

NORTH YORKSHIRE COUNTY COUNCIL

AUDIT COMMITTEE

1 MARCH 2018

INTERNAL CONTROL MATTERS FOR THE CENTRAL SERVICES DIRECTORATE

Report of the Corporate Director – Strategic Resources

1.0 PURPOSE OF THE REPORT

- 1.1 To provide an update to Members of progress against the areas for improvement identified for Central Services (CS) Directorate in the Annual Governance Statement.
- 1.2 To provide details of the latest Risk Register for the CS Directorate.

2.0 BACKGROUND

- 2.1 The Audit Committee is required to assess the quality and effectiveness of the corporate governance arrangements operating within the County Council. In relation to the CS Directorate, the Committee receives assurance through the work of internal audit (detailed in a separate report to the Committee), details of the areas of improvement in the Annual Governance Statement (AGS), together with the Directorate Risk Register.

3.0 DIRECTORATE UPDATE

3.1 HR restructure

The service is currently finalising arrangements for future operating model which will go live from 1 April 2018; this will help deliver savings towards 2020 target and also strengthen the focus around commercial opportunities. The review and restructure has been planned on the premise that the majority of staffing changes through 2020 have been completed and therefore there is a potential risk in how future projects are supported. This risk is in-part mitigated through resource planning, allocation and prioritisation.

3.2 Commercial development

There are a number of developments in the commercial agenda:

- Governance arrangements for the Brierley Group of companies has improved following the Executive decision In October 2017 to create a Shareholder Committee. The main role of that body is to approved and sign off strategic business plans and then monitor performance against them. Given the timing of when the body was created, business plans will be reviewed and agreed by the end of March 2018.

- In addition to Brierley Group, there has been a focus on developing North Yorkshire Education Services (NYES). A new Commercial Director was appointed in November 2017 and subsequent commercial challenge sessions for Traded Services took place through December. The intention is, by March 2018, to create a strategic business plan for NYES which supports delivering of the MTFs commercial target.
- The remaining commercial activity is centred on providing support and challenge to council services which do not fall within Brierley Group or NYES. This is a developing area and whilst there are early signs of opportunity further work needs to be done to finalise the commercial strategy.

3.3 **Library reconfiguration**

The reconfigured Library went live in April 2017 with the following objectives:

- Achieve requested budget savings of £1.4m through reconfiguration of service
- Retain current service provision through partnership working with communities and other agencies
- Minimise impact on communities, particularly older and young people

Approaching one year on, these have all been met and additionally there has been no significant decline in business levels or opening hours. Indeed, only two months into the new model and community libraries embraced the Summer Reading Challenge with enthusiasm, many improving on the previous year's performance. It should also be noted that there has been no Central Government challenge or intervention despite the high number of libraries involved (unlike other Local Authorities transitioning fewer / closing libraries).

To ensure the benefits continue to be realised and the new way of working is fully embedded, the service have commissioned a post implement review (PIR) which will start between March and April 2018. The intention of the PIR is to assess current and future risks and then put in place appropriate actions and controls to mitigate. The main challenge facing the service currently is recruitment and retention of quality volunteers. A number of actions are being undertaken to address this issue, for example a reference group meeting was held with volunteers in November 2017.

3.4 **Strategic Support**

Following the launch of the new Strategic Support in July 2017, a number of areas have seen an improvement:

- The approach to data governance has strengthened as a result of creating a dedicated team with specialist knowledge.
- Alongside data governance, the Council is developing its sophistication in use of data through the Business Intelligence team.

Performance Management across the Council has and continues to benefit from these areas: data is providing greater insight and enabling more informed decisions in many areas. It also helping create additional controls, for example development of the Waste Management Information System supporting AWRP as an aid to managing the contract by providing performance information in a timely manner.

3.5 Statutory accounts window

As previously noted the window for completing statutory closedown is reducing in line with the following table:

	Current deadline	2017/18 deadline	Reduction in time
Preparation of draft financial statements, signed by s151 officer	30 June	31 May	30 days
Approval and publication of financial statements with audit opinion	30 September	31 July	62 days
Available audit time	92 days	61 days	31 days

This is a key challenge for councils across the country but the production of the 2016/17 accounts gives some cause for confidence. The Audit Committee will clearly have good sight of this area given its role.

In addition to producing a statement of accounts for NYCC and NYPF accounts, officers will also be compiling accounts for the County Council's external companies Align Property Services, Brierley Homes and First North Law

4.0 KEY GOVERNANCE ISSUES

4.1 The key governance issues that were highlighted in the AGS for the forthcoming year not covered by the above relate to:

- **Modernisation of the Council to ensure preparedness for 2020 and beyond.** The following progress has been made:
 - The roll-out of ICT equipment across the Council is nearly complete. This will ensure a good fit and further improvement in productivity.
 - Significant progress has been achieved in the Property Rationalisation Programme with planned savings from multiple sites across the County, most notably in Harrogate, Northallerton and Scarborough. Work is currently underway in Scarborough which will make a significant contribution to savings. However the greatest opportunity to save in the longer term is in Northallerton where the intended concentration on the County Hall campus can reduce the reliance on peripheral buildings.
 - Whilst the approach to business cases is already robust, 2020 are reviewing the process with a view to ensuring consistency of quality across all areas of the Council.
- **Working with Services to ensure that information security risks continue to be managed.** This issue links in with the Information

Governance risk on the Directorate Risk Register. The following progress has been made:

- Service information asset registers have been reviewed and updated in line with policy guidelines.
- There are ongoing training and support sessions with information asset owners so that they are able to understand and properly discharge their responsibilities.
- Individual information sharing agreements are completed for each data sharing activity. The Council is presently looking at some software which will assist all organisations in information sharing arrangements.
- There is a continuing process to raise awareness of information risks and communicate with staff to ensure good Information Governance practices are followed. This includes key messages and blogs on information security and governance.
- Linked to the bullet point above on raising awareness with employees, phishing exercises continue to be carried out. 'Phishing' is the attempt to obtain sensitive information such as usernames, passwords etc. The Council ran a number of controlled phishing exercises to see the response to the email if normal security processes were not carried out and instead the email was left in everyone's inbox. These exercises have no security impact on the network. Linking these exercises with an increased awareness campaign and running the exercise a number of times, we are beginning to see a reduction in the number of times an employee discloses sensitive information.
- Reported breaches continue to be investigated and mitigations implemented to endeavour to prevent any further occurrence

Further detail can be found in Information Governance progress report listed elsewhere on this Committee's agenda.

