

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

**KCR 1 FINANCIAL PRESSURES: The ongoing government funding cuts will continue to have an impact on council services.** Over the course of the last 10 years there has been a substantial reduction in government grants leading to significant financial savings delivered. The council needs a structured and strategic approach to deliver the savings in order to ensure that any change to service provision is aligned to the council's key priorities. In addition other partner organisations are facing financial pressures that impact on the council.

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
<p>Reduction in government grants leading to the necessity to make savings</p> <p>Increased service demand and costs (for example an aging population).</p> <p>Financial pressures on other partners that impact on the council</p> <p>The spending review is one year only for 2020/21.</p> <p><b>Financial impact of Covid-19 on Council budgets</b></p> <p><b>Financial impact of Covid-19 on the economy as a whole</b></p> <p><b>Lack of resources to fully utilise Covid-19 government funding within set timescales, which are very short</b></p>	<p>Potential major implications on service delivery</p> <p>Impacts on vulnerable people</p> <p>Spending exceeds available budget</p> <p>Lack of long term funding announcements from central government creates uncertainty which hinders long term financial planning</p> <p>Lack of long term funding announcements from central government may impact on staff retention as it creates uncertainty for temporary posts funded by external funding</p> <p><b>Covid-19 will result in additional expenditure pressures (eg. Staff, PPE) and a shortfall in income (eg parking, commercial property), which are unlikely to be fully reimbursed by central government. This will result</b></p>	Probable	Major (20)	<p>Regular budget monitoring</p> <p>Effective medium term planning and forecasting</p> <p>Chief finance officer statutory assessment of balanced budget</p> <p>Regular communications on budget strategy and options with senior management and politicians</p> <p>Skilled and resourced finance and procurement service, supported by managers with financial awareness</p> <p>Ongoing analysis of Brexit implications through reports to Executive</p> <p><b>NEW: Financial Strategy 2020/21 approved</b></p> <p><b>Ongoing analysis of implications of Covid-19 through budget monitoring and realignment of resources</b></p> <p><b>Robust recording of Covid 19 expenditure for MHCLG should increase likelihood of receiving</b></p>	Possible	Moderate (14)	No change	<p><b>UPDATE:</b> Development of budget strategy for 2021/22 (Ian Floyd, 31/01/2021)</p>

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
	<p><b>in potential short term budget pressures which will need to be mitigated by a reduction or reprioritisation of spending or use of reserves. In the long term additional savings will be required.</b></p> <p><b>An economic downturn will affect the Council's main sources of funding; reducing business rates income if premises are vacant and reducing council tax income if more individuals require support due to unemployment</b></p>			<p><b>the maximum reimbursement from central government</b></p>				

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

**KCR 2 GOVERNANCE: Failure to ensure key governance frameworks are fit for purpose.** With the current scale and pace of transformation taking place throughout the organisation it is now more important than ever that the council ensures that its key governance frameworks are strong particularly those around statutory compliance including information governance, transparency and health and safety.

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
<p>Increased interactions in relation to FOIA and transparency</p> <p>Failure to comply with data protection and privacy legislation</p> <p>Serious breach of health and safety legislation</p> <p>Failure to comply with statutory obligations in respect of public safety</p> <p><b>The initial response to Covid-19 required the Council to put in place urgent decision making guidance to ensure that decisions could be made rapidly, although there was no government guidance until 4 April.</b></p> <p><b>Response to Covid-19 has resulted in the requirement to conduct remote decision making meetings.</b></p>	<p>Increases in cases held or fines levied by Information Commissioner</p> <p>Failing to meet the legal timescales for responding to FOIA may result in reduced confidence in the council's ability to deal with FOIA and in turn, its openness and transparency</p> <p>Individuals will be at risk of committing criminal offences if they knowingly or recklessly breach the requirements of the GDPR legislation.</p> <p>Potential increased costs to the council if there are successful individual claims for compensation as a result of a breach of GDPR legislation.</p> <p>Impact on the end user/customer</p> <p>Public and staff safety may be put at risk</p> <p>Possible investigation by HSE</p>	Probable	Major (20)	<p>Electronic Communication Policy</p> <p>IT security systems in place</p> <p>Governance, Risk and Assurance Group (GRAG)</p> <p>Ongoing Internal Audit review of information security</p> <p><b>NEW:</b> New Health and Safety monitoring in place from 1 Sep</p> <p>Regular monitoring reports to Audit &amp; Governance committee and Executive Member decision sessions</p> <p>Open Data platform providing Freedom of Information (FOI) requested data</p> <p>Regular review of transparency code legislation and compliance</p> <p>Ongoing management of data architecture to provide de-personalised data to open data platform</p> <p>Public Protection Annual Control Strategy</p>	Possible	Major (19)	New Action	<p>Ongoing Action - Health and Safety training programmes at all levels (Ian Floyd, 31/03/2021)</p> <p>Ongoing Action: regular review of internal audit reviews and recommendations (Ian Floyd 31/03/21)</p> <p>Review of Council constitution underway, to report to Council in Oct 2020 followed by further reviews (Janie Berry)</p>

