

**RYEDALE DISTRICT COUNCIL: CORPORATE RISK REGISTER**

CRR01: Covid - 19	Risk Owner: Stacey Burlet	Risk Score
<p>Description</p> <p><b>Failure to protect lives and livelihoods in Ryedale during the response and recovery stages of the Covid -19 pandemic and to plan and deliver measures to ensure organisational resilience and staff support though the Covid/post-Covid recovery period</b></p>	<p>Causes</p> <p><b>Spread of virus cannot fully be controlled</b></p> <p><b>Partnership response means that multiple bodies have overlapping accountabilities and responsibilities</b></p> <p><b>Legislation means that the district council has additional accountabilities and responsibilities; frequently these are determined at short notice</b></p> <p><b>Fast paced and constantly changing policy environment necessitating the development of immediate procedures</b></p> <p><b>Standardised policies and procedures may not be fit for purpose</b></p> <p><b>Lack of understanding, buy in and consistency across the Council</b></p> <p><b>Inadequate recording</b></p> <p><b>Lack of proactive actions</b></p> <p><b>Lack of adequate training</b></p> <p><b>Subcontractors and commissioned organisations fail / cannot fulfil agreed obligations</b></p> <p><b>Lack of /inadequate equipment</b></p> <p><b>Poverty and unemployment resulting from the impact of Covid - 19</b></p> <p><b>Economic recession arising from the consequences of Covid - 19</b></p> <p><b>Staff sickness and the ability to deliver critical services</b></p> <p><b>Failure to recognise the scale of the Covid shock upon the operations of the council and its staff and respond accordingly</b></p> <p><b>Vulnerable residents not being able to access support</b></p> <p><b>Lack of sustainability over the longer term across the voluntary and community sector</b></p> <p><b>Failure to support Community Support Organisations effectively</b></p> <p><b>Failure to secure sufficient Government funding to address key issues</b></p> <p><b>Lack of financial and staffing capacity deliver required actions</b></p> <p><b>Lack of effective strategic planning to address response and recovery</b></p> <p><b>Lack of effective engagement with partner agencies within and beyond Ryedale</b></p>	<p>Original</p> <p><b>5E</b></p>

APPENDIX 2

CRR01: Covid - 19		Risk Owner: Stacey Bulet	Risk Score
		<b>Lack of financial and staffing capacity deliver required actions</b> <b>Lack of access to testing</b>	
Consequences	Proactive Controls	Reactive Controls	Current
<p><b>Rate and spread of Covid-19 increases locally</b></p> <p><b>Increased deaths</b></p> <p><b>Lack of test and trace capacity locally including RDC's failure to support the provision of effective processes</b></p> <p><b>Increased risk of and potential consequences of local lockdown</b></p> <p><b>Increased levels of poverty, business failure and homelessness across the district</b></p> <p><b>Failure to plan for and deliver a strong post-Covid recovery</b></p> <p><b>Failure to ensure that vulnerable people are supported through and beyond the Covid emergency</b></p> <p><b>Decline in community resilience and physical and mental health of residents</b></p> <p><b>Pressures resulting in reduced voluntary and community sector sustainability</b></p> <p><b>Potential for community tensions</b></p>	<p><b>Full engagement with district, regional and national partners to support COVID response and recovery, including national Government and funding agencies</b></p> <p><b>Proactive engagement upon mutual aid issues/bidding or additional government funding through regional working groups - including the Yorkshire and Humber Assembly and York and North Yorkshire Local Resilience Forum - SCG, TCG, public health</b></p> <p><b>Organisational workstreams with lead officers - Economy; Community; and People, Democracy and Communications - to enact and plan for response and recovery Progress; progress on actions are monitored and reported to Strategic Management Board and to Elected Members of a regular basis.</b></p> <p><b>RCD employee procedures and arrangements including personal and workplace based risk assessments; additional capacity sourced and implemented where required (e.g. Customer Services Advisors); access to PPE; and weekly staff meetings with the CX, supplemented by email and intranet based communications</b></p>	<p><b>Additional control measures as identified and put in place as required to ensure COVID secure workplaces, service delivery and to ensure that the district council's role in protecting lives and livelihoods is fully acquitted</b></p> <p><b>Daily scrutiny of data and intelligence to determine any actions required</b></p> <p><b>Ability to facilitate physical and virtual meetings in accordance with virus prevalence</b></p> <p><b>Briefings and communications for Elected Members, Strategic Management Board, and all staff</b></p> <p><b>Ongoing participation in district, regional and national working groups, that are coordinating response and recovery</b></p> <p><b>Ongoing activity to ensure that strategic plans reflect emerging policy direction</b></p> <p><b>Update of Business Continuity Plans to take into account of ongoing Covid/post-Covid demands</b></p>	<b>3D</b>

APPENDIX 2

CRR01: Covid - 19		Risk Owner: Stacey Bulet		Risk Score
<p>Performance reduction / failures as a consequence of increased demands on services from customers and businesses</p> <p>Failure to deliver key council services</p> <p>Adverse social and health consequences for staff including increased staff absence/reductions in performance</p> <p>Reputational risks – to the council and to the wider district resulting in a loss of public confidence in the Council</p> <p>Breach of obligations relating to legislation e.g. civil contingency, health and safety, data protection, with the risk of claims, prosecution and financial penalties for the organisation and prosecution and personal liability of senior officers (HSE)</p> <p>Loss of revenue to the council and use of reserves to offset the financial consequences of Covid -19</p>	<p>Additional support for the voluntary and community sector including emergency grants; close coordination with the local Community Support organisation; development and delivery of a comprehensive Ryedale Covid Community Connect partnership support programme and post-Covid recovery plan; and participation in regional and national partnerships to identify and support the district’s most vulnerable residents</p> <p>Finance tracker and MHCLG returns are maintained to assess the financial impact of Covid-19 mitigation. This is complemented by proactive lobbying to ensure that the maximum amount of Government funding is secured and appropriate resources are in place</p> <p>Development and delivery of a comprehensive Ryedale post-Covid economic recovery plan</p>	<p>Provision of budgets to ensure appropriate resources are in place to deliver key services following Section 151 advice</p> <p>Regular performance monitoring, with mitigating actions taken</p> <p>Report on an ongoing basis to central Government on Covid/post EU transition community impacts</p>		
Mitigating Actions				
<p>Targeted interventions are being undertaken where required by Environmental Health Officers</p> <p>Increased staffing capacity in stress / high volume areas - e.g. Customer Service Advisors, Waste Operatives, Environmental Health</p> <p>Proactive monitoring of staff and community contraction rates</p>				3C