5.0 DIRECTORATE RISK REGISTER

5.1 The **Directorate Risk Register** (DRR) is produced initially from a review of risks at Service Unit level, which are then aggregated via a sieving process to Directorate level. This end product similarly aggregates these Directorate level risks into the Corporate Risk Register.

5.2 The Risk Prioritisation System adopted to derive risk registers categorises risks as follows:

- Category 1 and 2 are high risk (RED)
- Category 3 and 4 are medium risk (AMBER)
- Category 5 is low risk (GREEN)

The DRR represents the principal risks that may materially impact on the performance and financial outcomes of the Directorate.

5.3 The latest detailed DRR is shown at **Appendix A** showing a range of key risks with existing controls and additional actions to minimise them. The detail also shows a ranking of the risks both at the present time and after mitigating action.

- 5.4 A summary of the DRR is also attached at **Appendix B**. As well as providing a quick overview of the risks and their ranking, it also provides details of the change or movement in the ranking of the risk since the last review in the left hand column.
- 5.5 An annual and six month review of the Risk Register has taken place since the last report to this Committee. The Risk Register reflects the range of Services but also includes many Corporate initiatives given the leadership role of Central Services on such issues as the 2020 North Yorkshire Programme and beyond, and Performance Management.
- 5.6 There has been no change to the type of risks included in the Risk Register and little movement in the ranking. The Library Service Transfer to Community Ownership is going well and has consequently had the second ranking reduced at the annual review in August 2017.
- 5.7 Members will recognise the 2020 North Yorkshire Change Programme and beyond risk, the Information Governance risk and the Commercial Strategy risk from the Corporate Risk Register that was reviewed by this Committee in November 2017.
- 5.8 Some examples of actions that have been completed relating to particular risks since the last report to the Committee include:
- Information Governance – an enhanced Strategic Support Service has been put in place to ensure Service information asset registers have been reviewed and updated. An action plan has been put together and actions are being implemented to ensure GDPR compliance by May 2018.
 - Stronger Communities – the Community Directory called NY Connect has been completed and publicised to all stakeholders. An outcomes framework has been refined and agreed with Public Health, Libraries and other Services which will assist in the evaluation programme to demonstrate the value and impact of stronger communities
 - Performance Management – following a restructure of the Support service, a revised Performance Management Framework has been put in place. A number of deep dive reports on challenging performance issues have been produced and provide an emerging pipeline of future areas such as school readiness and market development in HAS.
 - Health and Safety – a review and revision of employees’ online H&S training and other modules has been carried out.

6.0 RECOMMENDATION

- 6.1 That the Committee:
- i) Note the position on the Central Services Directorate key governance issues;

- ii) Note the Directorate Risk Register for the Central Services Directorate;
and
- iii) Provide feedback and comments on the Directorate Risk Register and
any other related internal control issues.

GARY FIELDING
Corporate Director, Strategic Resources

March 2018

Central Services Directorate

Risk Register: month 6 (January 2018) – detailed

Next review due: August 2018

Report Date: 1st February 2018 (pw)

Phase 1 - Identification											
Risk Number	15/11	Risk Title	15/11 - 2020 North Yorkshire Programme and beyond				Risk Owner	Chief Exec		Manager	CSD SR AD T&C
Description	Failure to successfully implement the Programme and Modern Council ways of working resulting in inability to meet financial savings requirements, sub-optimal decision making and poorer quality of services.					Risk Group	Strategic		Risk Type	Corp 20/207	
Phase 2 - Current Assessment											
Current Control Measures			2020 Vision and Strategy in place; 2020 North Yorkshire Programme Plan in place and regularly reviewed/updated; Members workshops & political group sessions completed; briefings of Cabinet; regular Mgt Board/Programme Board meetings; staff communication constantly reviewed via intranet and new 'all staff' e mail Directorate and cross cutting themes programme board continue to meet and follow the governance structure; quarterly meetings with finance ADs and programme managers to align savings against programme budgets; Oracle improvements; Behaviour & skills framework reviewed; LGA corporate peer review; review carried out of governance and areas of future focus for Programme Board; all major change programmes are captured within this Programme to better manage dependencies and resources;								
Probability	H	Objectives	H	Financial	H	Services	H	Reputation	H	Category	1
Phase 3 - Risk Reduction Actions											
Reduction	15/54 - Regularly review the ICT strategy in light of changes in the organisation both before and after 2020 (ongoing)					Action Manager	CSD SR AD T&C		Action by	Sat-31-Mar-18	
Reduction	15/245 - Embed modern council principles through engagement and delivery of Service Operation Model (SOM), implementation of technology, property and OD measures, and a robust review process to measure impact and improvement. (linked to action 20/250)					Action Manager	CSD SR AD T&C		Action by	Wed-31-Oct-18	
Reduction	15/394 - Monitor action plan following peer review (ongoing)					Action Manager	CSD AD SR (ML) CSD SR AD T&C		Action by	Sat-31-Mar-18	
Reduction	15/406 - Continue to embed cultural change and new ways of working (transformational rather than as a savings programme)					Action Manager	CSD SR AD T&C		Action by	Tue-31-Mar-20	
Reduction	15/429 - Continually review capacity and capability within services and the impact upon the workforce of the future					Action Manager	CSD SR AD T&C		Action by	Fri-31-Aug-18	
Reduction	15/607 - Enhance Strategic Support Service to ensure high quality and robust service and team planning					Action Manager	CSD HoS&P		Action by	Sat-31-Mar-18	
Reduction	15/608 - Integrate areas of overspend and financial pressure (eg. high needs, DSG) into 2020 programme to ensure visibility of all financial pressures					Action Manager	CSD Mgt Team		Action by	Wed-28-Feb-18	
Reduction	15/831 - Continue to monitor delay of Programmes and the effect on benefits (ongoing)					Action Manager	CSD SR AD T&C		Action by	Fri-31-Aug-18	
Reduction	15/837 - Continue to implement the Stronger Communities programme to mitigate against proposed budget cuts, support communities to take over local services, and promote community and individual resilience (ongoing)					Action Manager	CSD AD PP		Action by	Fri-31-Aug-18	