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
	<p>Prohibition notices might be served preventing delivery of some services</p> <p>Prosecution with potential for imprisonment if Corporate Manslaughter</p> <p>Further incidents occur</p> <p>Adverse media/ social media coverage</p> <p>Reputational impact</p> <p><b>The new decision making protocols in response to Covid-19 must still be made in accordance with the Council's constitution and statutory framework</b></p> <p><b>Risk of litigation against any decisions taken during the 'emergency' period</b></p>			<p>Additional resource, training and improved processes to deal with FOIA requests</p> <p>Additional resource, training and improved processes to deal with the implementation of GDPR</p> <p>GRAG have an enhanced role, providing feedback in relation to the Covid 19 governance changes</p> <p><b>A team was set up to ensure both Officers and Members could competently access and participate in remote meetings; and to deal with specific issues highlighted in the remote decision making risk assessment.</b></p> <p><b>All officer and delegated decisions are reported publicly to Executive/ A&amp;G to ensure transparency</b></p>				

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

**KCR 3 EFFECTIVE AND STRONG PARTNERSHIPS: Failure to ensure partnership arrangements are fit for purpose to effectively deliver outcomes.** In order to continue to deliver good outcomes and services, the council will have to enter into partnerships with a multitude of different organisations whether they are public, third sector or commercial entities. The arrangements for partnership working need to be clear and understood by partners to ensure they deliver the best possible outcomes.

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
<p>Failure to effectively monitor and manage partnerships</p> <p>Partner (especially NHS, Academies) financial pressures may affect outcomes for residents</p> <p>Unilateral decisions made by key partners may effect other partners' budgets or services</p> <p>Financial pressure on York Teaching Hospitals NHS Foundation Trust (YTHFT) and Vale of York Clinical Commissioning Group (VOYCCG), <b>which may have worsened further due to Covid-19</b></p>	<p>Key partnerships fail to deliver or break down</p> <p>Misalignment of organisations' ambitions and direction of travel</p> <p>Ability to deliver transformation priorities undermined</p> <p>Adverse impact on service delivery</p> <p>Funding implications</p> <p>Reputational impact</p>	Probable	Major (20)	<p>Account management approach to monitoring key partnerships. <b>NEW</b> - CMT identified the 60 organisations who have the most potential to influence or affect organisational aims and priority outcomes for residents, and monitors on a quarterly basis. Each Corporate Director and the Chief Executive lead on specific relationships.</p> <p>Internal co-ordination such as Creating Resilient Communities Working Group (CRCWG) meet regularly to understand which areas of the council are working with different partners and what is happening across these agendas.</p> <p><b>There were many positive examples that partnerships worked well together in the event of the Covid-19 emergency and successfully deals with issues; eg. the Outbreak Management Board is a non-decision making body which meets regularly; the YCAB partnership; collaboration with DoE</b></p>	Possible	Moderate (14)	No change	Ongoing action - Monitoring of controls (CMT, 31/03/2021)

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

**KCR 4 CHANGING DEMOGRAPHICS: Inability to meet statutory duties due to changes in demographics.** York has a rapidly changing demographic in relation to both residents and business. This brings with it significant challenges particularly in the delivery of adult social care and children’s services. The council needs to ensure that community impacts are planned for and resourced.

