

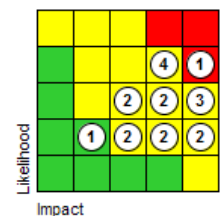
**To the Chair and Members of the
AUDIT COMMITTEE**

Q3 2016/17 STRATEGIC RISK UPDATE

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Mayor Ros Jones	N/a	N/a

EXECUTIVE SUMMARY

- The purpose of this report is to provide an overview of the Strategic Risks profiles in Quarter 3 2016/17.
- There are 19 Strategic Risks and all have been updated as part of the Quarter 3 reporting process. The Heat Map shows a summary of the scores.
- One risk has been identified for demotion: Health and social care services do not change fast enough, impacting on quality, accessibility and affordability of services for people who need them most.
- No new risks have been proposed.
- 16 risk profiles have remained the same during the quarter.
- Effective mitigating actions have reduced 3 profiles:
 - Health and social care services do not change fast enough, impacting on quality, accessibility and affordability of services for people who need them most;
 - Failure to set robust assumptions on pensions deficit recovery and future contribution rate for the 2016 valuation;
 - Failure to achieve the budget targets for 2016/17 and 17/18.
- No profiles have increased during the quarter.



RECOMMENDATIONS

- The Audit Committee members are asked to:
 - Note and comment on the report
 - Note the proposed demotion of the Strategic Risk around Health and Social Care Services (paragraph 3)

EXEMPT REPORT

9. Not Applicable

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

10. The embedding of robust risk management arrangements within the Council incorporating the management of strategic risks creates an environment in which we can successfully meet our objectives to deliver Doncaster’s priorities and the Mayoral Priorities Outcome Framework.

OPTIONS CONSIDERED

11. Not Applicable

REASONS FOR RECOMMENDED OPTION

12. Not Applicable

IMPACT ON THE COUNCIL’S KEY PRIORITIES

12.

Priority	Implications
All people in Doncaster benefit from a thriving and resilient economy.	The embedding of robust risk management arrangements within the Council will contribute to the effective delivery of all the Council’s key priorities
People live safe, healthy, active and independent lives.	
People in Doncaster benefit from a high quality built and natural environment.	
All families thrive.	
Council services are modern and value for money.	
Working with our partners we will provide strong leadership and governance.	

RISKS AND ASSUMPTIONS

13. The Risk Management Policy includes a requirement to review strategic risks on a quarterly basis and this is a matter of good management and good governance.

LEGAL IMPLICATIONS

14. Any specific implications will be reported separately and in the context of any initiative proposed to be taken in relation to the management of strategic risk.

FINANCIAL IMPLICATIONS

15. Should any specific initiatives be required, in response to the management of strategic risks, any cost implications will be reported and addressed as and when they arise.

HUMAN RESOURCES IMPLICATIONS

16. There are no direct human resources implications resulting from this report

TECHNOLOGY IMPLICATIONS

17. There are no direct technology implications resulting from this report.

EQUALITY IMPLICATIONS

18. There are no specific equality implications arising from this report. However, any activities arising from the management of strategic risks will need to be the subject of separate 'due regard' assessments.

CONSULTATION

19. Consultation has taken place with strategic risk owners and Directorate Management Teams as part of the quarterly performance challenge process.

BACKGROUND PAPERS

20. Reports generated via Covalent for Directorate Q3 challenge meetings.

REPORT AUTHOR & CONTRIBUTORS

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Simon Wiles
Director of Finance and Corporate Services

The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation

Simon Wiles

Current Risk		Target Risk
<p>20</p>	<p>Current situation: The government have spoken about the importance of economic policy working for all places and social mobility. There is the launch of the industrial strategy, which is an initial positive marker for future direction for economic growth in the UK. However with the UK exiting the EU and the potential uncertainties that could bring to the national and local economy could impact this risk in the future.</p> <p>Doncaster has been named as an 'Opportunity Area' by the Dept. of Education which is an allocation of funding due to Doncaster being a social mobility cold spot. This along with the continued focus of the anti-poverty steering group give a good basis for future strategic capacity to decrease poverty in the future.</p> <p>Mitigating Actions: Continued development of the Anti-Poverty Action plan and monitoring throughout the rest of 2016-17 will help and the start-up of the opportunity area status should allow us to improve social mobility and begin to tackle long standing issues. Furthermore our approach to inclusive growth (ensuring local people get opportunities as a result of economic growth) is being shaped and along with increasing investment in the borough should support more people out of poverty.</p>	<p>15</p>

Failure to improve Data Quality will prevent us from ensuring that data relating to key Council and Borough priorities is robust and valid.