Central Services Directorate

Risk Register: **month 6 (January 2018) – detailed**Next review due: **August 2018**Report Date: **1st February 2018 (pw)**

Reduction	20/250 - Implement the delivery plan for rationalisation of property in line with new ways of working including further refining of plan and securing resources for Northallerton and delivery of plan in Scarborough (linked to action 15/245)	CSD AD SR (AH)	Fri-31-Aug-18								
Reduction	20/403 - Carry out monthly monitoring of communications and engagement plan including key messages and themes (ongoing)	CSD HoC	Fri-31-Aug-18								
Reduction	20/405 - Continue with the implementation plan for Customer Theme in line with new ways of working	Chief Exec	Fri-31-Aug-18								
Reduction	20/461 - Monitor joined up approach between 'Living Well', CYPS Prevention team and Stronger Communities team and escalate issues to Programme Board if necessary	CSD SR AD T&C	Fri-31-Aug-18								
Reduction	20/505 - Innovate new ideas to cover the shortfall in expected savings in line with the budget report ("the list"), and the anticipated MTFS gap	CSD Mgt Team	Thu-28-Feb-19								
Phase 4 - Post Risk Reduction Assessment											
Probability	M	Objectives	H	Financial	H	Services	H	Reputation	M	Category	2
Phase 5 - Fallback Plan											
Fallback Plan	18/198 - Reprioritisation of savings, further consideration of structures and ways of working									Action Manager	
										All Mgt Board	

Central Services Directorate

Risk Register: month 6 (January 2018) – detailed

Next review due: August 2018

Report Date: 1st February 2018 (pw)

Phase 1 - Identification											
Risk Number	15/161	Risk Title	15/161 - Information Governance				Risk Owner	Chief Exec	Manager	CD SR	
Description	Ineffective information governance arrangements lead to unacceptable levels of unauthorised disclosure of personal and sensitive data, poor quality or delayed responses to FoI requests, and inability to locate key data upon which the Council relies resulting in loss of reputation, poor decision making, fine, etc					Risk Group	Legislative	Risk Type	SR 32/25		
Phase 2 - Current Assessment											
Current Control Measures			Additional data governance support; Information Governance Strategy including the associated Policy and Procedure Framework; CIGG Action Plan; data breach process; messages from senior management; staff induction; Information Asset Owners identified; information asset registers; DIGCs; posters; intranet information; regular monitoring of electronic communication by ICT; series of unannounced security compliance visits by internal audit; application of all the features of the Information Security Management System (ISMS); FoI – controls include central monitoring of receipt and progress, regular review by Veritau and review of outstanding cases by the Chief Exec on a monthly basis; proactive monitoring of all data; terms of reference reviewed; Directorate Group; internal audit support investigation of significant data breaches; CIGG consider reasons for data breaches and cascade lessons learned; secure physical storage and internal info transfer issues resolved; Non NYCC Network Access Policy produced; e learning training packages refreshed; targeted phishing campaigns; Information Sharing Protocol in place; SAR - controls include central monitoring of receipt and progress;								
Probability	H	Objectives	L	Financial	M	Services	L	Reputation	H	Category	I
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	15/423 - Continue to emphasise personal responsibility of staff for all information in this area, emphasise support from Strategic Support and consider disciplinary action in cases of data breaches						CD SR CSD ACE BS	Fri-31-Aug-18			
Reduction	15/424 - Review and update service information asset registers in line with policy guidelines						CSD SR AD T&C	Tue-31-Oct-17	Tue-31-Oct-17		
Reduction	15/426 - Ensure individual information sharing agreements completed for each data sharing activity (some agreements are already in place) - (ongoing)						Ho Int Audit	Fri-31-Aug-18			
Reduction	15/431 - Work within services in a prioritised order to ensure information is secure and transferred securely (ongoing)						CSD SR AD T&C	Sat-31-Mar-18			
Reduction	15/432 - Review existing training approach and investigate additional team based reviews to embed practice						CSD SR AD T&C Ho Int Audit	Tue-31-Oct-17	Tue-31-Oct-17		
Reduction	15/433 - Continue communications to staff to ensure good Information Governance including messages from Management Board and associated campaigns (ongoing)						CSD SR AD T&C Ho Int Audit	Fri-31-Aug-18			
Reduction	15/611 - Ensure GDPR compliance by May 2018 deadline						CSD SR AD T&C	Mon-30-Apr-18			
Reduction	20/450 - Continue to review information asset registers and target training where appropriate (ongoing)						CSD SR AD T&C Ho Int Audit	Fri-31-Aug-18			
Phase 4 - Post Risk Reduction Assessment											

Central Services Directorate

Risk Register: month 6 (January 2018) – detailed

Next review due: August 2018

Report Date: 1st February 2018 (pw)

Probability	M	Objectives	L	Financial	M	Services	L	Reputation	H	Category	2
Phase 5 - Fallback Plan											
										Action Manager	
Fallback Plan	15/514 - Review Action Plan and new technology and continue to raise awareness. Invite ICO to carry out an audit of NYCC IG systems									CD SR	

Central Services Directorate

Risk Register: month 6 (January 2018) – detailed

Next review due: August 2018

Report Date: 1st February 2018 (pw)