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
<p>Development and regeneration makes York more desirable and accessible to residents, students and business, resulting in increasing inward migration to York.</p> <p>An increase in the aging population requiring services from the council</p> <p>Increase in complexity of needs as people get older</p> <p>Increase in people living with dementia</p> <p>Increase in ethnic diversity of the population means that the council has to understand the needs of different communities in relation to how services are delivered</p> <p>Growing number of people with SEND or complex needs living into adulthood</p>	<p>Increased service demand from residents, including; statutory school placements, SEND, mental health, adult social care and environmental services (eg waste collection)</p> <p>Increased service demand in relation to business (eg Regulation, Planning)</p> <p>Impact of additional demands cause significant financial and delivery challenges, such as a rise in delayed discharges</p> <p>Reputational impact as these mainly impact high risk adult and children’s social care service areas</p> <p>Unable to recruit workers in key service areas eg care worker</p> <p><b>To ensure that decisions made in relation to Covid-19 are taken with a recognition of the different</b></p>	Probable	Major (20)	<p>Place planning strategy to ensure adequate supply of school places</p> <p>DfE returns and school population reported every 6 months</p> <p>Local area working structures in frontline services, including Early intervention initiatives and better self-care</p> <p>Assessment and Care management review complete, to better manage adult social care demand on CYC based on community led support</p> <p>Advice and Information Strategy complete, to provide residents with direct access to support and services, to better manage adult social care demand on CYC, resulting in the launch of Livewell York in March 19</p> <p>Investment in support brokerage work with NHS integrated commissioning</p> <p>Stakeholder and officer group, to create a more connected and integrated health and social care system.</p> <p>Officer caseload monitoring</p>	Possible	Major (19)	Update to action deadline	<p>Ongoing Action - Ensure adequate supply of schools places (CYC Place Planning Strategy, Governance Structure) (Amanda Hatton, 31/03/2021)</p> <p>Further redesign and implementation of new arrangements for early help and prevention (Sophie Wales, 30/09/2020)</p> <p>Continue to analyse the Local Plan and Major development projects demographic data to determine the impact on all CYC services. Note: The Local Plan is currently in the public enquiry process which will consider the impact (CMT, 31/12/20)</p>

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
<p>Demographic of workforce supply unable to meet workforce demand</p> <p>Failure to plan for the impact of a rapid change in demographics to front line service provision</p> <p><b>The impact of Covid-19 may disproportionately affect certain demographics; eg BAME and the older community are more likely to suffer health issues, blue badge holders affected by city centre changes</b></p>	<p><b>impacts on certain demographics</b></p>			<p>Internal co-ordination such as Creating Resilient Communities Working Group (CRCWG)</p> <p>York Skills Plan to 2020</p> <p>The Education Planning Team have completed a review of demographic data to determine the impact on schools</p> <p><b>Community Impact Assessments are carried out before decision making</b></p>				

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

**KCR 5 SAFEGUARDING: A vulnerable child or adult with care and support needs is not protected from harm.** Ensuring that vulnerable adults and children in the city are safe and protected is a key priority for the council. The individual, organisational and reputational implications of ineffective safeguarding practice are acute.

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
<p>Failure to protect a child or vulnerable adult from death or serious harm (where service failure is a factor)</p> <p><b>Lower numbers of vulnerable children in school due to Covid-19 may increase the risk of the Council failing to protect a vulnerable child</b></p> <p><b>Potential for an increased demand on Children's and Adult services after Covid-19 measures are lifted</b></p> <p><b>A statutory breach of contact issues for vulnerable children due to Covid-19 restrictions</b></p>	<p>Vulnerable person not protected</p> <p>Children's serious case review or lessons learned exercise</p> <p>Safeguarding adults review</p> <p>Reputational damage</p> <p>Serious security risk</p> <p>Financial implications, such as compensation payments</p> <p><b>Financial and resource implications of an increase in demand once the Covid 19 measures are lifted</b></p>	Probable	Major (20)	<p>Safeguarding sub groups</p> <p>Multi agency policies and procedures</p> <p>Specialist safeguarding cross sector training</p> <p>Quantitative and qualitative performance management</p> <p>Reporting and governance to lead Member, Chief Executive and Scrutiny</p> <p>Annual self assessment, peer challenge and regulation</p> <p>Audit by Veritau of Safeguarding Adults processes</p> <p>Children's and Adults Safeguarding Boards (LSCB &amp; ASB)</p> <p>Ongoing inspection preparation &amp; peer challenge</p> <p>National Prevent process</p> <p>DBS checks and re-checks</p> <p>Effectively resourced and well managed service</p>	Possible	Major (19)	No change	<p>Ongoing action</p> <p>Safeguarding Board annual action plan 2019/20 (Sharon Houlden and Amanda Hatton, 31/03/2021)</p>