Simon Wiles

Current Risk		Target Risk
<p>16</p>	<p>Current Situation: Following the formal agreement of the Data Quality Strategy 2016/17 – 2020/21, a working group has now been established to drive forward the activity for the remainder of the 2016/17 plan. Key Activity due to take place during Quarter 4 includes: Action plans to be completed for all key measures/ returns that have been assessed via the self-assessment toolkit as at risk Promote and implement the LLPG as the default look up for address data as part of the data quality standards Implementation of the single customer record as the “Golden Record” across key council systems Complete and show compliance to Level 2 of the IG Toolkit Using systems approach to quality assurance identify current systems and prioritise for analysis, cleansing, establishing validation and monitoring via the model</p> <p>Mitigating Actions: Progress against the planned activity will be governed by the Business Intelligence Board. It is acknowledged that there remains much to do to fully embed the data quality principles across the organisation and that good data quality can only be achieved by continual assessment and monitoring and therefore reflects the need to refresh the action plan on an annual basis throughout the four year strategy.</p>	<p>8</p>

Children and Young People do not achieve in line with national expectation

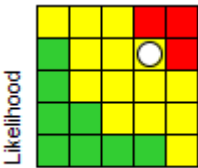
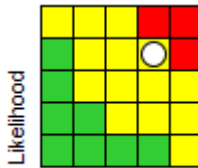
Damian Allen

Current Risk		Target Risk
<p>16</p>	<p>Current position: The rapid improvement strategy is continuing and in addition to this a new reading strategy is now in place as an additional focus in this area.</p> <ul style="list-style-type: none"> • A new Raising Achievement Strategy has also been developed in draft form. • National data for GCSE results is due to be released on January 19th and an update on these results will be provided next quarter. • It is intended that the provision of an Ofsted Leadership Network will facilitate schools having an increased understanding of the Ofsted framework. • A Secondary Teaching School Alliance has also been commissioned to deliver a Key Stage 4 Secondary Improvement Strategy <p>Mitigating Actions:</p> <ul style="list-style-type: none"> • Continue to deliver School Improvement 3 year Post Ofsted action plan, which has now been signed off by HMI • Challenge Schools Commissioner and Sponsors of Academies on underperformance • The School Improvement Strategy is being delivered and a revision is due out in January • Improve pupil attendance via enhanced early help • Deliver the aspects of the report of the education and skills commission (full response to be published in February) to include: • KS2 and KS4 improvement initiatives • Academy exploration and growth strategy for schools at risk of decline and those wishing to join Multi-Academy Trusts • Revision support in the community for students and parents • Leadership succession and recruitment support initiatives in partnership with the Teaching School Alliance 	<p>12</p>

Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic

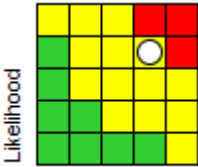
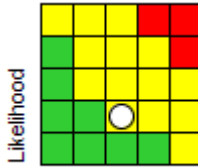
Peter Dale

potential benefit from the devolution deal

Current Risk		Target Risk
16 	<p>Current position: There are a number of deliberations both nationally and regionally that include the emergence of the concept of a metro Mayor at a spacial level that includes the whole of Yorkshire , coupled with the outcome of the judicial review with Chesterfield; the importance of shaping devolution has never been more important for Doncaster. Officers and Members collectively are at the forefront of discussions ensuring any devolution deals represent the best interests of Doncaster.</p> <p>Mitigating Actions: Officers, the Executive and Members from Doncaster Council are at the forefront of deliberations both at a national and regional level on issues relating to devolution, assurances are provided through our strategic and operational role with the SY Combined Authority, in addition to representations on the numerous executive boards supporting the City Region.</p>	16 

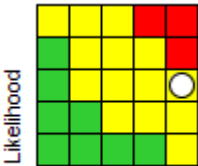
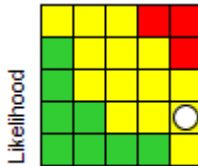
As a result of the decision for the UK to leave the European Union there is increased uncertainty across a number of policy and funding areas that could lead to disruptions in funding and/or projects locally in Doncaster.

Peter Dale

Current Risk		Target Risk
16 	<p>Current Situation: There still remains a certain degree of uncertainty regarding the impact of the UK exiting the European Union. Article 50 of the Lisbon treaty is to be triggered before the end of March 2017 leading to a two year negotiating period prior to a formal exit from the union. The Chancellor Philip Hammond has pledged that local areas with existing EU funding agreements signed off by the time we exit the EU would receive replacement funding and it is likely that a 'repeal' act that would enshrine EU law into UK law may be part of the next parliamentary session. It is estimated that around half of the regulations applicable to local government originate from the EU.</p> <p>There remain some significant issues relating to the value of sterling and the uncertainty of EU national workers and their status after the two year negotiating period, particularly for businesses with high proportion of their staff from EU countries.</p> <p>Mitigating Actions: The potential disruption of exiting the EU may impact on a number of areas of council business. We continue to discuss this with colleagues across our partnerships both locally and nationally working with the LGA who have 5 priority areas; Local government's position post-Brexit EU funding Developing a new legal base for local government Community cohesion Place-based impact</p> <p>We will need to be agile enough to respond as new information is provided and as opportunities become available, lobby government on the things that matter most to us.</p>	6 

