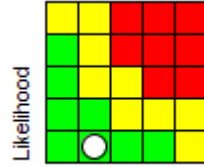
Risk Assessments			
Original Risk Rating		Target Risk Rating	Current Risk Rating
 <p>4</p>		 <p>4</p>	 <p>4</p>
<b>Notes</b> 23-Jun-2019 Assessed risk remains low - will keep under review.  Participated in the NYLRF review in advance of MHCLG recommencing EU Exit reporting systems prior to October.			<b>Review Date</b> 23-Jun-2019

Continue to receive, review and where necessary share Yorkshire and Humber EU Exit Hub Updates	
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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.	Bernice Elgot
<b>Causes</b>		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.	<b>Consequences</b>	<ul style="list-style-type: none"> <li>• Councillors and managers may make decisions outside their accountability.</li> <li>• The Council will be vulnerable to legal challenges and ombudsman complaints with attendant costs, consequences and reputational damage.</li> <li>• Budgets may be overspent and outcomes may not improve.</li> </ul>
<b>Controls or Mitigating Actions in Place</b>		<ul style="list-style-type: none"> <li>• Constitution reviewed and updated annually including rules on decision making, access to information rules, contract procedure rules and financial procedure rules.</li> <li>• Governance training programme delivered for management team</li> </ul>		

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>3</p>	 <p>Likelihood</p> <p>Impact</p> <p>3</p>
<b>Notes</b>			<b>Review Date</b>
18-Jun-2019 Constitution updated for 2019/20			18-Jun-2019
AGS revised			

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

Risk Assessments			
Original Risk Rating	Target Risk Rating	Current Risk Rating	
 <p>Likelihood</p> <p>Impact</p> <p>6</p>	 <p>Likelihood</p> <p>Impact</p> <p>2</p>	 <p>Likelihood</p> <p>Impact</p> <p>2</p>	
<b>Notes</b>			<b>Review Date</b>
18-Jun-2019 Corporate Information Governance Group in place an meeting regularly  DPO in place  Info Security sweep of offices undertaken and recommendations addressed			18-Jun-2019

Potential data breaches being reported/investigated	
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