

Appendix 1 – South Northants Council – Leadership Risk Register - end of September 2019 - Updated 11/10/19

Level of risk	How the risk should be managed
High Risk (16-25)	Requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.
Medium Risk (10 -15)	Contingency Plans - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.
Low Risk (1 – 9)	Good Housekeeping - may require some risk mitigation to reduce the likelihood if this can be done cost effectively, but good housekeeping to ensure that the impact remains low should be adequate. Re-assess frequently to ensure conditions remain the same.

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic			L09		
	4 - Major		L04, L12	L07		
	3 - Moderate			L01, L02, L03, L05, L10, L11, L13 & L14	L06, & L08	
	2 - Minor					
	1 - Insignificant					

Risk Definition	
Leadership	Strategic risks that are significant in size and duration, and will impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities
Operational	Risks to systems or processes that underpin the organisation’s governance, operation and ability to deliver services

Ref	Name and Description of risk	Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
							Probability	Impact	Rating				
2019/20			Fully effective Partially effective Not effective										
L01	Financial resilience – Failure to react to external financial shocks, new policy and increased service demand. Poor investment and asset management decisions.	<p>Medium Term Revenue Plan reported regularly to members. Monthly financial monitoring linked to performance monitoring.</p> <p>Efficiency plan in place and balanced medium term</p> <p>Highly professional, competent, qualified staff</p> <p>Good networks established locally, regionally and nationally</p> <p>National guidance interpreting legislation available and used regularly</p> <p>Members aware and are briefed regularly</p> <p>Participate in Northamptonshire Finance Officers work streams</p> <p>Treasury management policies in place</p> <p>Investment strategies in place</p> <p>Regular financial and performance monitoring in place</p> <p>Independent third party advisers in place</p> <p>Regular bulletins and advice received from advisers</p> <p>Property portfolio income monitored through financial management arrangements on a regular basis</p> <p>Asset Management Strategy in place and embedded.</p> <p>Transformation Programme in place to deliver efficiencies and increased income in the future</p>	<p>Fully</p> <p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Partially</p>	Councillor Peter Rawlinson	Martin Henry	Paul Hymers	3	3	9	↔	<p>ED Finance and Head of Finance and Procurement recruited. Overall Finance and Procurement resource enhanced through recent recruitment process. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies.</p> <p>Investment strategy approach agreed for 18/19 and all potential investments to now be taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes.</p> <p>Timeliness and quality of budget monitoring particularly property income and capital to be improved. Financial Systems Project ongoing. Financial Systems project reviewed to meet business needs.</p> <p>Asset Management Strategy to be reviewed and refreshed in the new year.</p> <p>Review of procurement and capital monitoring arrangements.</p> <p>Finance support and engagement with programme management processes being implemented.</p> <p>Integration and development of Performance, Finance and Risk reporting during 18/19.</p> <p>Regular involvement and engagement with senior management across county as well as involvement in Regional and National finance forums.</p> <p>Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members.</p> <p>Financial support and capacity being developed during 18/19 through development programme.</p> <p>Regular utilisation of advisors.</p> <p>Internal Audits being undertaken for core financial activity and capital.</p>	<p>Increased focus in this area with ongoing review, staff and member training and awareness raising. Monitoring of staff situation and potential impact of LGR.</p> <p>Ensuring support is utilised from and provided by external partners and stakeholders.</p> <p>Financial System Solution Project started to ensure future finance provision is fit for future and ensure alignment with potential future Unitary.</p> <p>Integrated reporting being embedded and working well.</p>	Risk reviewed 11/10/19 no changes