Phase 1 - Identification											
Risk Number	15/186	Risk Title	15/186 - Stronger Communities				Risk Owner	Chief Exec	Manager	CSD AD PP	
Description	Failure to develop and implement greater community capacity to provide sustainable local support and services, within the context of reduced government funding, resulting in further reduced services in the community, missed opportunities relating to community libraries, universal provision for children, young people and families, community transport and prevention services for older and vulnerable adults					Risk Group	Community	Risk Type			
Phase 2 - Current Assessment											
Current Control Measures			Stronger Communities team; governance structure and controls; engagement with relevant services; implementation plans; budget; key stakeholders including voluntary sector, district, parish and town council sector; health partners; grants scheme; community project development; NY Connect; reviewed community project toolkit; engagement events with communities; working with other relevant council services e.g. Targeted Prevention shared outcome framework; business plans in place for 20 libraries; volunteers policy, guidance & toolkit; preferred supplier list for external support in place; on-line grants system; SLA agreed and signed with Public Health; Connected Communities project (Sleights) and employment of dedicated resource;								
Probability	M	Objectives	L	Financial	H	Services	M	Reputation	M	Category	2
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	15/361 - Engagement with services to plan with Stronger Communities interventions (ongoing)						CSD PP HoSC	Sun-30-Sep-18			
Reduction	15/372 - Further engagement with external partners (ongoing)						CSD PP HoSC	Sun-30-Sep-18			
Reduction	15/373 - Engagement with elected Members in all areas (ongoing)						CSD PP HoSC	Sun-30-Sep-18			
Reduction	15/435 - Continue to develop volunteer strategy and produce products to support and encourage volunteering (ongoing)						CSD PP HoSC	Sun-30-Sep-18			
Reduction	15/437 - Complete community directory and publicise to all stakeholders (NY Connect)						CSD PP HoSC	Tue-31-Oct-17	Wed-31-Jan-18		
Reduction	15/438 - Commission development of an impact framework to enable an evaluation programme to demonstrate value and impact of stronger communities						CSD PP HoSC	Sat-30-Sep-17	Fri-30-Jun-17		
Reduction	15/439 - Refine and agree outcomes framework with public health, libraries and other services (linked to 15/438 above)						CSD PP HoSC	Fri-31-Mar-17	Sun-30-Apr-17		
Reduction	15/591 - Procure an independent evaluation of the SC Programme						CSD PP HoSC	Mon-30-Apr-18			
Reduction	15/592 - Employment of temporary dedicated resource for the Connected Communities project in Sleights						CSD PP HoSC	Tue-31-Oct-17	Thu-30-Nov-17		

Central Services Directorate

Risk Register: month 6 (January 2018) – detailed
 Next review due: August 2018
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Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	L	Financial	H	Services	M	Reputation	M	Category	3
Phase 5 - Fallback Plan											
										Action Manager	
Fallback Plan	15/519 - Review implementation plans and engage further with services, external partners and elected Members									CSD PP HoSC	

Central Services Directorate

Risk Register: month 6 (January 2018) – detailed

Next review due: August 2018

Report Date: 1st February 2018 (pw)

Phase 1 - Identification											
Risk Number	15/166	Risk Title	15/166 - Organisational Performance Management					Risk Owner	Chief Exec	Manager	CD SR
Description	Failure to align the performance management framework with the Council strategy and/or use the correct metrics to measure performance results in reduction in service performance, efficiency and effectiveness; reduction in value for money; loss of reputation and suboptimal financial savings						Risk Group	Performance	Risk Type	SR 32/188	
Phase 2 - Current Assessment											
Current Control Measures			Corporate Performance Management Framework including a corporate performance indicator suite; quarterly reports to Exec; Policy, Strategy and Consultation Group; review of Q performance reports including deep dive reports in challenging areas; LGA corporate peer review; guidance for service plans in place; service plans in place; approval for prioritisation of BI dashboard production alongside agreed design principles; regular performance meetings across the organisation; IPM system in place Jan2018;								
Probability	M	Objectives	H	Financial	M	Services	H	Reputation	M	Category	2
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	15/425 - Further develop a closer alignment of Council planning and MTFs						CSD HoS&P	Mon-30-Apr-18			
Reduction	15/430 - Enhance the Strategic Support service to ensure high quality and robust service and team planning						CSD HoS&P	Mon-30-Apr-18			
Reduction	15/447 - Ensure robust support from corporate Management Board for regular performance meetings within services/teams (ongoing)						CSD HoS&P	Tue-31-Jul-18			
Reduction	15/509 - Continue to work with Organisational Development on integrating performance management with the overall performance management framework						CSD HoS&P	Tue-31-Jul-18			
Reduction	15/510 - Develop a suite of corporate KPIs to underpin the Performance Management Framework to demonstrate transparency and consistency in performance management						CSD HoS&P	Mon-30-Apr-18			
Reduction	15/511 - Develop and implement a programme for performance dashboards built on risk based prioritisation and the Performance Management Framework						CSD HoS&P	Mon-31-Dec-18			
Reduction	15/555 - Revise the Performance Management Framework and obtain approval from corporate Management Board						CSD HoS&P	Tue-31-Oct-17	Sat-30-Sep-17		
Reduction	15/612 - Ensure robust challenges from corporate Management Board to Strategic Support and Services in relation to performance targets(ongoing)						CD SR	Tue-31-Jul-18			
Reduction	15/613 - Develop the relationships between Strategic Support and lead business partners (SRMT) on behalf of Directorates						CD SR CSD SR HoS&P	Tue-31-Jul-18			
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	H	Financial	M	Services	M	Reputation	M	Category	3
Phase 5 - Fallback Plan											
									Action Manager		

Central Services Directorate

Risk Register: month 6 (January 2018) – detailed

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Report Date: 1st February 2018 (pw)

Fallback Plan	15/518 - Fundamental review of approach	CD SR
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Phase 1 - Identification											
Risk Number	15/162	Risk Title	15/162 - Capacity and Skills				Risk Owner	Chief Exec	Manager	CSD Mgt Team	
Description	A lack of capacity and skills within Central Services leads to a significant decline in service quality &/or insufficient progress in carrying out required developments.					Risk Group	Capacity	Risk Type	SR 32/27		
Phase 2 - Current Assessment											
Current Control Measures	Various restructures across Central Services in order to improve resilience; mapping for required 2020NY resource in place; periodic consideration of resource gaps and one off money to fill; regular review by CSMT; regular resource papers submitted to CSMT for consideration; regular conversations around hotspots at CSMT; 2020 resources review led by PMO; savings re-profiled and included in budget/MTFS report (Feb 2018)										
Probability	H	Objectives	M	Financial	L	Services	M	Reputation	L	Category	2
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	15/111 - Regularly perform skills gap analysis based on current and future requirements and use to inform CS workforce training plan and monitor effectiveness						CSD Mgt Team	Fri-31-Aug-18			
Reduction	15/181 - Ongoing review of service structures to ensure fit for purpose going forward including post implementation reviews						CSD Mgt Team	Fri-31-Aug-18			
Reduction	15/448 - Ensure staff and managers are aware of opportunities to invest in initiatives to improve productivity						CSD Mgt Team	Fri-31-Aug-18			
Reduction	15/475 - Continue to prioritise and manage pressures on services on an ongoing basis						CSD Mgt Team	Fri-31-Aug-18			
Reduction	15/520 - Identify means of securing additional ICT technical capacity						CSD SR AD T&C	Sat-31-Mar-18			
Reduction	15/590 - Collate / Review and revise approach on customer feedback on quality of services						CSD Mgt Team	Fri-31-Aug-18			
Phase 4 - Post Risk Reduction Assessment											
Probability	M	Objectives	M	Financial	L	Services	M	Reputation	L	Category	4
Phase 5 - Fallback Plan											
								Action Manager			
Fallback Plan	15/515 - Review and revise resource allocation where possible and consider additional funding and capacity where required							CSD Mgt Team			