Failure by the Council and the Trust to agree and set a realistic annual budget target

Damian Allen

Current Risk		Target Risk
15 	<p>Current Position: The 2017/18 annual budget for the Trust has been agreed and the Annual Review report has been submitted to the DfE in December 2016 as scheduled. The report sets out that there were a number of budget items that were still subject to confirmation and would be addressed via contract variation once they are resolved, for example, increase in care ladder volumes and prices, the transfer of the Family Support Service, any changes to service level agreements and increased costs relating to unaccompanied (migrant) asylum seeking children. A contingency has been set aside.</p> <p>Mitigating Actions: The Trust's quarter 3 financial report will present a forecast outturn overspend for 2016/17 of £3.2m. The key pressure continues to be cost of children placed in care. The Trust submitted a contract variation for £1.9m relating to volume increases mainly within residential and special guardianship placements, which has been agreed and reduces the overspend to £1.3m. Under the risk share mechanism (75/25) the Council will be due to fund £999k of the balance with the Trust responsible for £333k. The Council is receiving financial updates but continues to have significant concerns over this level of overspend and the ability of the Trust to reduce spend within the budget. The Trust is tasked with producing a sustainable operating model/recovery plan. The Trust has £49k held in reserves, which will not cover its risk share.</p> <p>The Trust is due to attend OSMC in February 2017.</p>	10 

Failure to obtain assurance as to the safeguarding of children in the borough Failure to meet children's safeguarding performance

Damian Allen

requirements which could lead to an 'inadequate' inspection judgement by Ofsted

Current Risk		Target Risk
<p style="text-align: center; font-weight: bold; font-size: 1.2em;">15</p>	<p>Current Position: The formal arrangements to monitor and review the effectiveness and input of services to children provided by the Trust are believed to provide assurance to this risk and go beyond contractual requirements. Overall the safeguarding indicators specific to children are now performing better than last year. Ofsted did not raise any concerns as to the safety of children in the borough, but did recommend improvements to social work practice which are being addressed through the Ofsted Improvement Plan. This is regularly challenged with the Trust and at individual HoS level.</p> <p>The first Ofsted Monitoring visit took place in August 2016 and concentrated on management of demand at the front door and quality of practice and found that significant progress is being made to improved services for children and that no children were deemed to be at risk of significant harm. The quality of provision was found to be better and that prompt and appropriate action is taken to address safeguarding concerns this is evident in the quality of assessments and ensuring children are seen alone and their views heard. However, there remain inconsistent quality of assessments and timeliness is deemed variable. In addition, more work is needed to ensure that thresholds for social care intervention are understood across the partnership. The Q2 monitoring visit took place in October 2016 with a focus on quality of practice in particular the quality and effectiveness of plans for CIN of help and protection reviews and work to reduce risk to this cohort; the quality of pre – proceedings work. The conclusion of the visit was that the Trust had made ‘significant progress’ in improving the quality of work since the inspection in November 2015. Inspectors highlighted the continued pace of improvement and reaffirmed the conclusion of the previous visit that no children were found to be in situations of unassessed, unmanaged or unacceptable risk. The next monitoring visit is expected in Spring 2017.</p> <p>Mitigating actions: Social work practice is challenged with the Trust at each meeting and at individual HoS level. The Joint strategic Inspection Group regularly reviews the Improvement Plan as to actions required to improve quality of practice and attendant progress. The High level challenge meetings review specific audits and all challenge meetings review the basket of contractual PIs, which include bellwether PIs in respect of CIN plans; the care pathway – especially front door management; assessment completion and quality of audits. In addition, reference is made to volumetric measures and the wider context in order to provide reassurance as to caseload management; geographical / team pressures; deployment of staffing resources etc.</p> <p>DMBC is clear that the two most pressing impediments to this risk remain demand management and quality of practice and is pleased that Ofsted is addressing this via the Inspection monitoring visits. DMBC focus continues to be to ensure that quality of practice and assessment completion is more consistent and embedded and that a sustainable financial and operating model is in place.</p>	<p style="text-align: center; font-weight: bold; font-size: 1.2em;">10</p>