**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
				<p>Safeguarding Board annual plan 2018/19 is approved</p> <p>Controls implemented from peer review action plan</p> <p>Chief Officer Group which brings together Chief Officers from relevant organisations in relation to safeguarding eg police, CYC</p> <p>Community Safety Plan 2017 to 2020 agreed by Executive 28 Sep 2017</p> <p>Completed restructure of Children's social care services</p> <p>Children's Social Care records system is upgraded. This is monitored by a project board. On going development is planned and awaiting costings</p> <p>July 2019 supplementary budget provided additional funding</p> <p><b>Ongoing work to ensure capacity is assured to enable any increase in demand to be met after Covid-19 restrictions are lifted</b></p> <p><b>Use of different methods of contact methods for vulnerable children, such as facetime, alongside working with the DoE and Ofsted</b></p>				

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

**KCR 6 HEALTH AND WELLBEING:** Failure to protect the health of the local population from preventable health threats through preventable control measures.

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
<p>Failure to protect the health of citizens against preventable disease by ensuring appropriate levels of vaccination, immunisation and screening.</p> <p><b>NEW:</b> Failure to demonstrate we are meeting the new responsibilities from central government which include;</p> <ul style="list-style-type: none"> <li>• Outbreak control plan</li> <li>• Governance structure</li> <li>• Independent assurance process</li> </ul> <p><b>Government policy in relation to Covid-19 may prioritise the economy over public health and lift restrictions too soon</b></p>	<p>Likelihood of mass disease outbreaks</p> <p>Late diagnosis &amp; delay in treatment of health conditions that could be identified earlier through routine screening e.g. breast &amp; cervical cancer, diabetic sight loss</p> <p>Reduction in life expectancy</p>	Probable	Major (20)	<p>Liaison with NHS and Public Health England and development of plans to be able to make a large scale response e.g. Mass Treatment Plan.</p> <p>Health Protection Board recently established with good engagement across partners in local and regional meetings.</p> <p>Annual Health Protection Report to the Health and Wellbeing Board and Health &amp; Adult Social Care Policy and Scrutiny Committee</p> <p>CYC Director of Public Health is co-chair with NHS England of the North Yorkshire &amp; York Local Health Resilience Partnership.</p> <p>Internal audit of health protection governance has been completed giving reasonable assurance.</p> <p><b>NEW:</b> Mass vaccination programme for flu</p> <p><b>The main focus of health protection since February 2020 being the public health response to the coronavirus pandemic. The Director of Public Health is leading the York response. An Outbreak Management Advisory</b></p>	Possible	Moderate (14)	No change	<p><b>The COVID-19 outbreak prevention, management and response will continue to be the main focus throughout 2020 and 2021/22 and until the pandemic is declared over. The Outbreak Control Plan is due for review in March 2021 (Sharon Stoltz, 31/3/21)</b></p> <p><b>The 2020 Director of Public Health Annual Report will have a focus on health protection including the response to COVID-19. (Sharon Stoltz 28/02/2021)</b></p>

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
				<p><b>Board has been established together with a governance structure to oversee this work.</b></p> <p><b>The lessons learned from the peer review have been incorporated into the COVID-19 Outbreak Control Plan</b></p>				

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

**KCR 7 CAPITAL PROGRAMME: Failure to deliver the Capital Programme, which includes high profile projects.** The capital programme currently has a budget of £615m from 2019/20 to 2023/24. The schemes range in size and complexity but are currently looking to deliver two very high profile projects, the Community Stadium and York Central, which are key developments for the city.