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CRR01: Covid - 19	Risk Owner: Stacey Bulet	Risk Score
<p><b>COVID - 19 actions are proactively and reactively addressed as required following guidance and, on occasions, instruction for Government and the Director of Public Health, as well from strategic command arrangements that require response from the Local Resilience Forum.</b></p> <p><b>Work with businesses, partner agencies, community support organisations and Government to ensure that funding is maximised, support is in place and plans are delivered to support communities through Covid, through the post Covid/post-EU transition periods. This includes community support/recovery initiatives.</b></p> <p><b>Continual delivery of effective communications for businesses/Ryedale residents upon the implications of the end of the EU transition period/required actions</b></p> <p><b>As part of the budget setting process for 2021/22, consider the impact of post-Covid recovery work and the resulting resource requests</b></p> <p><b>Increased investment in resources to support ongoing good staff mental and physical health and well-being; including continuing to ensure that key messages/information on support for staff is publicised internally</b></p> <p><b>Ensure provision of appropriate PPE for staff and that appropriate home working facilities and support are in place</b></p> <p><b>Ensure staff resilience/appropriate resourcing in the event of concurrent incidents (eg. winter flooding)</b></p> <p><b>Put in place appropriate plans to ensure health and safety in all council premises for staff and visitors, including when office based working at RDC facilities takes place</b></p>		

APPENDIX 2

CRR02: Health and Safety		Risk Owner: Louise Wood		Risk Score
Description <b>Failure to comply with and embed health and safety policy and procedures in the council</b>		Causes <b>Policies and procedures outdated or not fit-for-purpose Lack of understanding, buy in and consistency across the Council Inadequate recording Lack of proactive actions Weak action planning Lack of support capacity Lack of adequate training Subcontractors and commissioned organisations Lack of /inadequate equipment Public health incidents / pandemics</b>		Original <b>5E</b>
Consequences	Proactive Controls	Reactive Controls	Current	
<b>Resulting in injuries, fatalities, claims Reputational damage Impact on service delivery Risk of prosecution and financial penalties for the organisation Prosecution and personal liability of senior officers and consequences for Leader/Dep Leader Lack of containment of public health emergencies</b>	<b>Health and safety policy Health and Safety Action Plan Quarterly Corporate Health , Safety and Wellbeing Group Mandatory training (SMB monitored) and service-specific training Covid -19 risk assessment and controls in place with regards to service delivery, employee welfare and democratic meetings Democratic meetings policy and risk-assessments</b>	<b>Accident reporting procedure Annual health and safety report Daily COVID-secure workplace monitoring</b>	<b>3C</b>	
Mitigating Actions			Target	
<b>All staff required to confirm understanding of policy on annual basis Delivery of action plan monitored on quarterly basis Provision of specialist health and safety advice to provide up-to-date guidance and lead progression on health and safety activity Communications rolled out across staffing and employee groups and on intranet Fortnightly meetings with UNISON and service managers on COVID-secure workplace</b>				<b>2B</b>

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CRR02: Health and Safety	Risk Owner: Louise Wood	Risk Score
<b>Targeted intervention programme in place in Waste and Environmental Services using additional capacity</b> <b>Ongoing health and Safety audit of facilities</b> <b>Implementation of COVID guidance/instruction from government, public health and Local Resilience Forum.</b>		

APPENDIX 2

CRR03: Staffing Resilience and Capacity		Risk Owner: Andrew Ellis	Risk Score
<b>Description</b> Lack of resilience or capacity to achieve strategic and/or operational objectives		<b>Causes</b> Lack of staffing resource to support delivery against strategic and operational objectives Lack of staff development to support succession planning, retention and successful delivery Inadequate budget to fund an appropriate staffing structure Poor reputation as an employer Failure to recruit, particularly in specialist areas where the market is highly competitive Lack of or inadequate workforce strategy Covid-19 pandemic <b>Unprecedented circumstances requiring the reallocation of resources to meet urgent, reactive need e.g. COVID outbreak, natural emergency , BREXIT</b> <b>Failure to plan for any staff/organisational impacts from the EU exit</b>	<b>Original</b> <b>5D</b>
Consequences <b>Customer and local resident detriment</b> <b>Service failure</b> <b>Special measures if statutory or legislative expectations are unmet</b> <b>Poor customer satisfaction, leading to complaints and requests for compensation</b> <b>Low staff morale</b> <b>Poor productivity among staff</b> <b>Increasing sickness levels</b> <b>Higher staff turnover</b> <b>LGO decisions</b> <b>Damage to reputation</b> <b>Staff wellbeing suffers</b> <b>Legal action</b>	Proactive Controls <b>Refreshed approach to recruitment and resourcing to address current 'gaps' in establishment.</b> <b>Learning Zone access for all employees.</b> <b>Job evaluation process in place.</b> <b>Financial monitoring and reporting - including a new approach to budget strategy development and oversight.</b> <b>Regular CX, SMB, manager &amp; staff communication and engagement sessions taking place to ensure that the pulse of the organisation is taken and responded to.</b> <b>Graduate trainees programme in place.</b>	Reactive Controls <b>Outsourcing to specialist agencies where there is a need to ensure that statutory, legislative or important service need is met e.g. legal advice, dog breeder accreditation</b> <b>Re-prioritisation of service delivery</b> <b>Turn the service off if practical - this course of action has been taken when extreme staff shortages have occurred (e.g. street sweeping so that bin collections occurred)</b> <b>Overtime – exceptional and by agreement.</b> <b>Service Risk Registers incorporate mitigations for resilience and capacity risks</b>	Current <b>3C</b>