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L02	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	<p>Embedded system of legislation and policy tracking In place, with clear accountabilities, reviewed regularly by Directors</p> <p>Clear accountability for responding to consultations with defined process to ensure Member engagement</p> <p>National guidance interpreting legislation available and used regularly</p> <p>Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed</p> <p>Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place</p> <p>Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit</p> <p>Internal Audit Plan risk based to provide necessary assurances</p> <p>Strong networks established locally, regionally and nationally to ensure influence on policy issues</p> <p>Senior Members aware and briefed regularly in 1:1s by Directors</p>	<p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Partially</p>	Councillor Ian McCord	Richard Ellis	Andrew Hunkin	3	3	9	↔	<p>Establish corporate repository and accountability for policy/legislative changes</p> <p>Review Directorate/Service risk registers</p> <p>Ensure Committee forward plans are reviewed regularly by senior officers</p> <p>Ensure Internal Audit plan focusses on key leadership risks</p> <p>Develop stakeholder map, with Director responsibility allocated for managing key relationships</p> <p>Standardise agendas for Director / PFH 1:1s</p> <p>New NPPF published 05/03/18 will guide revised approach to planning policy and development management.</p> <p>Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR</p>	<p>SMT receives a wide variety of reports and information to ensure that it gives its attention to strategy and horizon scanning. The SNC service plan is used to identify potential legal / regulatory changes required. The leadership risk register has been fully reviewed for the 2019/20 year. As functions separate, specific risk registers are reviewed and updated.</p> <p>To ensure that SMT is fully sighted on all items, it has compiled an SMT tracker that links into the committee and BPM forward plans.</p> <p>A template has been compiled that formalises and records more comprehensively the meetings between senior staff and PHs.</p> <p>Executive Director: Resources is a member of the Lawyers in Local Government organisation, that publishes weekly updates / reviews on legislative changes and best practice. Asst Cex appointed as DMO.</p> <p>Action Plan being developed for GDPR and consideration being given to resourcing as part of the separation procedure.</p>	Risk reviewed 8/10/19 . No changes

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L03	Lack of Management Capacity - Loss of key Directors/ADs and limited ability to recruit reduces capacity at management level	<p>Succession planning for key roles</p> <p>Arrangements in place to source appropriate interim resource if needed</p> <p>Delegations to Chief Exec agreed to ensure timely decisions</p> <p>HR / Specialist resource in place to support recruitment process and manage implications</p> <p>Ongoing programme of internal communication</p>	<p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Partially</p> <p>Fully</p>	Councillor Ian McCord	Richard Ellis	Andrew Hunkin	3	3	9	↔	<p>Discussions with Penna to ensure rapid response should interim resource be required</p> <p>Identify specialist senior HR/OD resource to support SMT</p> <p>Communications to be delivered by CEO</p> <p>External support provided.</p> <p>Resilience training programme for Assistant Directors in place. Also, Managers' Forum now in place, developing next in line tier of managers into a more confident cadre (and thinking of succession planning).</p>	<p>SMT has been in place from 1 January 2019 and all positions (including EAs and Pas) have been filled.</p> <p>The revised senior mgt structure, established following the shift of Vesting Day, is in place..</p> <p>Additional resource in place to support the Northants Local Govt Re-organisation project (LGR). Additional communications resource in place to support LGR work.</p> <p>Resilience training programme completed. Additional support and training and development identified and promoted through Staff Fayre and the Mgrs' Forum</p> <p>Active consideration being given to SNC's strategic HR resource following agreement of the separation proposal Also OD Strategy framework being developed.</p>	Risk reviewed 8/10/19 comments updated
L04	Local Plan - Failure to ensure sound local plans are submitted on time for each District.	<p>Local Development Schemes are in place which detail the timeframes and deliverables to underpin the work</p> <p>Resources are in place to support delivery including Barrister support for each Local Plan.</p> <p>For issues which are solely within the control of SNC policies, plans and resources are in place</p> <p>Reg 19 Plan currently at Examination in Public, Hearings have adjourned.</p> <p>Statements of Community Involvement are in place.</p> <p>SNC revised LDS approved September 2018</p>	<p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Fully</p>	Councillor Phil Bignell	Jane Carr	Jim Newton	2	4	8	↔	<p>Regular review meetings on progress and critical path review at each Council</p> <p>Regular Portfolio briefings and political review</p> <p>LDS updated as required</p>	<p>Joint Core Strategy Review consultation is currently underway, until October. Work has commenced with Milton Keynes and Aylesbury for new Joint Spatial Framework to address impact of proposed growth of Milton Keynes on its neighbours. Local Plan part 2 Modifications are due to be put before Planning Policy & Regeneration Strategy Committee on 18th September, and then published for a six week consultation.</p>	Risk reviewed 11/10/19 no changes
L05	Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	<p>Business continuity strategy in place</p> <p>Services prioritised and recovery plans reflect the requirements of critical services</p> <p>ICT disaster recovery arrangements in place</p> <p>Incident management team identified in Business Continuity Strategy</p> <p>All services undertake annual business impact assessments and update plans</p> <p>Business Continuity Plans tested</p>	<p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Partially</p>	Councillor Dermot Bambridge	Andrew Hunkin	Geoff Kent	3	3	9	↔	<p>Joint service impact assessments and BC plans completed with CDC, now being reviewed and SNC-only plans created</p> <p>Business Continuity Strategy drafted, being updated with delivery plan for summer 2019</p> <p>BC exercise to be conducted in Summer 2019.</p> <p>BC training to be agreed and rolled out to SNC staff in summer 2019.</p> <p>Joint steering group in place, SNC-only group being set up summer 2019</p> <p>SNC BC plans will be added to Resilience Direct for easy reference by end September 2019</p>	<p>Process to separate SNC BC plans from CDC joint plans reflecting separation process continues. BC awareness being raised at SNC which will lead to exercise to test robustness of plans.</p>	Risk reviewed 11/10/19 no changes