Central Services Directorate

Risk Register: month 6 (January 2018) – detailed

Next review due: August 2018

Report Date: 1st February 2018 (pw)

Phase 1 - Identification											
Risk Number	15/201	Risk Title	15/201 - Commercial Strategy				Risk Owner	Chief Exec	Manager	CSD Mgt Team	
Description	Failure to successfully secure commercial opportunities within the Council resulting in lost net income to support budget savings, unresilient service, unskilled and insecure workforce.					Risk Group		Risk Type			
Phase 2 - Current Assessment											
Current Control Measures			NYES; Commercial Board; draft Commercial strategy approved by Commercial Board; action plan in place; initial commercial challenge sessions have taken place; website with ability of customers to buy on line; relationship managers liaise between the Heads of Traded Services and customers; Exec subcommittee and Brierley Board now established as part of governance arrangements;								
Probability	H	Objectives	M	Financial	M	Services	M	Reputation	L	Category	2
Phase 3 - Risk Reduction Actions											
						Action Manager	Action by	Completed			
Reduction	15/208 - Collective meeting of Brierley Group to be arranged to share Vision and direction					CSD AD SR (ML)	Sat-31-Mar-18	Wed-31-Jan-18			
Reduction	15/246 - Finalise Commercial Strategy and communicate to stakeholders including staff					CSD AD SR (ML)	Sat-31-Mar-18				
Reduction	15/247 - Production of Brierley Group Annual report					CSD AD SR (ML)	Mon-30-Apr-18				
Reduction	15/503 - Carry out NYES commercial challenge sessions to monitor progress against commercial targets in the Autumn and at the end of the financial year					CSD AD SR (ML)	Sat-31-Mar-18	Sun-31-Dec-17			
Reduction	15/521 - Invest cash in commercial opportunities where appropriate					CSD AD SR (KI)	Sat-31-Mar-18				
Reduction	15/522 - Determine selection criteria to win bids for commercial opportunities to optimise rewards					CSD AD SR (ML)	Sat-31-Mar-18				
Reduction	15/609 - Review training on commercial and take appropriate actions					CD SR	Sat-31-Mar-18				
Reduction	15/610 - Refresh of NYes strategy and approach					CSD SR NYES Com Dir	Sat-31-Mar-18				
Phase 4 - Post Risk Reduction Assessment											
Probability	M	Objectives	M	Financial	M	Services	M	Reputation	L	Category	4
Phase 5 - Fallback Plan											
								Action Manager			
Fallback Plan	15/550 - Review financial position and invoke budget cuts as necessary							CSD Mgt Team			

Central Services Directorate

Risk Register: **month 6 (January 2018) – detailed**Next review due: **August 2018**Report Date: **1st February 2018 (pw)**

Phase 1 - Identification											
Risk Number	15/180	Risk Title	15/180 - Customer Programme				Risk Owner	Chief Exec	Manager	CSD AD LC&CS	
Description	Failure to implement a Customer Programme that meets the needs and demands of our customers and supports the necessary service redesigns, achieves savings and improves performance and customer satisfaction					Risk Group	Change Mgt	Risk Type	LC&CS 333/208		
Phase 2 - Current Assessment											
Current Control Measures		Customer board with reps from each NYCC directorate and appropriate cross cutting themes; Selby Customer and Community Board; Customer working group; 2020 Customer Theme; regular updates to Programme Board; regular slots at directorate leadership team meetings; regular meetings with the directorate 2020 programme leads; Directorate project briefs relating to 2020 Customer Theme reviewed and developed within the Customer pipeline; risk log; communications plan; governance structure and arrangements in place; mechanism for resources in place;									
Probability	M	Objectives	M	Financial	M	Services	H	Reputation	M	Category	2
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	15/253 - Continue to embed Customer principle into NYCC redesign of services and ensure the necessary culture change in the organisation (e.g. by attending Leadership teams, challenging Directorates and being involved in business case design stage) such that it becomes the new 'business as usual'						CSD AD LC&CS	Mon-30-Apr-18			
Reduction	15/259 - Develop and implement Corporate KPIs for Customer Programme; KPIs developed and will be rolled out over the coming months						CSD AD LC&CS CSD AD SR (ML)	Mon-30-Apr-18			
Reduction	15/515 - Continue to work through the pipeline of customer journey mapping and LEAN reviews for Service projects (approx. 20 projects per year) (ongoing)						CSD AD LC&CS	Tue-31-Jul-18			
Reduction	15/516 - Finalise One-Number strategy; strategy done, website and BT directory updated;						CSD AD LC&CS	Sat-30-Sep-17	Sat-30-Sep-17		
Reduction	15/517 - Work with Workforce Development to produce and deliver training to customer facing teams to enhance skills and understand their role(s); package developed and signed off, now being accessed by customer service and Library staff						CSD AD LC&CS	Mon-30-Apr-18			
Reduction	15/518 - Maintain challenge to the web / change teams to ensure they continue pace with and support for the customer programme						CSD AD LC&CS	Sat-30-Sep-17	Fri-31-Mar-17		
Reduction	15/519 - Continue to work with Selby (and other Districts where appropriate) to enhance customer experience						CSD AD LC&CS	Sun-30-Sep-18			
Reduction	15/614 - Regular review of Service projects in the pipeline of customer journey mapping by Customer Programme Board (ongoing)						CSD AD LC&CS	Tue-31-Jul-18			
Reduction	333/567 - Understand and communicate any limitations to the roll out of the customer programme and principles						CSD AD LC&CS	Mon-30-Apr-18			
Phase 4 - Post Risk Reduction Assessment											

Central Services Directorate

Risk Register: **month 6 (January 2018) – detailed**

Next review due: **August 2018**

Report Date: **1st February 2018 (pw)**

Probability	M	Objectives	M	Financial	M	Services	M	Reputation	M	Category	4
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Central Services Directorate