CRR03: Staffing Resilience and Capacity		Risk Owner: Andrew Ellis	Risk Score
<p><b>Financial penalties</b>  <b>Failure to meet legislative requirements, election and electoral register responsibilities</b>  <b>Increasing levels of sickness absence as a result of COVID-19 contraction rates</b>  <b>Inability to meet increased service demand as a consequence of additional accountabilities and increased service demand brought about by COVID -19</b></p>	<p><b>HR/OD service ensures that organisational development and the employee journey is increasingly focused upon.</b>  <b>Elections Risk Register.</b>  <b>All staff complete mandatory training requirements, with accelerated levels for managers.</b>  <b>Shared service arrangements in place to support organisational resilience where this represents best value and ensures that a focus can be maintained on both short and longer term objectives.</b>  <b>Health checks completed in core areas of the business to ensure organisation is fit for purpose (IT, customer service, programmes and projects, strategy and performance, information governance, democratic services, legal services), with increased capacity investment following thereafter</b>  <b>People and Culture Plan developed and rolled out with ongoing review of effectiveness.</b>  <b>Organisational Development programme initiated with manager &amp; staff involvement as appropriate.</b>  <b>New collective agreement and revised pay, terms and conditions package implemented for Grade 10 and below directly employed by the organisation.</b>  <b>Senior management appraisal process rolled out.</b></p>	<p><b>Historical bullying allegations relating to staff and have reported back to members; zero tolerance actions rolled out</b>  <b>Additional control measures as identified / required to ensure COVID secure workplaces and service delivery</b></p>	



APPENDIX 2

CRR03: Staffing Resilience and Capacity	Risk Owner: Andrew Ellis	Risk Score
	<p><b>Delivery of HR/OD actions in the corporate delivery programme of the Council Plan.</b></p> <p><b>Council Plan and corporate programme in place to determine strategic objectives and the delivery plan for achieving them</b></p> <p><b>New partnership arrangement in place for Procurement support.</b></p> <p><b>Adoption of new policies and procedures such as zero tolerance</b></p> <p><b>Budget strategy development, financial monitoring and reporting includes a strong focus on workforce related issues</b></p> <p><b>Covid 19 procedures and arrangements</b></p>	
<p>Mitigating Actions</p> <p><b>Appraisal process Grades 10 and below has been refreshed and revised to ensure that there is a focus on issues such as performance against strategic and operational goals and a training, learning and development plan linked to professional and personal goals. This will be rolled out from October 2020 onwards.</b></p> <p><b>Training Needs analysis completed; new training and development programme in place for employees and so that managers support and fulfil their responsibilities to employees.</b></p> <p><b>Review of commissioned and third party arrangements and obligations.</b></p> <p><b>New partnership arrangement in place for Legal support.</b></p> <p><b>Rolling programme of review of policies and procedures underway to ensure they are fit for purpose.</b></p> <p><b>Undertake review of Senior Manager structure to determine an appropriate operating model to drive forward quality and standards.</b></p>		<p>Target</p> <p><b>2B</b></p>

APPENDIX 2

CRR04: Strategic Planning and Leadership		Risk Owner: Stacey Bulet	Risk Score
<p>Description</p> <p><b>Failure to establish, review or deliver against strategic / corporate priorities so that the long-term aspirations and ambitions of Ryedale are achieved, resulting in sub-optimal performance and/or failure to deliver the agreed Council Plan</b></p>		<p>Causes</p> <p><b>Lack of and / or inadequate political direction</b></p> <p><b>Misalignment of resources and priorities due to unrealistic / undefined targets and objectives</b></p> <p><b>Unrealistic expectations relating to timescales, capacity or remit</b></p> <p><b>Capacity and skills of the workforce are lacking or inadequate to support the delivery of targets</b></p> <p><b>Lack of advice taken from senior officers</b></p> <p><b>Unprecedented circumstances requiring the reallocation of resources to meet urgent, reactive need e.g. COVID outbreak, natural emergency , BREXIT</b></p> <p><b>Inadequate training and development programmes for member and senior officers</b></p> <p><b>Inability of senior officers to focus on core work areas due to capacity issues</b></p> <p><b>Lack of clarity or confidence in strategic direction</b></p> <p><b>Decision processes ineffective</b></p> <p><b>Poor elected member / officer relationships</b></p> <p><b>Significant national policy changes / direction e.g LGR, the Future of Planning</b></p>	<p>Original</p> <p><b>5D</b></p>
<p>Consequences</p> <p><b>Lack of direction</b></p> <p><b>Lack of delivery progress</b></p> <p><b>Failure to achieve long term improvements for local residents and businesses</b></p> <p><b>Resources not aligned to priorities/misuse of resources</b></p> <p><b>Loss of opportunities (e.g. financial - business rates)</b></p> <p><b>Lack of accountability</b></p> <p><b>Poor customer and stakeholder satisfaction</b></p> <p><b>Low staff morale and motivation</b></p> <p><b>Poor leadership performance</b></p>	<p>Proactive Controls</p> <p><b>Newly adopted Council Plan</b></p> <p><b>Strategy and performance management health check</b></p> <p><b>Regular Management Board programme determines officer guidance and advice on corporate and strategic matters</b></p> <p><b>CEX communications, staff briefings</b></p> <p><b>Regular updates to relevant Committees to focus on key areas of development</b></p>	<p>Reactive Controls</p> <p><b>As an interim measure, existing performance management indicators are reviewed regularly at Committee</b></p> <p><b>Red and amber performance ratings are investigated and addressed where possible, with appropriate elected member scrutiny</b></p>	<p>Current</p> <p><b>3C</b></p>

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CRR04: Strategic Planning and Leadership		Risk Owner: Stacey Bulet	Risk Score
<b>Reputational damage / poor reputation among stakeholders, communities and partners</b> <b>Poor officer/elected member relationships</b>			
<b>Mitigating Actions</b> <b>A new Council Plan was agreed by Council in September 2020. Now adopted, a new performance framework and corporate delivery programme will be developed to support the tracking of key indicators, milestones and delivery outcomes for 2020/21 and 2021/22.</b>			<b>Target</b> <b>1A</b>