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
<p>Complex projects with inherent risks</p> <p>Large capital programme being managed with reduced resources across the Council</p> <p>Increase in scale of the capital programme, due to major projects and lifting of borrowing cap for Housing</p> <p><b>Reduction in expenditure required due to budget pressures as a result of Covid-19 may reduce future capital programmes</b></p>	<p>Additional costs and delays to delivery of projects</p> <p>The benefits to the community are not realised</p> <p>Reputational Damage</p> <p><b>Pausing or stopping projects as a result of Covid-19 may create some compliance issues and may mean that existing projects require extensions</b></p>	Probable	Major (20)	<p>Project boards and project plans</p> <p>Regular monitoring of schemes</p> <p>Capital programme reporting to Executive and CMT</p> <p>Financial, legal and procurement support included within the capital budget for specialist support skills</p> <p>Project Management Framework</p> <p>Additional resource to support project management</p> <p>Capital Strategy 2020/21 to 2024/25 approved in Feb 2020</p> <p>In September 2017 A&amp;G agreed there was sufficient assurance in relation to governance of major projects as no longer required quarterly scrutiny at A&amp;G</p> <p>Internal Audit Report gave reasonable assurance on project management arrangements in 2018/19</p> <p><b>Ongoing procurement and legal review to highlight any issues</b></p>	Possible	Moderate (14)	No Change	<p><b>UPDATE:</b> Development of capital strategy for 2021/22 (Ian Floyd, 31/01/2021)</p> <p><b>UPDATE:</b> Update on Corporate Project Management Approach to report to future A&amp;G in 2020</p>

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
				<b>which may arise as a result of pausing projects due to Covid-19</b>				

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

**KCR 8 LOCAL PLAN: Failure to develop a Local Plan could result in York losing its power to make planning decisions and potential loss of funding.** The council has a statutory duty to develop a Local Plan, a city wide plan, which helps shape the future development in York over the next 20 years. It sets out the opportunities and policies on what will or will not be permitted and where, including new homes and businesses. The Local Plan is a critical part of helping to grow York's economy, create more job opportunities and address our increasing population needs.

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
<p>Failure to agree and adopt a Local Plan for the City.</p> <p>The Council has submitted the Draft Local Plan for Examination. This represents a significant milestone in the plan making process.</p> <p>The Draft Local Plan has to complete the Examination stage. There remains a risk that if the Plan fails this stage more work may be required and / or the plan has to amended before adoption by the Council. In these circumstances the overall risk score remains unchanged.</p>	<p>No adopted strategic development plan or framework to guide new development and to shape the city whilst protecting and enhancing the environment and heritage of York.</p> <p>Development proposals which are not in accordance with the Draft Plan may continue to be submitted as planning applications resulting in refusals of planning permission and an increase in planning appeals.</p> <p>There may be a negative impact on the council's strategic economic goals and the lack of an adopted Plan may have an adverse impact on investment in the city until there is an adopted Local Plan which provides greater direction through land use allocations and policies which guide and direct development.</p>	Probable	Major (20)	<p>The plan making process following national guidance, good practice and specialist legal advice.</p> <p>Continued close liaison with:</p> <ul style="list-style-type: none"> <li>• MHCLG,</li> <li>• Planning Advisory Services</li> <li>• Planning Inspectorate</li> <li>• The appointed planning Inspectors.</li> </ul> <p>The Local Plan Working Group (LPWG) , the Executive and full Council have all been engaged in the plan making process at appropriate stages and before submission of Draft Local Plan for Examination</p> <p>Close liaison with neighbouring authorities in relation to the plan proposals and the plan making process / timetable.</p>	Possible	Major (19)	New Controls, updated implications and revised date	Ongoing action - Monitoring of controls (Mike Slater, 31/12/2021)

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
	Development processes and decision making is slowed down							

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

**KCR 9 COMMUNITIES: Failure to ensure we have resilient, cohesive, communities who are empowered and able to shape and deliver services.** The council needs to engage in meaningful consultation with communities to ensure decisions taken reflect the needs of residents, whilst encouraging them to be empowered to deliver services that the council is no longer able to do. Failing to do this effectively would mean that services are not delivered to the benefit of those communities or in partnership.