Risk Register: month 6 (January 2018) – detailed

Next review due: August 2018

Report Date: 1st February 2018 (pw)

Phase 5 - Fallback Plan		Action Manager
Fallback Plan	15/543 - Reprofile the plan to stage service redesign	CSD AD LC&CS

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Risk Register: month 6 (January 2018) – detailed

Next review due: August 2018

Report Date: 1st February 2018 (pw)

Phase 1 - Identification											
Risk Number	15/183	Risk Title	15/183 - Health & Safety				Risk Owner	Chief Exec		Manager	CD SR
Description	Major Corporate Health and Safety failure resulting in injuries, claims, reputational and service delivery impact and possible prosecution					Risk Group	Legislative		Risk Type	Corp 20/389	
Phase 2 - Current Assessment											
Current Control Measures			HSRM Service Plan feeding into Directorate Action Plans; H&S team; Corporate H&S Policy; Corporate and Directorate H&S procedures; intranet and cyps.info sites; Directorate RM groups; RM Working groups; H&S Champions and lead officers; reporting on a regular basis; on-going H&S risk assessment, training, monitoring and audit; corporate H&S training; managers' and employees' online H&S training and other modules revised; health and safety function within NYCC (3rd stage) reviewed; new structure for the shared service with City of York Council agreed and implemented;								
Probability	L	Objectives	M	Financial	M	Services	M	Reputation	H	Category	3
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	15/248 - Continue delivery of the programme of H&S monitoring (ongoing)						CSD AD SR (AH)	Fri-31-Aug-18			
Reduction	15/249 - Implement the revised directorate H&S action plans in line with the top 10 risks agreed at CRMG and report performance on key priorities						CSD AD SR (AH)	Fri-31-Aug-18			
Reduction	15/255 - Ensure appropriate operating standards of H&S risk assessments exist and are being implemented locally (linked to 15/249 above)						CSD AD SR (AH)	Fri-31-Aug-18			
Reduction	15/257 - Review and revise the corporate H&S procedures alongside alignment with the safety management system						CSD SR HoHSRM	Fri-31-Aug-18			
Reduction	15/408 - Implement arrangements for H&S function following the agreement of the structure for shared services with City of York Council						CSD AD SR (AH)	Mon-31-Jul-17	Sat-1-Jul-17		
Reduction	15/417 - Consider H&S implications of significant changes for delivery of services within the Council and factor into Directorate H&S action plans						CSD AD SR (AH)	Fri-31-Aug-18			
Reduction	15/427 - Review and revise the employees' online H&S training and other modules						CSD AD SR (AH)	Wed-31-May-17	Wed-31-May-17		
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	M	Financial	M	Services	M	Reputation	H	Category	3
Phase 5 - Fallback Plan											
									Action Manager		
Fallback Plan	15/538 - Liaise with HSE, media management, implement fatal/serious injury response guide							CSD SR HoHSRM			

Central Services Directorate

Risk Register: month 6 (January 2018) – detailed

Next review due: August 2018

Report Date: 1st February 2018 (pw)

Phase 1 - Identification											
Risk Number	15/200	Risk Title	15/200 - Major Emergencies in the Community				Risk Owner	Chief Exec	Manager	Chief Exec	
Description	Failure to plan, respond and recover effectively to major emergencies in the community resulting in risk to life and limb, impact on statutory responsibilities, impact on financial stability and reputation					Risk Group	Performance	Risk Type			
Phase 2 - Current Assessment											
Current Control Measures		NYLRF and RMCI; experience and resources of partners; existing plans incl public health (training and exercises); RET; partnership working with District Councils; community resilience; silver response in the County Council major incident plan tested; approach to BCP refreshed to strengthen service resilience; Resilience Direct portal; regional multi agency pandemic exercise held; effectiveness and robustness of resilience plans relating to the public health and social care of the NY population tested; NYCC action plan developed and implemented based on the debrief report recommendations and all multi agency learning (including the flood reporting tool and simplification of information flow); members of national steering group on volunteers									
Probability	L	Objectives	L	Financial	H	Services	L	Reputation	H	Category	3
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	15/593 - Contribute to multi agency collaborative approach to maximising the support spontaneous and established volunteer groups provide in emergencies (ongoing)						CSD EPM	Fri-31-Aug-18			
Reduction	15/594 - Input to and engagement with national learning and development of best practice following Grenfell and attacks in London and Manchester						CSD EPM	Fri-31-Aug-18			
Reduction	20/970 - Continue to ensure effective co-ordination and communication with County and District/Borough Council services & NYLRF in light of reduction in resources (ongoing)						CSD AD PP	Fri-31-Aug-18			
Reduction	20/971 - Continue to ensure effective and efficient processes are embedded amongst all partners to prioritise workstreams (incl. plans, training and exercises) (ongoing)						CSD AD PP	Fri-31-Aug-18			
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	L	Financial	H	Services	L	Reputation	M	Category	3
Phase 5 - Fallback Plan											
									Action Manager		
Fallback Plan	20/207 - Review and prioritise resources dependent on nature and impact of event (inc effective media management)								Chief Exec		

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Next review due: August 2018

Report Date: 1st February 2018 (pw)