APPENDIX 2

CRR05: Financial Management		Risk Owner: Anton Hodge	Risk Score
Description <b>Failure to have adequate financial management within the Council</b>		Causes <b>Lack of data or poor system output</b> <b>Finance staff capacity</b> <b>Political/management perception</b> <b>Lack of informed decision making</b> <b>Lack of confidence, engagement, experience and awareness within managers across the council</b>	Original <b>5E</b>
Consequences <b>Over or underspend</b> <b>Lack of investment</b> <b>Damage to reputation</b> <b>Qualified audits</b> <b>Lack of awareness of resources, leading to impact on performance (spending in 'wrong' areas)</b> <b>Possible external intervention</b> <b>Weak long term planning</b>	Proactive Controls <b>Budget monitoring and reporting</b> <b>Root and branch reviews</b> <b>External support</b> <b>Financial Performance Reports</b> <b>Budget Managers' access to Pentana</b> <b>Financial Strategy</b> <b>Capital Plan</b> <b>Treasury management</b> <b>Report to committees</b> <b>Review and update reports on financial performance</b>  <b>More member involvement and transparency in Financial Strategy and Capital Plan</b>	Reactive Controls <b>Budget monitoring and reporting, including capital</b> <b>Continuous cycle of Root and branch reviews</b> <b>Review of Audit arrangements to ensure correct focus on areas of risk</b> <b>Prioritisation of funding/use of reserves</b> <b>Review of commissioned and third party arrangements and obligations</b>	Current <b>3C</b>
Mitigating Actions <b>Additional External support where appropriate</b> <b>Deliver training/agree expectations of role of budget managers</b> <b>Use of Benchmarking – including financial and service performance</b> <b>Review capacity of financial support</b> <b>In-year review to ascertain impact of Covid and assess reliance on reserves to ensure a balanced outturn for 2020-21</b> <b>Work with partners and other LAs to determine medium term impact of Covid on income streams and build into refreshed Financial Strategy – due in late autumn</b>			Target <b>2B</b>

APPENDIX 2

CRR05: Financial Management	Risk Owner: Anton Hodge	Risk Score
<b>Review all financial procedures including contract procedures</b> <b>Focussed reviews on areas of budget vulnerability, including overspends and where savings are expected</b> <b>Work with service managers to ensure required savings are agreed and understood</b>		

APPENDIX 2

CRR06: Information Governance		Risk Owner: Anton Hodge	Risk Score
<b>Description</b> <b>Ineffective data 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 and poor decision-making</b>		<b>Causes</b> <b>Lack of staff and expertise</b> <b>Lack of staff development</b> <b>Governance not embedded in organisational culture</b> <b>Information governance arrangements not in place for shared services</b> <b>Simple mistakes</b>	<b>Original</b> <b>5E</b>
<b>Consequences</b> <b>Service user detriment</b> <b>Service failure</b> <b>Special measures</b> <b>Poor customer and/or staff satisfaction</b> <b>Staff turnover</b> <b>ICO decisions</b> <b>LGO decisions</b> <b>Damage to reputation</b> <b>Staff wellbeing suffers</b> <b>Legal action</b> <b>Financial penalties</b>	<b>Proactive Controls</b> <b>Training, policies in place, regular CIGG meetings, access to expert advice, monitoring systems and audits, information asset register,</b> <b>DPIA template in place</b> <b>Continue to emphasise personal responsibility of staff for all information and consider disciplinary action against breaches</b> <b>Continue to review information asset registers</b> <b>Ensure individual data sharing arrangements are completed for each activity</b> <b>Ensure Data Protection risks are managed to comply with GDPR</b> <b>Separate Information Governance Risk Register</b> <b>Online mandatory training completed by existing staff and by new starters as part of induction</b>	<b>Reactive Controls</b> <b>Breach process in place,</b> <b>FOI review process in place,</b> <b>lessons learnt considered,</b> <b>CIGG reviews</b>	<b>Current</b> <b>3C</b>
<b>Mitigating Actions</b> <b>Ensure individual data sharing arrangements are completed for each activity</b> <b>Ensure Data Protection risks are managed to comply with GDPR - specifically around contracts and other service agreements</b> <b>Continue communications to staff</b>			<b>Target</b> <b>3C</b>

APPENDIX 2

CRR06: Information Governance	Risk Owner: Anton Hodge	Risk Score
<b>Continue regular training</b>		

ICT	Risk Owner: Louise Wood		Risk Score
<b>Description</b> <b>Ability to deliver public services is severely compromised or reduced due to ICT failure</b>	<b>Causes</b> <b>Outdated or inappropriate policies</b> <b>Poor corporate controls over ICT system</b> <b>Inadequate contractual arrangements, and poor contract management</b> <b>Over-reliance on third party suppliers</b> <b>Outdated, ineffective or ill-configured ICT infrastructure</b> <b>Ill-configured or inadequate software</b> <b>Limited internal capacity</b> <b>Lack of adequate training in effective system use</b> <b>Lack of/inadequate equipment</b> <b>Inadequate disaster recovery planning</b> <b>System security is compromised through inadequate security controls or cyber attack</b> <b>Insufficient investment reduces ICT capacity and effectiveness</b>		<b>Original</b> <b>5E</b>
<b>Consequences</b>	<b>Proactive Controls</b>	<b>Reactive Controls</b>	<b>Current</b>
<b>Citizens do not receive a service or a poor service</b> <b>Services are unable to operate, or must operate at a reduced level, for a protracted period of time</b> <b>Services are unable to operate efficiently</b> <b>Data is lost or irretrievable</b>	<b>PSN compliance healthcheck and certification</b> <b>Disaster recovery plans</b> <b>Contract audit</b> <b>Centralization of IT decision-making and budgets</b> <b>IT policies and procedures</b>	<b>DR site available if required</b> <b>Third party support</b>	<b>3C</b>

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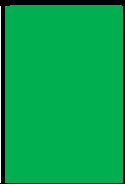
ICT	Risk Owner: Louise Wood		Risk Score
<b>Organisation loses PSN connection</b> <b>Systems are breached</b>			
Mitigating Actions			Target
<b>External service review and reporting</b> <b>Annual third party healthcheck and implementation of actions</b> <b>Maintenance of software and systems within service support dates</b> <b>Ongoing investment in cloud and SaaS</b> <b>Training and development of staff in appropriate use of systems and software, including security</b> <b>Links with National Cyber Security Centre</b> <b>Testing of DR arrangements</b>			<b>2B</b>



APPENDIX 2

CRR07: ICT		Risk Owner: Louise Wood		Risk Score	
Description <b>Ability to deliver public services is severely compromised or reduced due to ICT failure</b>		Causes <b>Outdated or inappropriate policies</b> <b>Poor corporate controls over ICT system</b> <b>Inadequate contractual arrangements, and poor contract management</b> <b>Over-reliance on third party suppliers</b> <b>Outdated, ineffective or ill-configured ICT infrastructure</b> <b>Ill-configured or inadequate software</b> <b>Limited internal capacity</b> <b>Lack of adequate training in effective system use</b> <b>Lack of/inadequate equipment</b> <b>Inadequate disaster recovery planning</b> <b>System security is compromised through inadequate security controls or cyber attack</b> <b>Insufficient investment reduces ICT capacity and effectiveness</b>		Original	<b>5E</b>
Consequences		Proactive Controls	Reactive Controls	Current	
<b>Citizens do not receive a service or a poor service</b> <b>Services are unable to operate, or must operate at a reduced level, for a protracted period of time</b> <b>Services are unable to operate efficiently</b> <b>Data is lost or irretrievable</b> <b>Organisation loses PSN connection</b> <b>Systems are breached</b>		<b>PSN compliance healthcheck and certification</b> <b>Disaster recovery plans</b> <b>Contract audit</b> <b>Centralization of IT decision-making and budgets</b> <b>IT policies and procedures</b>	<b>DR site available if required</b> <b>Third party support</b>	<b>3C</b>	
Mitigating Actions				Target	
<b>External service review and reporting</b> <b>Annual third party healthcheck and implementation of actions</b>				<b>2B</b>	