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
<p>Failure to effectively engage with the communities we serve</p> <p>Failure to contribute to the delivery of safe communities</p> <p>Failure to effectively engage stakeholders (including Members and CYC staff) in the decision making process</p> <p>Failure to manage expectations</p> <p>Communities are not willing/able to fill gaps following withdrawal of CYC services</p> <p>Lack of cohesion in the planning and use of CYC and partner community based assets in the city</p>	<p>Lack of buy in and understanding from stakeholders</p> <p>Alienation and disengagement of the community</p> <p>Relationships with strategic partners damaged</p> <p>Impact on community wellbeing</p> <p>Services brought back under council provision – reputational and financial implications</p> <p>Budget overspend</p> <p>Create inefficiencies</p> <p>Services not provided</p> <p>Poor quality provision not focused on need, potential duplication, ineffective use of resources, difficulty in commissioning community services e.g. Library services</p>	Probable	Major (20)	<p>Creating Resilient Communities Working Group (CRCWG)</p> <p>New service delivery models, including Local Area Teams. Local Authority Co-ordination Neighborhood Working</p> <p>Revised Community Safety Plan</p> <p>Devolved budgets to Ward Committees and delivery of local action plans through ward teams</p> <p>Local area working restructures for Children’s, Adults and Housing Services</p> <p>Improved information and advice, Customer Strategy and ICT support to facilitate self service</p> <p>CYC Staff and Member training and development</p> <p>The July 2019 supplementary budget provided additional resources to the safer community fund, community engagement officer and use of Brexit funding</p>	Possible	Major (19)	Revised Date	Develop a Community Engagement Strategy (Amanda Hatton, 31/12/2020)



**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
				<p><b>NEW:</b> Community Safety Strategy approved on 2 March 2020 covering the period 2020-2023</p> <p><b>Community Hubs set up to distribute food and medicine</b></p> <p><b>Helpline – phone and inbox 7 days a week including bank holidays</b></p> <p><b>Covid-19 crisis funds to help the financially vulnerable</b></p>				

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

**KCR 10 WORKFORCE/ CAPACITY: Reduction in workforce/ capacity may lead to a risk in service delivery.** It is crucial that the council remains able to retain essential skills and also to be able to recruit to posts where necessary, during the current periods of uncertainty caused by the current financial climate and transformational change. The health, wellbeing and motivation of the workforce is therefore key in addition to skills and capacity to deliver.

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
<p>The necessity to deliver savings has resulted in a reduced workforce requiring new and specialist skills</p> <p>Recruitment and retention difficulties as the council may be seen as a less attractive option than the private sector</p> <p>Lack of succession planning</p> <p>HR Policies may not be consistent with new ways of working (eg remuneration policy)</p> <p>Uncertainty around long term funding from central government.</p> <p>Staff with EU citizenship may leave</p> <p><b>Adjustment to the new ways of working as a result of Covid-19 eg</b></p>	<p>Increased workloads for staff</p> <p>Impact on morale and as a result, staff turnover</p> <p>Inability to maintain service standards</p> <p>Impact on vulnerable customer groups</p> <p>Reputational damage</p> <p>Single points of failure throughout the business</p> <p>Lack of long term funding announcements from central government may impact on staff retention as it creates uncertainty for temporary posts funded by external funding</p> <p>Potential recruitment issues if staff with EU citizenship leave and are difficult to replace</p>	Probable	Major (20)	<p>Workforce Strategy/ People Plan</p> <p>Stress Risk Assessments</p> <p>PDRs</p> <p>Comprehensive Occupational Health provision including counseling</p> <p>HR policies e.g. whistleblowing, dignity at work</p> <p>Development of coaching/ mentoring culture to improve engagement with staff</p> <p>Corporate Cost Control Group monitoring of absence and performance reporting</p> <p>Apprenticeship task group</p> <p>Agency and Interim Staffing Policies</p> <p>Absence Management Policies</p> <p>Substance Misuse Policy</p>	Possible	Moderate (14)	No Change	<p>The outputs of the Workplace Health &amp; Wellbeing group and the Wellbeing survey will be integrated into the Organisation Development Plan. (31/12/20, Sharon Stoltz)</p> <p>Ongoing action: Review of HR policies to ensure they complement the new ways of working in the future (Ian Floyd 31/03/21)</p>