Phase 1 - Identification											
Risk Number	15/179	Risk Title	15/179 - Library Service Transfer to Community Ownership				Risk Owner	Chief Exec	Manager	CSD AD LC&CS	
Description	Failure to embed the new Community Libraries from 1st April 2017 resulting in impact on customer service in this and other areas, missed opportunities to strengthen communities and unmet savings targets					Risk Group	Partnerships	Risk Type			
Phase 2 - Current Assessment											
Current Control Measures	Executive agreement for revised proposals; fully integrated within Stronger Communities programme; regular meetings between library managers and delivery managers; discussions with individual elected members; meetings with local communities including town and parish councils; workshops with individual community groups taking place; identified staff support for all community libraries; dedicated hours at each community library; business plans and SLAs in place; regular meetings with management groups; regular budget monitoring; communication strategy to support the transition; annual report to Overview and Scrutiny Committee; stakeholder conference;										
Probability	L	Objectives	L	Financial	M	Services	H	Reputation	H	Category	3
Phase 3 - Risk Reduction Actions											
						Action Manager	Action by	Completed			
Reduction	15/173 - Formalise arrangements for future delivery (SLAs)					CSD AD LC&CS	Fri-31-Mar-17	Fri-31-Mar-17			
Reduction	15/365 - Take all opportunities to co-locate other services together (ongoing)					CSD AD LC&CS	Mon-30-Apr-18				
Reduction	15/366 - Ensure support and joint coordination between Stronger Communities and the Library Service in working with local communities (ongoing)					CSD AD LC&CS	Mon-30-Apr-18				
Reduction	15/830 - Launch revised Communication Strategy to implement transition (ongoing)					CSD AD LC&CS	Fri-31-Mar-17	Fri-31-Mar-17			
Reduction	15/838 - Ensure adequate capacity is available within the community and also remaining workforce to deliver the service including training (ongoing)					CSD AD LC&CS	Mon-30-Apr-18				
Reduction	333/568 - Brief new Exec Member and prepare report for overview and scrutiny committee					CSD AD LC&CS	Wed-31-Jan-18	Sun-31-Dec-17			
Reduction	333/569 - Host stakeholder conference; planned for 22nd November 2017					CSD AD LC&CS	Sun-31-Dec-17	Thu-30-Nov-17			
Reduction	333/600 - Resolve remaining ongoing issues; eg. Property Fire Risk Assessments and Info Gov training					CSD AD LC&CS	Mon-30-Apr-18				
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	L	Financial	L	Services	M	Reputation	M	Category	5
Phase 5 - Fallback Plan											
								Action Manager			
Fallback Plan	15/539 - Service reduction including closure of libraries where no group comes forward						CSD AD LC&CS				

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Next review due: August 2018

Report Date: 1st February 2018 (pw)

Phase 1 - Identification											
Risk Number	15/29	Risk Title	15/29 - Corporate Governance and Ensuring Legality				Risk Owner	Chief Exec	Manager	CSD ACE LDS	
Description	Failure to ensure adequate Corporate Governance arrangements across the County Council to ensure that the Council acts lawfully in its operations and decision making resulting in inadequate control and stewardship; given the environment of greater risk taking and expansion of the types of activities the Council is now involved in resulting in challenge and non delivery of decisions, financial implications and loss of reputation particularly given service and statutory obligations					Risk Group	Legislative	Risk Type	LDS 17/6		
Phase 2 - Current Assessment											
Current Control Measures			Lawyers and DSO's engage with 2020 Programme and services; delegation scheme; constitution; training; legislation monitoring and advice notes/briefings; increased monitoring of committee reports; ACE LDS on MB; Proforma for Executive Reports covering major issues; Monitoring complaints and commendation policy and system; monitoring of the Forward Plan; Democratic Services IT system; compliance with rules on access to information; Corporate Governance Officers Group; Local Code of CG; Corporate Governance Checklist; Annual Governance Statement; Statements of Assurance across the Council; Controls in Risk management, Business Continuity and Information Governance; views of external Auditors; Audit Committee in-depth consideration; LGA corporate peer review;								
Probability	M	Objectives	L	Financial	M	Services	M	Reputation	M	Category	4
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	15/57 - Continue to ensure effective monitoring of governance and operational requirements of new legislation (eg. Health Integration, Combined Authorities) and make sure services and teams are aware impact on their areas						CD SR CSD ACE LDS	Tue-31-Jul-18			
Reduction	15/251 - Continue to ensure compliance with rules on access to information						CSD ACE LDS	Tue-31-Jul-18			
Reduction	15/369 - Review decision and procedures after a successful challenge						CSD ACE LDS	Tue-31-Jul-18			
Reduction	15/370 - Ensure early legal advice is provided within the 2020 Programme which is particularly important due to diminishing resources (ongoing until 2020)						CSD ACE LDS	Tue-31-Mar-20			
Reduction	15/449 - Continue to provide governance and legal advice on key issues (eg. impact of devolution or brexit)						CD SR CSD ACE LDS	Tue-31-Jul-18			
Reduction	15/512 - Carry out review of Governance Framework in line with latest guidance						CD SR	Tue-31-Jul-18			
Reduction	15/513 - Annual Review of Corporate Governance Arrangements by Audit Committee						CD SR	Tue-31-Jul-18			
Reduction	15/824 - Continue to strengthen links with Directorates including liaison by Monitoring Officer and team with Directorates and ensure consultation on legality of major initiatives						CSD ACE LDS	Tue-31-Jul-18			
Reduction	15/825 - Ongoing monitoring of committee reports and decision making to ensure Council decision making takes account of relevant considerations including EIAs and consultation requirements						CSD ACE LDS	Tue-31-Jul-18			

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Reduction	17/502 - Ensure we provide adequate support to the new councillors to enable them to make appropriate decisions within the legislative framework				CSD ACE LDS	Tue-31-Jul-18					
Phase 4 - Post Risk Reduction Assessment											
Probability	M	Objectives	L	Financial	M	Services	M	Reputation	M	Category	4

Central Services Directorate

Risk Register: **month 6 (January 2018) – detailed**

Next review due: **August 2018**

Report Date: **1st February 2018 (pw)**

Phase 5 - Fallback Plan		Action Manager
Fallback Plan	15/169 - Review failing areas in existing arrangements and plan for improvement	CSD ACE LDS

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Next review due: August 2018

Report Date: 1st February 2018 (pw)

Phase 1 - Identification											
Risk Number	15/184	Risk Title	15/184 - Central Services Savings Plan				Risk Owner	Chief Exec	Manager	CSD Mgt Team	
Description	Failure to deliver the Central Services savings plan for the duration of the programme (up to 2019) resulting in inability to meet the budget, rationalise support services and enable the programme					Risk Group	Financial	Risk Type			
Phase 2 - Current Assessment											
Current Control Measures	CS Management Team meetings; CS 2020 Programme Manager; CS Programme updates to CSMT and Programme Board; individual project monitoring regimes with RAG status; nominated lead officers and associated governance structure; CS programme plan; business mandates; briefs and business cases as appropriate; savings re-profiled and included in budget/MTFS report (Feb 2018)										
Probability	M	Objectives	M	Financial	M	Services	M	Reputation	M	Category	4
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	15/182 - Ongoing review of impact at Management Teams and overall consideration at CSMT						CD SR	Sun-30-Sep-18			
Reduction	15/183 - Periodic reviews at 2020NY Programme Board						CD SR	Sun-30-Sep-18			
Reduction	15/184 - Implementation of plans of individual projects						CSD Mgt Team	Sun-30-Sep-18			
Reduction	15/185 - Pursuit of additional income as part of commercialisation agenda						CSD Mgt Team	Sun-30-Sep-18			
Phase 4 - Post Risk Reduction Assessment											
Probability	M	Objectives	M	Financial	M	Services	M	Reputation	M	Category	4
Phase 5 - Fallback Plan											
								Action Manager			
Fallback Plan	15/540 - Review savings plan and implement alternative savings								Chief Exec		

