







Selby District Council Risk Register


Overview: January 2020

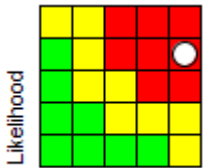
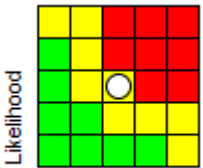
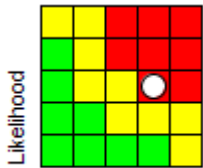


Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown


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

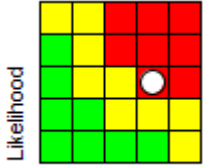
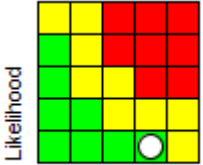
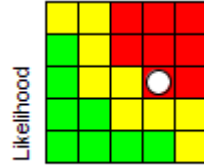
Status	Code	Previous Risk Score (July 2019)	Current Risk Score	Title
	SDC_CRR_006	8	8	Managing Customer Expectations
	SDC_CRR_007	8	8	Fraud & Corruption
	SDC_CRR_017	9	6	Managing Partnerships
	SDC_CRR_001	3	3	Failure in corporate governance arrangements
	SDC_CRR_013	2	2	Information Governance/Data Protection
	SDC_CRR_018	4	2	No Deal Brexit

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"> Poor financial planning Funding cuts/ Investment Strategy 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"> 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>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>10-Jan-2020 No change to risk score. Financial uncertainty remains pending the reform of local government funding and the reset of the current business rate retention system which has been delayed to 2021/22 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 2022/23 shows an annual savings requirement of circa £2m with the potential for further cost pressures increasing this to £2.5m. A risk assessed savings plan is in place but progress in 2019/20 is behind schedule and delivery plans in key areas of transformation are still to be implemented. Whilst Selby is at 'safety net', income from business rates growth remains high risk and the Government have announced plans to review New Homes Bonus.</p>	<p>10-Jan-2020</p>


Status	Risk Score	Risk Title	Description	Risk Owner
	12	Economic Environment	Poor net economic growth.	Dave Caulfield
Causes			Consequences	<ul style="list-style-type: none"> • Impact on reputation and willingness by business to engage • Inward investment reduces • Decrease in employment opportunities • Potential negative impact on business rates income. • Increased demand for services. • Increased demand for interventions to stimulate economic growth.
Controls or Mitigating Actions in Place		<ul style="list-style-type: none"> • Proactive engagement with LEPs to influence economic growth programmes. • increase levels of discussion and support both internally and externally to reinforce the positive impacts associated with industrial growth • <p>Engagement with key businesses to understand future challenges and opportunities to identify where the Council can provide additional support.</p> <p>Engagement with key partners to influence investment programmes and decisions.</p>		




Risk Assessments			
Original Risk Rating		Target Risk Rating	Current Risk Rating
			
12		4	12
Notes			Review Date


09-Jan-2020 The Council continues to work 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 such as the granting of permission for creative uses at Church Fenton and development underway at Sherburn2 (e.g. Cromwell's new HQ building) and new proposals for the redevelopment of Eggborough Power Station submitted for planning. 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.

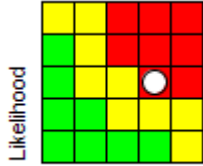
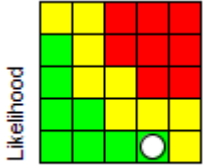
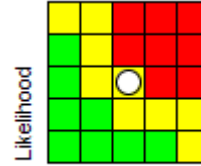
09-Jan-2020


Although growth has been significant in the district in recent years, inward investment into the region (apart from Leeds) has slowed significantly in the last year and the risks and uncertainties around the impact of Brexit remain very real. This is outside our control but has the potential to damage investor confidence and growth in the District. We are 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.



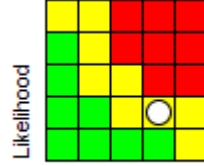
Status	Risk Score	Risk Title	Description	Risk Owner
	10	Health and Safety Compliance	Failure to comply with Health and safety legislation.	June Rothwell; Julie Slatter
Causes	<ul style="list-style-type: none"> • Incident involving a member of staff, visitor or member of the public • Incident involving council property or on council owned land. • HSE or third-party investigation. • Non-compliance with Health and Safety legislation. 			
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. 			
Controls or Mitigating Actions in Place	<ul style="list-style-type: none"> • 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. • 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 and 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. 			