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
<p><b>home working, use of PPE, increased lone working due to need to social distance</b></p> <p><b>Additional workload due to Covid-19</b></p> <p><b>Reduction in posts due to budget savings required as a result of Covid-19</b></p>				<p>The council has signed up to a pledge to become a Time to Change Employer with a focus on mental health.</p> <p>A Workplace Health &amp; Wellbeing Group has been established with staff &amp; trade union representation which is chaired by the Director of Public Health.</p> <p>A staff health &amp; wellbeing survey has been undertaken &amp; this is being followed up by staff focus groups.</p> <p>Increase in regulatory compliance to protect the workforce eg Health and Safety regulations, working time directives</p> <p>Increase in Living wage</p> <p>Engagement with staff that had concerns about the EU settlement Scheme for European Citizens and offer of support through York Learning, Registrars and Citizens' Advice Bureau</p> <p><b>Joint Health and Safety Board and regular review of support for staff</b></p> <p><b>Increased help and awareness of staff wellbeing and mental health as a result of the new ways of working during Covid-19 including regular communication, advice, risk</b></p>				

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
				assessments, help with home office and ICT equipment				

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

**KCR 11 EXTERNAL MARKET CONDITIONS: Failure to deliver commissioned services due to external market conditions.**  
 The financial pressures experienced by contracted services (in particular Adult Social Care providers) as a result of increases to the living wage **and Covid-19** could put the continued operation of some providers at risk. The Council has a duty to ensure that there is a stable/diverse market for social care services delivery to meet the assessed needs of vulnerable adults/children.  
 Some services provided by the Council cannot be provided internally (eg Park and Ride) and must be commissioned. External market conditions such as the number of providers willing to tender for services may affect the Council's ability to deliver the service within budget constraints.

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
<p>Increases to the national living wage.</p> <p>Recruitment and retention of staff</p> <p>If failure occurs, the Council may remain responsible for ensuring the needs of those receiving the service continue uninterrupted.</p> <p><b>Providers may go out of business as a result of Covid-19</b></p> <p><b>Many sectors under financial pressure due to Covid-19 (reductions in income or increase in expenditure)</b></p>	<p>Vulnerable people do not get the services required or experience disruption in service provision</p> <p>Safeguarding risks</p> <p>Financial implications: Increased cost of alternative provider Increased cost if number of providers are limited</p> <p>Reputational damage</p>	Unlikely	Major (18)	<p>Clear contract and procurement measures in place</p> <p>Ongoing review of operating and business models of all key providers and putting further mitigation in place, such as more robust contract monitoring and commissioning some 'enhanced' credit checks</p> <p>CYC investment in extra care OPHs has reduced recruitment pressure</p> <p>Revised SLA with independent care group and quarterly monitoring meetings with portfolio holder</p> <p>Increase in homecare fees to reflect actual cost of care</p> <p>Local policies in place for provider failure</p> <p>Ongoing analysis of 'no deal' Brexit implications through reports to Executive</p> <p>No specific supply chain or procurement issues have been identified, although there is a general</p>	Unlikely	Moderate (13)	No change	<p>Ongoing action: Ongoing attendance at Independent Care Group Provider Conference (Sharon Houlden 31/03/21)</p> <p><b>NEW:</b> Ongoing action: Improve proactive efforts in market development and market shaping (Sharon Houlden 31/03/21)</p>

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
				<p>concern regarding unknown impacts from a number of suppliers and service providers as a result of Brexit.</p> <p><b>Short term financial assistance from Covid-19 pressures through supplier reliefs and government grants to business</b></p>				

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

**KCR 12 MAJOR INCIDENTS: Failure to respond appropriately to major incidents.** Local Authorities are required by law to make preparations to deal with emergencies. Local Authorities have four main responsibilities in an emergency 1. to support the Emergency Services, 2. to co-ordinate non-emergency organisations, 3. to maintain their own services through a robust Business Continuity Management process and 4. to facilitate the recovery of the community. The Council must ensure that its resources are used to best effect in providing relief and mitigating the effects of a major peacetime emergency on the population, infrastructure and environment coming under its administration. This will be done either alone or in conjunction with the Emergency Services and other involved agencies, including neighbouring authorities.