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L06 - New Risk	Strategic Community Partners - Financial failure of a public sector partner organisation Failure to build the necessary partnership relationships to deliver our strategic plan. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers)	Robust governance/contract management framework in place for key third party relationships	Partially	Councillor Ian McCord	Andrew Hunkin	Geoff Kent	4	3	12	↔	Review existing arrangements/ contracts to ensure appropriate governance	Third party governance review completed. Cllr and Officer appointments to Council owned companies have been reviewed and approved. Impact of potential NCC cuts reviewed for all plans and strategy changes proposed and / or made. Ongoing meetings with Chief Execs from across Northamptonshire to agree next steps for Unitary approach Ongoing meetings with wider health partners to ensure evidence based approach to investment in Wellbeing Directorate Services	Risk reviewed 11/9/19 no changes
		Robust governance/contract management framework in place for key third party relationships	Partially								Standard agenda item at senior officer meetings		
		Training and development of senior officers/members to fulfil their responsibilities with partner organisations	Partially								Continue Institute of Directors training for Officers and Members		
		Leader and CEO engaging at National and county level to mitigate impacts of potential service reductions for residents	Partially										
		Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially										
L07	Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Key contact lists updated monthly.	Partially	Councillor Dermot Bambridge	Jane Carr	Geoff Kent	3	4	12	↔	There is a specific, fully trained SNC employed member of staff covering emergency planning as part of their job role. The new standalone SNC healthy communities team structure formalises this.	Active plans are in place to ensure the authority is prepared for a variety of emergencies. Continual improvements are being made as a result of a review of these plans and in partnership with the Local Resilience Forum. A standalone (separated from CDC) 24/7 on-call duty officer system has been in place since 1/1/19, a standalone SNC Emergency Plan and Wallet Guide are in operation. Recruitment to new standalone SNC Healthy Communities Team is progressing.	Risk reviewed 11/9/19 no changes
		Dedicated Emergency Planning Officer in post to review, test and exercise plan and to establish, monitor and ensure all elements are covered	Partially								Active involvement in Brexit contingency planning being led by Northants LRF		
		Added resilience from cover between shared Environmental Health team, shared Environmental Services & SNC Housing Team s officers with appropriate skill (Bronze Incident Liaison Officers)	Fully								Desktop emergency planning exercise undertaken by Senior Managers in June 2019		
		Senior management attend Civil Emergency training	Fully								Training for senior officers was completed in: June 2018; November 2018 & June 2019.		
		Multi agency emergency exercises conducted to ensure readiness	Fully								Senior managers have attended duty manager training .		
		All officers that are involved in emergency responses are trained for their roles	Fully								The Inter Agency Group has met in: November 2018; January 2019; April 2019 to reflect on 2018 F1 Grand Prix and Moto GP and prepare for 2019. An IAG meeting took place on 19 June 2019 prior to the 2019 Grand Prix. Further IAG meeting to take place 13 August to review the Grand Prix and incorporate learning into the plans for Moto GP.		
		Full participation in Local Resilience Forum (LRF) activities	Fully								SNC is represented at the Local Resilience Forum		