Risk Assessments			
Original Risk Rating	Target Risk Rating	Current Risk Rating	
 <p>Likelihood</p> <p>Impact</p> <p>10</p>	 <p>Likelihood</p> <p>Impact</p> <p>10</p>	 <p>Likelihood</p> <p>Impact</p> <p>10</p>	
Notes 15-Jan-2020 Reassessed 13/01/2020. No change in the risk score. Annual corporate work plan in place and reviewed on a regular basis with feedback given to LT. Technical support is provided by NYCC through a SLA. Health and Safety Policy reviewed Nov 2019 and communicated to staff			Review Date 13-Jan-2020



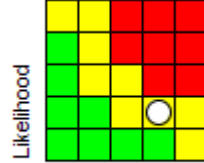
Status	Risk Score	Risk Title	Description	Risk Owner
	9	Systems and Technology	Lack of investment in the right technology and systems.	Stuart Robinson; Julie Slatter
Causes	<ul style="list-style-type: none"> • Failure to invest /keep up to date • Lack of knowledge to specify what we need • Fraud - internal 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>12</p>		 <p>4</p>	 <p>9</p>
Notes			Review Date
<p>07-Jan-2020 Cyber security training delivered across the council in summer/autumn 2019 - reducing the potential likelihood</p> <p>New, off site, digital, backup solution implemented - reducing potential impact</p> <p>Strengthened DR arrangements - e.g. DR Plan agreed January 2020 supported by new firewalls and remote access solution - reducing the impact</p> <p>Key systems, e.g. Northgate, IDOX upgraded to latest versions</p> <p>PSN compliance retained</p> <p>New hardware roll out commenced December 2019</p> <p>Windows server upgrades completed December 2019</p> <p>Smartphone rollout continues - MDM solution upgraded December 2019.</p> <p>Microsoft 365 roll out commences January 2020 - supported by staff training portal (implemented December 2019).</p>			<p>07-Jan-2020</p>

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"> • 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 Communications 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>16</p>	 <p>4</p>	 <p>8</p>	
Notes			Review Date
<p>07-Jan-2020 New ten year Council Plan approved by Council in December 2019 setting out the priorities for the next ten years.</p> <p>Detailed three year Delivery Plan and updated performance monitoring framework due March 2020.</p> <p>Quarterly corporate performance monitoring continues. Q2 showed improvements being made across a range of services - including council house re-let times which have previously been of concern.</p> <p>Draft budget for 2020/21 developed along the lines of the new Council Plan priorities - currently out to consultation.</p> <p>Regular staff sessions ensure employees are aligned to delivering priorities.</p> <p>OD Strategy (People Plan) drafted - resources identified to implement in 2020.</p> <p>Digital transformation in progress - supported by staff engagement.</p>			07-Jan-2020

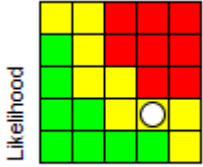

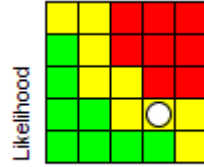
Status	Risk Score	Risk Title	Description	Risk Owner
	8	Organisational Capacity	Lack of organisational capacity and resilience to effectively deliver agreed outcomes and objectives for now and for the future.	Julie Slatter
Causes		<ul style="list-style-type: none"> • Loss of staff • Pay scales • Skills • 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>8</p>	
Notes			Review Date
<p>07-Jan-2020 Budget planning in progress for 2020/21 - currently out to consultation</p> <p>New Council Plan agreed setting high level priorities for 2020/30 - informed by consultation with stakeholders (including staff). Senior managers now developing detailed delivery plan for 2020/23.</p> <p>OD Strategy (People Plan) drafted - need to deliver on leadership and skills priorities.</p> <p>Additional HR/OD capacity secured through collaboration with NYCC - this will support the delivery of People Plan priorities.</p> <p>Digital strategy being delivered. Officer 365 being rolled out to all staff in January 2020. Almost all staff will received new laptops or tablets. Over 150 staff now provided with smartphones.</p> <p>Some delays on implementation of Housing Management System - phase 1 now scheduled for April 2020.</p> <p>Service review underway in Planning to ensure resources directed to priorities in the most efficient way.</p>			07-Jan-2020

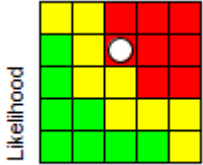
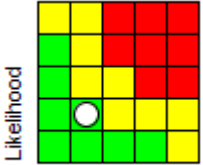
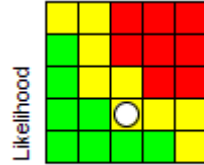
Status	Risk Score	Risk Title	Description	Risk Owner
	8	Managing Customer Expectations	Inability to meet customers' demand for services.	Stuart Robinson; Janet Waggott
Causes		<ul style="list-style-type: none"> • Lack of clear standards/standards not being met • Staff not demonstrating core values/behaviours • 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
<p>07-Jan-2020 Contact Centre move will now take place in the spring due to competing priorities.</p> <p>Roll out of technology to support customer self-service continues: Scanstation introduced; Revenues & Benefits self-service software due in Jan/Feb; website accessibility improvements in progress.</p> <p>Complaints annual report shows continuous improvement.</p>			07-Jan-2020


Status	Risk Score	Risk Title	Description	Risk Owner
	8	Fraud & Corruption	Incident of fraud and/or corruption occurs within the Council.	Karen Iveson
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
			
8		8	8
Notes			Review Date
10-Jan-2020 No change to risk score.			10-Jan-2020


Status	Risk Score	Risk Title	Description	Risk Owner
	6	Managing Partnerships	<i>Inability to influence strategic partnerships (e.g. health/ LEP/NYCC etc).</i>	Dave Caulfield
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 asks within any Devolution deal. Re-structure to increase capacity in economic development, regeneration and partnerships. 		