APPENDIX 2

CRR07: ICT	Risk Owner: Louise Wood	Risk Score
<b>Maintenance of software and systems within service support dates</b> <b>Ongoing investment in cloud and SaaS</b> <b>Training and development of staff in appropriate use of systems and software, including security</b> <b>Links with National Cyber Security Centre</b> <b>Testing of DR arrangements</b>		

APPENDIX 2

CRR08: Contracts and Procurement		Risk Owner: Simon Copley	Risk Score
Description <b>Failure to ensure that effective procurement and contract management is carried out across the Council</b> Brexit risk to procurement and supply chain		Causes <b>Lack of awareness and ownership across the Council</b> <b>Outdated policies and procedures</b> <b>The UK leaving the EU (Brexit) with no trading deals in place</b>	Original <b>5D</b>
Consequences <b>Inability to deliver Value for Money</b> <b>Risk of breaking procurement law and regulation</b> <b>Financial penalties</b> <b>Less effective contracts/contract management</b> <b>Missed opportunities</b> <b>The result of the Brexit negotiations could have a negative impact on the Council's supply chain, both with direct tier 1 suppliers and their sub-contractor network.</b> <b>Existing supply contracts may be impacted by changes in regulation, or legal requirements.</b> <b>Assurance of Supply - risk that a complete failure in supply of the goods / service (e.g. Carillion) from key suppliers could be felt.</b> <b>Service levels may be impacted negatively by any changes in the Supply Chain or access to workers, particularly in low skilled categories.</b> <b>Financial risk need to consider if any supply changes will drive up costs of the Goods / Services/Works in the short/medium/long term.</b>	Proactive Controls <b>Contracts Register</b> <b>Quarterly update and review</b> <b>Wider Partnership arrangements</b> <b>Supply chain assessment Increasing the regularity of supplier risk assessments, from annual to bi-annual or quarterly.</b> <b>Work with legal services to understand the impact.</b> <b>Early engagement with supply markets when we are looking to tender.</b> <b>Review of the services the council delivers to assess the potential impact on specific supply chains.</b> <b>Early supplier engagement should identify areas of cost increase that need to be factored into budget control and or change in requirements.</b> <b>New partnership in place with NYCC to deliver procurement services</b>	Reactive Controls <b>Review of expired contracts</b> <b>Retrospective permissions applied for</b> <b>Review of projects due out to the market at the time the UK leaves the EU</b>	Current <b>3C</b>
Mitigating Actions			Target

APPENDIX 2

CRR08: Contracts and Procurement	Risk Owner: Simon Copley	Risk Score
<p><b>Review contract procedure rules</b></p> <p><b>Ensure all staff with authority for procurement and contracts are appropriately trained and are aware of their responsibilities</b></p> <p><b>Draw up new Procurement and Contract Management Strategy (taking into account healthcheck) and Action Plan to ensure that Value of Money is a key requirement and that relevant staff take a commercial approach to purchasing. This will also encompass a detailed spend analysis to identify and deliver savings.</b></p> <p><b>Networking with relevant groups and other local authorities to ensure we are aware of important developments and to share and learn from good practice and review shared agreements</b></p> <p><b>Regular reporting on performance</b></p> <p><b>Review of shared service arrangements to ensure they are fit for purpose, including Internal Audit reports</b></p> <p><b>Undertake Supplier analysis, segment and understand our supplier base. See where your critical suppliers are, and even look at who supplies our suppliers. If there are EU companies in that mix, understand how that could impact the rest of our flow.</b></p>		<b>2B</b>

APPENDIX 2

CRR09: Major Events/Incidents (non-Covid)		Risk Owner: Phillip Spurr	Risk Score
<b>Description</b> <b>Failure to respond to major regional, national and global events and incidents – and to learn from previous incidents</b>		<b>Causes</b> <b>Lack of senior officer and workforce capacity</b> <b>Lack of business support</b> <b>Poor networking</b> <b>Lack of IT capacity</b> <b>Lack of policy and horizon scanning function</b> <b>Unknown and unpredicted events eg. natural disaster</b> <b>Potentially foreseeable events –</b> <b>Carbon emissions</b> <b>Local Government reorganisation</b> <b>Government policy – major change of direction</b> <b>Scale of natural disaster e.g. flooding</b> <b>Sustained periods of inclement weather</b>	<b>Original</b> <b>5E</b>
<b>Consequences</b>	<b>Proactive Controls</b>	<b>Reactive Controls</b>	<b>Current</b>
<b>Lack of staff capacity to deliver services</b> <b>Lack of funding to deliver services</b> <b>Unable to cope with reduced (or increased) funding</b> <b>Not able to lobby appropriately</b> <b>Delays in responding to / implementing new requirements</b> <b>Costs arising from lack of pre-agreements and agreed policy/process e.g. potential supplier costs at end of EU transition period</b> <b>Missed opportunities</b> <b>Death and / or failure to protect public health</b> <b>Increased risk of flooding and other natural disasters</b>	<b>Membership of regional/sub-regional response structures –Membership of expert bodies that lobby Government and provide updates and guidance during period of crisis e.g. DCN, LGA</b> <b>Allocation of finance to address key issues</b> <b>Cross department and cross-agency working</b> <b>Membership of expert bodies to guide our response to policy development e.g. end of EU transition period</b> <b>Attendance at seminars, workshops and professional development</b> <b>Attendance of various Yorkshire and the Humber/ NY and Yorkshire-wide meetings i.e. Leaders, Chief Executives Group</b>	<b>Briefing papers for Strategic Management Board and Elected Members on immediate and urgent issues relating to major change and incidents</b> <b>Participation in civil contingency planning and delivery – Strategic Command Group, Tactical Command Group for York and North Yorkshire</b> <b>Participation in region/sub-regional response groups</b> <b>Learning form table top exercises/previous events</b>	<b>5D</b>