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L08	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	New health & safety corporate arrangements and guidance being updated.	Partially	Councillor Peter Rawlinson	Andrew Hunkin	Staci Courtney	4	3	12	↔	The Corporate Health, Safety and Wellbeing Policy has been developed following restructure; and has been ratified and signed. An Action Plan has also been drafted and agreed.	SMT scheduled to receive regular updates from Senior H&S Officer. Health and Safety Policy for stand-alone SNC has now been ratified and signed. Executive Director: Resources named as Health and Safety Champion. Updated Corporate Arrangements have been drafted that reflect the current structure. Corporate Action Plan developed and agreed. This will be reviewed now that the Senior H&S Officer is in place.	Risk reviewed 11/10/19 with mitigating actions and comments updated.
	Robust Health & Safety policies and Corporate H&S arrangements in place as part of an Integrated H&S Management System	Partially	All Assistant Directors to complete a H&S Checklist to provide a status on the management of H&S in their service areas following ratification of the new checklist format. Actions to be formalised into service plans & monitored at DMT Meetings								A Directorate Health and Safety Action Plan based on the AD Checklist has is in development. This will be complete by 31/10/19.		
	Corporate H&S Team in place to provide competent health and safety advice and guidance until SNC recruits a new Health and Safety Officer.	Partially	The H&S function conducts reviews internally across all services and teams, the current scope will be expanded from topic-based themes to cover all elements of our overall H&S management system to ensure compliance with our standards.3. Action plan for Environmental Services has been drafted and is with the management team for review.								Internal Audit Schedule is under review to take into account the reduction in resources following split with CDC. Audits and inspections planned in for the rest of the year. A formal schedule will be created for 2020 and distributed for visibility.		
	Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation	Partially	Management of H&S training will now be included within the new eLearning programme.								Awaiting final sign off from the HR/Training Manager for training procurement and implementation. No update on this		
	Directorate Health & Safety Improvement Plans established with embedded reporting and recording arrangements in place	Partially	Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process								This will form part of the directorate action plan.		
	Proactive monitoring of Health & Safety performance management internally	Fully	Reviews of leases and performance monitoring to be carried out to satisfy the Councils providers/ contractors are managing significant risks.								A compliance register is being created by the Property Investment & Contracts Manager		
	Effective training regime in place for all staff	Partially	Environmental Services recruiting a dedicated H&S officer based at the depot										
	Positive Health & Safety risk aware culture	Partially											
	Corporate Health & Safety meeting structure in place for co ordination and consultation	Partially											
	Corporate body & Member overview of Health & Safety performance via appropriate committee	Fully											
	Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially											

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L09	Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on the council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	<p>File and Data encryption on computer devices</p> <p>Managing access permissions and privileged users through AD and individual applications</p> <p>Consistent approach to information and data management and security across the councils</p> <p>Effective information management and security training and awareness programme for staff</p> <p>Password security controls in place</p> <p>Robust information and data related incident management procedures in place</p> <p>Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services</p> <p>Appropriate plans in place to ensure ongoing PSN compliance</p> <p>Adequate preventative measures in place to mitigate insider threat, including physical and system security</p> <p>Insider threat mitigated through recruitment and line management processes</p>	<p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Partially</p> <p>Fully</p>	Councillor Andrew Grant	Richard Ellis	Geoff Kent / David Spilsbury	3	5	15	↔	<p>The cyber-essentials plus certification has now been passed.</p> <p>Cyber-security was reviewed by Internal Audit in May 2017 and a review meeting was held on 30th August 2018. The output has been received and signed off with good progress summary noted.</p> <p>The Regional Police Cyber Security Advisor gave the IT management team two training sessions (full cyber awareness Oct18 and table top DR exercise Nov18) followed by a series of all-Council staff awareness sessions in January 2019. Mop-up on e-learning options now being explored by IT and HR.</p> <p>Complete the implementation of the intrusion prevention and detection system. Agree Terms of Reference and re-implement the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis. First meeting 10/10/2019, chaired by the Information Governance Manager.</p> <p>Cyber Awareness e-learning available and will be part of new starters induction training.</p> <p>Cyber Security issues regularly highlighted to all staff.</p> <p>External Health Check undertaken April 2019, executive summary gives us a high security posture and no critical security issues.</p>	<p>Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review.</p>	Risk reviewed 08/10/19 - Mitigating actions updated.