Central Services Directorate

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Report Date: 1st February 2018 (pw)

Identity			Person		Classification												Fallback Plan			
Change	Risk Title	Risk Description	Risk Owner	Risk Manager	Pre						RR		Post						FBPlan	Action Manager
					Prob	Obj	Fin	Serv	Rep	Cat	RRs	Next Action	Prob	Obj	Fin	Serv	Rep	Cat		
◀▶	15/11 - 2020 North Yorkshire Programme and beyond	Failure to successfully implement the Programme and Modern Council ways of working resulting in inability to meet financial savings requirements, sub-optimal decision making and poorer quality of services.	Chief Exec	CSD SR AD T&C	H	H	H	H	H	1	14	28/02/2018	M	H	H	H	M	2	Y	All Mgt Board
◀▶	15/161 - Information Governance	Ineffective information governance arrangements lead to unacceptable levels of unauthorised disclosure of personal and sensitive data, poor quality or delayed responses to FoI requests, and inability to locate key data upon which the Council relies resulting in loss of reputation, poor decision making, fine, etc	Chief Exec	CD SR	H	L	M	L	H	1	8	31/10/2017	M	L	M	L	H	2	Y	CD SR
◀▶	15/186 - Stronger Communities	Failure to develop and implement greater community capacity to provide sustainable local support and services, within the context of reduced government funding, resulting in further reduced services in the community, missed opportunities relating to community libraries, universal provision for children, young people and families, community transport and prevention services for older and vulnerable adults	Chief Exec	CSD AD PP	M	L	H	M	M	2	9	31/03/2017	L	L	H	M	M	3	Y	CSD PP HoSC
◀▶	15/166 - Organisational Performance Management	Failure to align the performance management framework with the Council strategy and/or use the correct metrics to measure performance results in reduction in service performance, efficiency and effectiveness; reduction in value for money; loss of reputation and suboptimal financial savings	Chief Exec	CD SR	M	H	M	H	M	2	9	31/10/2017	L	H	M	M	M	3	Y	CD SR
◀▶	15/162 - Capacity and Skills	A lack of capacity and skills within Central Services leads to a significant decline in	Chief Exec	CSD Mgt Team	H	M	L	M	L	2	6	31/03/2018	M	M	L	M	L	4	Y	CSD Mgt Team

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Identity			Person		Classification												Fallback Plan			
Change	Risk Title	Risk Description	Risk Owner	Risk Manager	Pre						RR		Post						FBPlan	Action Manager
					Prob	Obj	Fin	Serv	Rep	Cat	RRs	Next Action	Prob	Obj	Fin	Serv	Rep	Cat		
		service quality &/or insufficient progress in carrying out required developments.																		
◀▶	15/201 - Commercial Strategy	Failure to successfully secure commercial opportunities within the Council resulting in lost net income to support budget savings, unresilient service, unskilled and insecure workforce.	Chief Exec	CSD Mgt Team	H	M	M	M	L	2	8	31/03/2018	M	M	M	M	L	4	Y	CSD Mgt Team
◀▶	15/180 - Customer Programme	Failure to implement a Customer Programme that meets the needs and demands of our customers and supports the necessary service redesigns, achieves savings and improves performance and customer satisfaction	Chief Exec	CSD AD LC&CS	M	M	M	H	M	2	9	30/09/2017	M	M	M	M	M	4	Y	CSD AD LC&CS
◀▶	15/183 - Health & Safety	Major Corporate Health and Safety failure resulting in injuries, claims, reputational and service delivery impact and possible prosecution	Chief Exec	CD SR	L	M	M	M	H	3	7	31/05/2017	L	M	M	M	H	3	Y	CSD SR HoH SRM
◀▶	15/200 - Major Emergencies in the Community	Failure to plan, respond and recover effectively to major emergencies in the community resulting in risk to life and limb, impact on statutory responsibilities, impact on financial stability and reputation	Chief Exec	Chief Exec	L	L	H	L	H	3	4	31/08/2018	L	L	H	L	M	3	Y	Chief Exec
◀▶	15/179 - Library Service Transfer to Community Ownership	Failure to embed the new Community Libraries from 1st April 2017 resulting in impact on customer service in this and other areas, missed opportunities to strengthen communities and unmet savings targets	Chief Exec	CSD AD LC&CS	L	L	M	H	H	3	8	31/03/2017	L	L	L	M	M	5	Y	CSD AD LC&CS
◀▶	15/29 - Corporate Governance and Ensuring Legality	Failure to ensure adequate Corporate Governance arrangements across the County Council to ensure that the Council acts lawfully in its operations and decision making resulting in inadequate control and stewardship; given the environment of greater risk taking and expansion of the	Chief Exec	CSD ACE LDS	M	L	M	M	M	4	10	31/07/2018	M	L	M	M	M	4	Y	CSD ACE LDS




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Identity			Person		Classification											Fallback Plan				
Change	Risk Title	Risk Description	Risk Owner	Risk Manager	Pre						RR		Post						FBPlan	Action Manager
					Prob	Obj	Fin	Serv	Rep	Cat	RRs	Next Action	Prob	Obj	Fin	Serv	Rep	Cat		
		types of activities the Council is now involved in resulting in challenge and non delivery of decisions, financial implications and loss of reputation particularly given service and statutory obligations																		
	15/184 - Central Services Savings Plan	Failure to deliver the Central Services savings plan for the duration of the programme (up to 2019) resulting in inability to meet the budget, rationalise support services and enable the programme	Chief Exec	CSD Mgt Team	M	M	M	M	M	4	4	31/07/2018	M	M	M	M	M	4	Y	Chief Exec

Key	
	Risk Ranking has worsened since last review.
	Risk Ranking has improved since last review
	Risk Ranking is same as last review
- new -	New or significantly altered risk