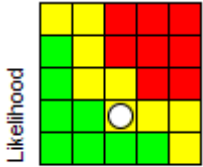

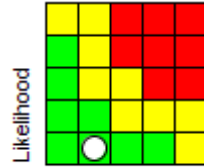
Risk Assessments		
Original Risk Rating	Target Risk Rating	Current Risk Rating
 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>

12	4	6	
Notes			Review Date
<p>09-Jan-2020 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.</p> <p>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.</p> <p>Recent examples of success include:</p> <ul style="list-style-type: none"> * the Selby 950 programme which was 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. This is opening up opportunities for strengthened partnership working and additional partner funding into the district going forward. * 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 successful first 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. We are also launching the first Selby Business Awards this year. * the Selby Health Matters partnership with NYCC public health and other key partners. This award-winning joint initiative has brought a wide range of health partners together to deliver better joint working and a range of new projects growing the reputation of both SDC and NYCC with peers and partners. * effective partnership working with the Local Enterprise Partnerships to ensure Selby District's ambitions are properly captured in economic plans, future Local Industrial Strategies and funding programmes. Our Head of Economic Development & Regeneration works for the YNYER LEP for 1 day per week to embed strong joint working. 			09-Jan-2020


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.	Alison Hartley
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 		

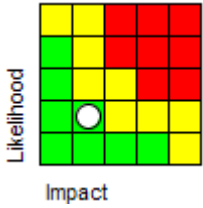
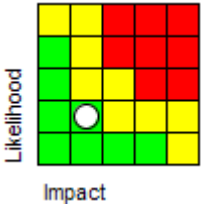
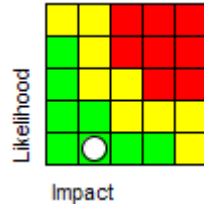
Risk Assessments				
Original Risk Rating		Target Risk Rating	Current Risk Rating	
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		3	3	
Notes			Review Date	
07-Jan-2020 Constitution updated for 2019/20			07-Jan-2020	
AGS revised.				

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.	Alison Hartley; Stuart Robinson
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>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>	
Notes			Review Date
07-Jan-2020 Cyber security training delivered in summer/autumn 2019 for all staff and councillors - reducing the risk of data security being compromised. SIRO in place.			07-Jan-2020

Corporate Information Governance Group in place and meeting regularly - last meeting December 2019. DPO in place Info Security sweep of offices undertaken in September 2019 - resulting in a significant reduction in issues found - and recommendations addressed Potential data breaches being reported/investigated. Information Asset Register continues to be developed - supporting GDPR compliance.	
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Status	Risk Score	Risk Title	Description	Risk Owner
	2	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"> • Lack of awareness and/or understanding • Failure to engage effectively with emergency planning partners • Failure to consider the impact of key issues potentially arising • Failure to plan, resource the plan and implement the plan • Failure to communicate – to all stakeholders 	Janet Waggott
Causes			<p>Consequences</p> <ul style="list-style-type: none"> • Increase in costs • Failure to secure adequate resources, e.g. staffing • Failures/reductions in service delivery – and subsequent reduction on customer satisfaction • Civil unrest 	
Controls or Mitigating Actions in Place			<ul style="list-style-type: none"> • Horizon scanning – including how other local councils are responding – with regular updates to LT/HOS • Agreed roles and responsibilities – Chief executive as strategic lead (emergency planning 'gold') • Full participation in LRF planning activities - including reviewing the LRF risk assessment matrix and updating the LRF of any changes • Communications plan 	

Risk Assessments			
Original Risk Rating		Target Risk Rating	Current Risk Rating
 <p>Likelihood</p> <p>Impact</p> <p>4</p>		 <p>Likelihood</p> <p>Impact</p> <p>4</p>	 <p>Likelihood</p> <p>Impact</p> <p>2</p>
Notes			Review Date
<p>07-Jan-2020 Risk updated.</p> <p>Likelihood reduced from 'High' to 'Very Low'. Impact remains 'Marginal'.</p>			07-Jan-2020

UK set to leave EU on 31 January 2020.

Withdrawal Agreement Bill now progressing through Parliament - significantly reducing the risk of the UK leaving without a deal.

Prime Minister has stood down Operation Yellowhammer.

No further reporting required on LRF preparedness.

Continue to monitor communications and information from Whitehall during the coming weeks.

During 2020 Government will focus on the delivery aspects of the current deal, the future relationship negotiations and preparing for the end of the implementation period.

Depending on the outcome of these discussions, the 'No Deal Brexit' risk will be reviewed and updated.