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L10	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Safeguarding lead in place and clear lines of responsibility established	Fully	Councillor Ian McCord	Jane Carr	Jo Barrett	3	3	9	↔	Designated Safeguarding Lead role being covered through shared services. The Community Resilience Officer role due to be advertised w/c 19 Aug and interviews will take place w/c 26 Aug. Interviews for Community Safety/Safeguarding Officer have taken place and new officer will commence employment on 2 September. Training for new standalone SNC staff with responsibility for safeguarding being sourced. Ongoing internal awareness campaigns.	Continued focus in this area with ongoing programme of training and awareness raising. SNC is considering purchasing bespoke reporting software (to replace SIRI) to automate data capture and monthly reporting. SNC now has a standalone safeguarding policy in place. Also a separate SNC Safeguarding Leads meeting is being set up with champions in key service areas.	Risk reviewed 11/10/19 no changes					
	Safeguarding Policy and procedures in place	Fully																Ongoing external awareness campaigns
	'See it, Report it' mechanism in place to be used as/when a member of staff identifies a safeguarding concern	Fully																Annual refresher and new training programmes including training for new members
	Staff Safeguarding Training Framework in place	Partially																SNC are researching options for safeguarding training provider for SNC ready for when full separation is completed and access to OSCB is unavailable. Training monitoring to be developed through new HR/Payroll system. Standalone SNC staff list recording safeguarding training being developed with HR.
	Safer recruitment practices and DBS checks for staff in regulated roles	Fully																Continue to attend Child exploitation groups
	Membership of the Child Exploitation Sub Group	Partially																
	Local Safeguarding Children and Adults Board Northamptonshire pathways and thresholds observed	Fully																AD Wellbeing & Community Safety Officer attended training re: new referral forms/referral framework from NCC.
	Part of Information Sharing Protocol with other partners	Fully																
	Representation on the Northamptonshire Safeguarding Boards (children and adults)	Partially																
	Annual Section 11 return compiled and update report sent to NCC as requested (NSCB did not want a formal S11 return)	Fully																
	Chair the South Northants Multi-Agency Risk Assessment Conference (MARAC)	Fully																
	Safeguarding included as factor for consideration as part of tendering process	Partially																
	Contracts with service providers include safeguarding expectations and right to audit where relevant	Partially																
	Monitoring of commissioned providers to ensure adequacy of safeguarding arrangements	Partially																
L11	Income Generation through council owned companies	Annual business planning	Partially	Councillor Peter Rawlinson	Andrew Hunkin	Paul Hymers	3	3	9	↔	Support for shareholder and client side capacity regularly reviewed. Relevant training being provided.	New shareholder arrangements in place for SNC.	Risk reviewed 10/10/19 no changes					
	Financial planning	Partially																Resilience and support being developed across business to monitor and deliver projects.
	Corporate governance mechanisms	Partially																Skills and experience being enhanced to deliver and support development, challenge and oversight.
	Due diligence	Partially																
	Business casing	Partially																

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L12	Financial sustainability of third party suppliers	Contracts in place to cover default. Business continuity planning	Partially Partially	Councillor Peter Rawlinson	Martin Henry	Paul Hymers	2	4	8	↔	Meetings take place when required with suppliers to review higher risk areas.	The Council continues to monitor suppliers financial stability and meets with suppliers when required. Financial company insight being gained through use of monitoring tools and financial advice.	Risk reviewed 10/10/19 no changes
L13	Local Government Reorganisation - Proposals for local government reorganisation impacts on the provision of services to residents and communities.	Leader and CEO engaging at national and county level to mitigate impacts of potential service reductions for residents. Planning for the impact of separation of joint working arrangements between CDC and SNC is underway. Additional senior leadership resources are in place/planned for SNC. Interim Head of Paid Service in place since 1st October 2018. Regular review and sharing of partnership activity/engagement at senior officer meetings Additional senior management capacity in place to coordinate LGR, supported by a senior project manager, since Jan 2019.	Partially Partially Partially Partially	Councillor Ian McCord	Richard Ellis	Peter Holt	3	3	9	↔	Standing item at senior officer meetings - regular review of risk and control measures. Dedicated resource applied - Asst Ch Exec, LGR Finance Lead, and Senior Project Manager Fortnightly dedicated hour-long session for LGR coordination, about to be supplemented (October 2019) by fortnightly follow-up Change Champions to be recruited amongst front line staff Close working in place with LGR Workstream staff, working across the eight authorities, but based (p/t) in SNC (for those working on		Risk reviewed 8/10/19 comments updated
L14	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils, and potentially exposes Council to legal challenge/action. ☒	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statements	Partially Partially Partially Partially Partially Partially	Councillor Ian McCord	Richard Ellis	Andrew Hunkin	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures Review of constitution to take place following separation (2019/20) Implementation of corporate programme office Full review of HR policy to be undertaken during 2019/20 Monitoring Officer attends management team meetings	Collaboration Agreement in place and all service schedules developed for all services that require ongoing joint working. The service schedules were reviewed by SNC during September, and are now being considered by CDC. Review of constitution will be completed by the end of the calendar year Reconciliation review of capital programme and strategic projects being undertaken	Risk reviewed 8/10/19. Comments updated