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
An uncoordinated or poor response to a major incident such as: <ul style="list-style-type: none"> <li>• Flood</li> <li>• Major Fire</li> <li>• Terrorist Attack</li> <li>• Civil Unrest in relation to political issues such as Brexit</li> <li>• <b>Local lockdown due to Covid-19</b></li> </ul>	Serious death or injury  Damage to property  Reputational damage  Potential for litigation  Potential for corporate manslaughter charges if risks are identified and proposed actions not implemented	<b>Probable</b>	<b>Catastrophic (24)</b>	Emergency planning and Business Continuity Plans in place and regularly reviewed  Strong partnerships with Police, Fire, Environment Agency and other agencies  Support to Regional Resilience forums  Support and work in partnership with North Yorkshire local resilience forums  Investment in Community Resilience (re Flooding)  Work with partners across the city to minimise the risk of a terrorist attack  Implemented physical measures for certain events  Review of city transport access measures (Exec Feb 18, Sep 18)	<b>Possible</b>	<b>Major (19)</b>	New Risk detail	Ongoing action: Regular review of emergency and business continuity plans (Neil Ferris, 31/3/21)  Improvements to enhance flood protection (The Environment Agency)

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
				Development of the local outbreak control plan and a variety of internal recovery strategies				



**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

**REVISED - KCR 13 BREXIT: The implications for council services now that the UK has left the EU.** Lack of clarity on the final outcome of negotiations and the future relationship between the UK and EU at the end of the Transition Period (31<sup>st</sup> December 2020) makes it difficult to fully assess the implications of Brexit for York. Many risks are intangible given the variety of future scenarios that exist. The Council has therefore to the extent information allows undertaken limited assessments and planning for the implications internally, city wide and regional/national. This will inform the Council's response to any challenges or opportunities posed by Brexit and prioritise information and support for residents.

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
<p>Lack of certainty and guidance from government departments</p> <p>Staff with EU citizenship may leave</p>	<p>Lack of guidance and certainty makes it difficult to plan effectively as there are so many scenarios to account for.</p> <p>Potential recruitment issues if staff with EU citizenship leave and are difficult to replace</p> <p><u>Potential</u> implications on service delivery include;</p> <ul style="list-style-type: none"> <li>• Supply chain/ procurement issues</li> <li>• Community Cohesion</li> <li>• Economic impact on residents (eg price increases) increase pressure on council services</li> <li>• Civil Unrest</li> <li>• Trading Standards requirement to understand new regulations and safety markings (non CE)</li> </ul>	Probable	Major (20)	<p>Reports to Executive to provide an overview and assessment of the Council's Brexit preparations</p> <p>Consideration of emerging issues by CMT and standing item for Member briefings as necessary.</p> <p>Nomination of a named officer for coordination of information on behalf of CMT</p> <p>Review of technical notices provided by Central Government</p> <p>Meetings and intelligence gathering with Heads of Service</p> <p>Sharing information on a regional level with the North Yorkshire Local Resilience Forum</p> <p>Engagement with staff (and residents?) that had concerns about the EU settlement Scheme for European Citizens and offer of help through York Learning, Registrars and Citizens' Advice Bureau</p>	Probable	Moderate (15)	New Implications	Ongoing: Regular assessment of the position, based on central government guidance (CMT)

**ANNEX A  
KEY CORPORATE RISK REGISTER AT AUGUST 2020**

Risk Detail (cause)	Implications (consequence)	Gross Likelihood	Gross Impact	Controls	Net Likelihood	Net Impact	Direction of Travel	Risk Owner and Actions
	Potential financial pressures if Brexit results in an increase in costs			<p>City wide engagement in the form of Brexit City Partner Meetings and email communications</p> <p>Dissemination of information to businesses through the Make it York and Local Enterprise Partnership websites</p> <p>Communication to residents through posters, postcards and social media channels</p> <p>Attendance by Council Officers to government run workshops</p> <p>Remainder of central government Brexit funding to support preparation.</p> <p>No specific supply chain or procurement issues have been identified, although there is a general concern regarding unknown impacts from a number of suppliers and service providers as this is difficult to quantify given the continued uncertainty of the UK's future relationship with the EU and trading arrangements with other countries.</p> <p>A watching brief is being maintained on this and the potential impact on major projects as a number of recently let contracts have required the Council to confirm Contractors are not bearing Brexit risks.</p>				

**ANNEX A**  
**KEY CORPORATE RISK REGISTER AT AUGUST 2020**