APPENDIX 2

CRR09: Major Events/Incidents (non-Covid)		Risk Owner: Phillip Spurr	Risk Score
Lack of ability to acquit civil contingency partnership accountabilities Inability to support local communities and businesses to recover from major changes or incidents	Regular liaison with partnership bodies e.g. the LEP Climate Change Action Plan Participation in civil contingency planning and delivery – Strategic Recovery Group for York and North Yorkshire Learning from previous incidents		
Mitigating Actions			Target
Networking with relevant groups and other local authorities to ensure we are consistent and sharing and learn from good practice			4D

CRR10: Economic recovery and growth (to also include planning for York/North Yorkshire Devolution and for the future relationship with the European Union)		Risk Owner: Phillip Spurr : Programme Director	Risk Score
Business & Economy Workstream			
Description Failure to support business and the retention of jobs Failure to plan and deliver a strong post-Covid economic recovery Failure to ensure that Ryedale maximises the benefits accruing from a York/North Yorkshire devolution deal Failure to ensure that plans are in place and delivered to ensure Ryedale’s strong economic performance in Britain’s future relationship with the European Union Failure to ensure that plans are in place and delivered to ensure EU citizens in Ryedale are able to secure Settled Status	Causes Failure to recognise the scale of the Covid economic shock and respond accordingly Failure to recognise the opportunities offered by devolution and from the new arrangements with the EU Lack of effective strategic planning to address these issues Lack of effective engagement with partner agencies within and beyond Ryedale Failure to engage effectively in shaping a final devolution deal Failure to secure sufficient Government funding to address key issues Lack of financial and staffing capacity deliver required actions	Original	5D

APPENDIX 2

<p>CRR10:  <b>Economic recovery and growth (to also include planning for York/North Yorkshire Devolution and for the future relationship with the European Union)</b></p>	<p>Risk Owner:  <b>Phillip Spurr : Programme Director</b></p>		<p>Risk Score</p>
<p>Consequences</p>	<p>Proactive Controls</p>	<p>Reactive Controls</p>	<p>Current</p>
<p><b>Economic underperformance leading to business failures and job losses</b>  <b>Adverse social and health consequences</b>  <b>Decline/stagnation in district town centres</b>  <b>Decline in key economic sectors, including agriculture/manufacturing/services/retail, leisure and hospitality</b>  <b>Inability to deliver key infrastructure improvements</b>  <b>Inability to deliver low carbon initiatives</b>  <b>Loss of revenue to the council</b>  <b>Ryedale becomes an unattractive location for investment, and for people to live, work, invest and visit</b>  <b>Increased loss of young people seeking economic opportunities elsewhere</b>  <b>Loss of investment/business as it seeks opportunities elsewhere</b>  <b>Reputational risks – to the council and to the wider district</b>  <b>Loss of public confidence in the council</b>  <b>Recruitment difficulties</b>  <b>Data protection / sharing</b>  <b>Price uncertainty and supply chain difficulties</b>  <b>Price pressures from contractors, increased demands on services from customers and businesses</b>  <b>Potential for community tensions</b></p>	<p><b>New corporate plan reflects opportunities/priorities in each of these areas</b>  <b>Development and delivery of a comprehensive Ryedale post-Covid economic recovery plan</b>  <b>Effective provision of business support – both financial and non-financial</b>  <b>Full engagement with district, regional and national partners to deliver economic recovery – eg. LEP/NYCC/national Government/funding agencies</b>  <b>Proactive lobbying to ensure that Government funding support is maximised for all Ryedale economic sectors including manufacturing, services, retail, leisure and hospitality, tourism and culture</b>  <b>Proactive engagement to shape the asks of the York/North Yorkshire devolution deal/local government reorganisation to ensure that benefits to Ryedale are maximised</b>  <b>Proactive engagement in negotiating the devolution asks with Government</b></p>	<p><b>Briefing papers for Elected Members, Strategic Management Board, and all staff provided on a regular basis on each of these issues</b>  <b>Ongoing participation in working groups, fora and partnerships helping to direct these activities</b>  <b>Ongoing activity to ensure that strategic plans reflect emerging policy direction</b>  <b>Regular performance monitoring, with mitigating actions taken</b></p>	<p><b>3D</b></p>

APPENDIX 2

<p><b>CRR10:</b>  <b>Economic recovery and growth (to also include planning for York/North Yorkshire Devolution and for the future relationship with the European Union)</b></p>	<p><b>Risk Owner:</b>  <b>Phillip Spurr : Programme Director</b></p>	<p><b>Risk Score</b></p>	
	<p><b>Engagement in shaping the work of the Devolution Governance Group</b>  <b>Utilisation of guidance upon Britain’s future relationship with the EU on specific areas such as trade/procurement/funding programmes</b>  <b>Progress on all actions monitored and reported to Strategic Management Board and to Members of a regular basis</b>  <b>Update of Business Continuity Plans to take into account post-Covid/devolution/new EU relationship issues</b>  <b>Ensure clarity on future funding arrangements for businesses post EU transition period</b>  <b>Full engagement in regional working groups</b>  <b>Ensure full compliance with state aid/data protection/procurement and other requirements</b>  <b>Integrated communities action plan in place</b></p>		
<p>Mitigating Actions</p>		<p>Target</p>	
<p><b>Work with businesses, partner agencies and Government to ensure that funding is maximised, support is in place and plans are delivered to support business health, jobs and livelihoods in the post Covid/post-EU transition periods</b></p>		<p><b>3C</b></p>	
<p><b>Engage in partnership groups/fora to ensure effective planning and delivery of cross-North Yorkshire economic recovery initiatives</b></p>			



APPENDIX 2

<p><b>CRR10:</b>  <b>Economic recovery and growth (to also include planning for York/North Yorkshire Devolution and for the future relationship with the European Union)</b></p>	<p><b>Risk Owner:</b>  <b>Phillip Spurr : Programme Director</b></p>	<p><b>Risk Score</b></p>
<p><b>Report on an ongoing basis to central Government on Covid/post EU transition economic impacts</b></p> <p><b>Play a full role in negotiations with Government to agree devolution asks and shape local government reorganisation proposals</b></p> <p><b>Participate in engagement activities arranged by Government upon planning for the future relationship with the EU; review impact on the Council and report regularly to Members/Strategic Management Board.</b></p> <p><b>New EU relationship - continue to receive notification on emerging guidance on areas affecting Local Government, review impact on the Council and report regularly on this to Management Board</b></p> <p><b>Workforce: monitor the potential impact on recruitment in particular and put together an appropriate action plan if required</b></p> <p><b>Prepare and implement Corporate new EU relationship Readiness Action Plan</b></p> <p><b>As part of the budget setting process, consider the impact of post-Covid economic recovery work, devolution/local government reorganisation proposals and the impact of the new relationship with the EU</b></p> <p><b>Continue to ensure that key messages/information in each of these areas is publicised both internally and externally.</b></p> <p><b>Participate in engagement activities arranged by Government upon planning for the future; review impact on the Council and report regularly to Members/Strategic Management Board.</b></p>		<p style="background-color: yellow;"> </p>

<p><b>Communities Workstream</b></p>		<p> </p>
<p><b>Description</b>  <b>Failure to plan and deliver a strong post-Covid recovery</b>  <b>Failure to ensure that vulnerable communities are supported through and beyond the Covid emergency</b></p>	<p><b>Causes</b>  <b>Failure to support Community Support Organisations effectively</b>  <b>Failure to recognise the need to support EU residents within Ryedale</b>  <b>Lack of effective strategic planning to address these issues</b></p>	<p><b>Original</b>  <span style="background-color: red; color: white; padding: 2px;"><b>5D</b></span></p>

APPENDIX 2

<p><b>CRR10:</b>  <b>Economic recovery and growth (to also include planning for York/North Yorkshire Devolution and for the future relationship with the European Union)</b></p>	<p><b>Risk Owner:</b>  <b>Phillip Spurr : Programme Director</b></p>		<p><b>Risk Score</b></p>
<p><b>Failure to ensure that plans are in place and delivered to ensure EU citizens in Ryedale are able to secure Settled Status</b>  <b>Failure to support the provision of effective test and trace processes</b></p>	<p><b>Lack of effective engagement with partner agencies within and beyond Ryedale</b>  <b>Failure to secure sufficient Government funding to address key issues</b>  <b>Lack of financial and staffing capacity deliver required actions</b></p>		<p style="background-color: red; color: black; text-align: center;"><b>3D</b></p>
<p><b>Consequences</b>  <b>Lack of support for our vulnerable residents and communities</b>  <b>Adverse social and health consequences</b>  <b>Decline in community resilience and physical and mental health of residents</b>  <b>Loss of revenue to the council</b>  <b>Increased demands upon community support resources</b>  <b>Reputational risks – to the council and to the wider district</b>  <b>Loss of public confidence in the council</b>  <b>Increased demands on services from customers and businesses</b>  <b>Potential for community tensions</b>  <b>Lack of support for test and trace which allows significant Covid resurgence within Ryedale</b></p>	<p><b>Proactive Controls</b>  <b>New corporate plan reflects opportunities/priorities in each of these areas</b>  <b>Development and delivery of comprehensive Ryedale Covid community connect partnership support programmes and post-Covid recovery plan</b>  <b>Effective provision of community support - – both financial and non-financial</b>  <b>Full engagement with district, regional and national partners to deliver community support and – eg. /NYCC/Community Support organisation/national Government/funding agencies</b>  <b>Proactive lobbying to ensure that Government funding support is maximised for all Ryedale communities and residents</b>  <b>Engagement in shaping the work of the Community Support Organisations and</b></p>	<p><b>Reactive Controls</b>  <b>Briefing papers for Elected Members, Strategic Management Board, and all staff provided on a regular basis on each of these issues</b>  <b>Ongoing participation in working groups, fora and partnerships helping to direct these activities</b>  <b>Ongoing activity to ensure that strategic plans reflect emerging policy direction</b>  <b>Regular performance monitoring, with mitigating actions taken</b></p>	<p><b>Current</b>  <p style="background-color: red; color: black; text-align: center;"><b>3D</b></p></p>

APPENDIX 2

<p>CRR10: Economic recovery and growth (to also include planning for York/North Yorkshire Devolution and for the future relationship with the European Union)</p>	<p>Risk Owner: Phillip Spurr : Programme Director</p>	<p>Risk Score</p>
	<p>community/voluntary sector organisations within Ryedale Progress on all actions monitored and reported to Strategic Management Board and to Members of a regular basis Update of Business Continuity Plans to take into account of community needs Integrated communities action plan in place</p>	
<p>Mitigating Actions Work with businesses, partner agencies, community support organisations and Government to ensure that funding is maximised, support is in place and plans are delivered to support communities through Covid, through the post Covid/post-EU transition periods. Engage in partnership groups/forum to ensure effective planning and delivery of cross-North Yorkshire community support/recovery initiatives Report on an ongoing basis to central Government on Covid/post EU transition community impacts Participate in engagement activities arranged by Government upon planning for the future; review impact on the Council and report regularly to Members/Strategic Management Board. As part of the budget setting process, consider the implications of community support activities and budget requirements Continue to ensure that key messages/information is publicised both internally and externally.</p>		<p>Target <b>3C</b></p>

<p><b>People Workstream</b></p>		
<p>Description Failure to plan and deliver measures to ensure organisational resilience and staff support though the Covid/post-Covid recovery period Failure to plan for any staff/organisational impacts from the EU exit</p>	<p>Causes Failure to recognise the scale of the Covid shock upon the operations of the council and its staff and respond accordingly Lack of effective strategic planning to address these issues Lack of effective engagement with partner agencies within and beyond Ryedale Lack of financial and staffing capacity deliver required actions</p>	<p>Original <b>5D</b></p>


APPENDIX 2

CRR10: <b>Economic recovery and growth (to also include planning for York/North Yorkshire Devolution and for the future relationship with the European Union)</b>		Risk Owner: <b>Phillip Spurr : Programme Director</b>	Risk Score
Consequences	Proactive Controls	Reactive Controls	Current
<p>Failure to deliver key council services</p> <p>Adverse social and health consequences for staff</p> <p>Increased staff absence/reductions in performance</p> <p>Loss of revenue to the council</p> <p>Reputational risks – to the council and to the wider district</p> <p>Loss of public confidence in the council</p> <p>Recruitment difficulties</p> <p>Data protection / sharing</p>	<p><b>New corporate plan reflects opportunities/priorities in each of these areas</b></p> <p><b>Development and delivery of a comprehensive Ryedale post-Covid economic recovery plan</b></p> <p><b>Delivery of EU exit plan</b></p> <p><b>Full engagement with district, regional and national partners to support council working, including mutual aid preparations /national Government/funding agencies</b></p> <p><b>Proactive lobbying to ensure that Government funding is maximised to ensure that appropriate resources can be put in place</b></p>	<p>Briefing papers for Elected Members, Strategic Management Board, and all staff provided on a regular basis on each of these issues</p> <p>Regular staff liaison corporately and within teams/services</p> <p>Provision of budgets to ensure appropriate staffing resources are in place to deliver key services</p> <p>Regular performance monitoring, with mitigating actions taken</p>	<p><b>3D</b></p>

APPENDIX 2

<p>CRR10:  <b>Economic recovery and growth (to also include planning for York/North Yorkshire Devolution and for the future relationship with the European Union)</b></p>	<p>Risk Owner:  <b>Phillip Spurr : Programme Director</b></p>		<p>Risk Score</p>
	<p><b>Proactive engagement upon mutual aid issues/biding or additional government funding reorganisation to ensure that benefits to Ryedale are maximised  Progress on all actions monitored and reported to Strategic Management Board and to Members of a regular basis  Update of Business Continuity Plans to take into account of ongoing Covid/post-Covid demands  Full engagement in regional working group</b></p>		
<p>Mitigating Actions</p>			<p>Target</p>
<p>Work with Government to ensure that funding is maximised to ensure that sufficient resources are put in place to deliver service needs  Ensure support is in place for employees who may be impacted by the end of the EU transition period  Deliver effective communications for businesses/Ryedale residents upon the implications of the end of the EU transition period/required actions  Ensure support is in place to support staff health, well-being and resilience  Engage in partnership groups/fora to ensure effective planning and delivery across-North Yorkshire, including through the LRF  Report on an ongoing basis to central Government on Covid/post EU transition economic impacts  Workforce: monitor the potential impact on recruitment in particular and put together an appropriate action plan if required  As part of the budget setting process, consider the impact of post-Covid economic recovery work and the resulting resource requests  Continue to ensure that key messages/information on support for staff is publicised internally  Resources in place to support ongoing good staff mental and physical health and well-being  Ensure provision of appropriate PPE for staff and that appropriate home working facilities and support are in place  Ensure staff resilience/appropriate resourcing in the event of concurrent incidents (eg. winter flooding)</p>			<p><b>3C</b></p>

APPENDIX 2

<p>CRR10:  <b>Economic recovery and growth (to also include planning for York/North Yorkshire Devolution and for the future relationship with the European Union)</b></p>	<p>Risk Owner:  <b>Phillip Spurr : Programme Director</b></p>	<p>Risk Score</p>
<p>Put in place appropriate plans to ensure health and safety in all council premises for staff and visitors          Develop and deliver plans for a safe return to work for staff at Ryedale House</p>		

APPENDIX 2

CRR011: Safeguarding		Risk Owner: Margaret Wallace		Risk Score
Description		Causes		Original
<p><b>Failure to ensure Safeguarding (Children and Adults). Risk of death or injury to children/adults, through inappropriate practices, care or attention.</b></p>		<p><b>Lack of awareness and ownership across the Council</b>  <b>Outdated policies and procedures</b>  <b>Lack of assurance that written policies and procedures are actually being followed</b>  <b>Contact details in the Safeguarding Policy are not up to date</b>  <b>Training records are not adequate</b>  <b>Compulsory attendance at safeguarding training for members has not been monitored and enforced.</b>  <b>No clear list of DBS Checks necessary for staff</b>  <b>Updating the guidance available to employees in respect of convictions.</b>  <b>Safeguarding arrangements are not included in contracts as standard</b>  <b>Regular refresher training about information security and internet usage</b>  <b>The Whistleblowing Policy needs to be updated.</b></p>		<b>5D</b>
Consequences	Proactive Controls	Reactive Controls	Current	
<ul style="list-style-type: none"> <li>- Poorer outcomes for children and adults.</li> <li>- Impact on statutory responsibilities and regulatory judgement.</li> <li>- Complaints/claims/litigation</li> <li>- Increased costs</li> <li>- Adverse publicity</li> <li>- Reputation damage</li> <li>- Adverse effect on the Council's partners and providers</li> <li>- Adverse effect on morale</li> </ul>	<ul style="list-style-type: none"> <li>Audit undertaken</li> <li>Quarterly update and review meeting in place with management team</li> <li>Safeguarding action plan in place to mitigate risk and address any issues</li> <li>Safeguarding lead updated</li> <li>Quarterly reports to SMB on safeguarding</li> <li>HR policies updated</li> <li>Training records updated</li> <li>Safeguarding policy read and understood by employees recorded</li> </ul>	<ul style="list-style-type: none"> <li>Annual check on safeguarding terms or reference/ policy</li> <li>Annual review of contract management for safeguarding clause.</li> <li>Annual review of safeguarding training</li> <li>Policies and procedures will be reviewed on an annual basis to ensure they are kept up to date with new legislation/guidance</li> <li>version control will be introduced to ensure annual review undertaken</li> <li>Safeguarding action plan/report will report quarterly to SMB and Overview and Scrutiny council committee</li> </ul>	<b>3C</b>	

APPENDIX 2

CRR011: Safeguarding	Risk Owner: Margaret Wallace	Risk Score
Mitigating Actions	Target	
<p><b>Quarterly meeting set up and attend by all manager to highlight awareness and ownership across the Council</b></p> <p><b>New policy and procedure drafted and distributed to all managers and staff.</b></p> <p><b>Record of employee havening read and understood the new safeguarding policy recorded across the council</b></p> <p><b>Contact details in the Safeguarding Policy are now updated</b></p> <p><b>Guidance drafted from HR of necessity for DBS checks and assessment, all managers checking JD, risk assessing and ensuring safe recruitment practices put in place.</b></p> <p><b>The Whistleblowing Policy updated.</b></p> <p><b>Senior Management/Heads of service/ managers to include safeguarding in their service/team plans and report back on progress</b></p> <p><b>All Head of service/ managers will ensure that all staff have undertaken mandatory safeguarding training and ensured they have been given the policy and procedures</b></p> <p><b>This will be recorded at 1-2-1 and Prds</b></p> <p><b>Review arrangements for the recovery of the systems following a software crash in line with business continuity/risk plans</b></p>		<p><b>2B</b></p>