Failure to successfully prevent a major cyber attack

Simon Wiles

Current Risk		Target Risk
<p style="text-align: center; font-weight: bold; font-size: 1.2em;">15</p>	<p>Current Position: This is a new strategic risk proposed by the Council’s Senior Information Risk Owner (SIRO) following best practice recommendations that it should be so due to the ever increasing risk based on incidents across local authorities and the private sector. A major attack can severely impact on critical service delivery and directly affect Doncaster citizens. The mitigating actions include the measures constantly taken. The current situation is that we have just had our annual external security health check in readiness for our assessment and are working through the extra actions we need to take to ensure compliance. Due to the ever changing and evolving technology we use as an organisation, this is an essential piece of work every year and within every implementation we undertake. This is not always appreciated by all especially when they see an app they would like to implement so this is also being further embedded within the ICT Governance process that kicks in every time a technology requirement is highlighted.</p> <p>Mitigating Actions: Annual ICT Security Audit. Annual Cabinet Office PSN ICT Security Assessment with rating outcome to gain accreditation. ICT Security considered in every ICT project and implementation. Appropriate softwares to monitor and block inappropriate cyber activity. A 6 weekly ICT Security report to the SIRO Board by the ICT Security Compliance Officer. A Cyber Incident Response Team primed to deal with and resolve any incidents minimising business disruption.</p>	<p style="text-align: center; font-weight: bold; font-size: 1.2em;">6</p>

Failure to deliver the actions identified in the Equality and Inclusion action plan may impact our ability to effectively embed and delivery the

Simon Wiles

equality agenda which could result in the council being exposed to public 'due regard' challenge

Current Risk	<p>Current Position: The progress against our YR2 action plan has been reviewed, along with the production of our Annual Equality, Diversity and Inclusion report. These have both been published on the internet. A number of actions in the YR2 plan have not been completed, including the production of a community engagement plan, better understanding of our community profiles and ensuring communities have a voice.</p> <p>Mitigating Actions: We are working in partnership with the LGA to review the corporate approach to equality, diversity and inclusion and produce our plan for 2017 -21. Activity identified in Yr 2 and Yr 3 of our previous plan that have not been fully completed are being reviewed as part of our revised approach and, where relevant, will be part of our future priorities. The review is embedded within the current refresh of the Corporate Plan and will highlight how equality, diversity and inclusion underpins the corporate priorities and drives improvement across the borough.</p>	Target Risk
<p>12</p> <p>Likelihood</p> <p>Impact</p>		<p>8</p> <p>Likelihood</p> <p>Impact</p>

Failure to adequately implement effective joint working arrangements which could lead to ineffective delivery of children’s services across the wider partnership system

Damian Allen

Current Risk	<p>Current Position: The Children and Families Partnership Board is the forum for the arrangements to discharge the S10 statutory responsibility which is now led by a new core group of leading partner members - the Interim Executive Group which is driving forward the actions needed with pace and direction, which had hitherto been lacking.</p> <p>For future development – need to recognise contribution to Stronger Families Programme, financial and reputational risk of failing to deliver against this, which presents an emerging risk.</p> <p>Mitigating actions: The IEG is directing implementation of the Governance review so that an appropriate number and remit of sub groups will be established to support the Board including a new Chairs' group. The IEG is also directing the development of a new JSNA which will be a more dynamic document and a consequential Children’s plan for 2017-2020, as well as significant development of participation and engagement of CYP.</p> <p>The publication of the three key documents JSNA; CYPP and P&E strategy will considerably mitigate this risk as well as the implementation of a fit for purpose governance structure both underpinning the board and laterally in relationship to other strategic boards ,which will enhance the functionality of the Children and Families Partnership Board as the keystone in the oversight and management of the children’s strategic partnership across the entire ‘estate’</p> <p>The Governance sub structure to be aligned with and reflect CYPP is on track for the Feb 2017 CFPB. A new Participation & engagement sub group has been in place since Dec 2016. Consultation events with children, families & partners arranged for February and March 2017.</p>	Target Risk
<p>12</p> <p>Likelihood</p> <p>Impact</p>		<p>8</p> <p>Likelihood</p> <p>Impact</p>

The agreed standards and policies are not adequately understood and implemented by practitioners who work with vulnerable adults increasing the risk of vulnerable people experiencing harm or abuse

Kim Curry

Current Risk	<p>Current Situation: A peer review action plan has been developed and endorsed by the Doncaster Safeguarding Adults Board and significant progress has been made implementing this. The safeguarding adults hub is now in place and has been operational since 4/4/16 to manage all safeguarding cases and clarify safeguarding pathways. A follow-up of the peer review has now been undertaken by Dr Adi Cooper on 29.9.16 which has resulted in positive findings for both operational safeguarding services and the Board. In response to the review report the Board have developed a multi-agency action plan which will be monitored through to completion.</p> <p>The board continues to provide a multi-agency training programme to support staff to deliver safeguarding in line with South Yorkshire Procedures and the Care Act 2014.</p> <p>Mitigating Actions: A multi agency guidance document has been developed and was launched on 20th September to provide clear guidance on when the criteria for a safeguarding concern has been reached. This will enable independent providers to make decisions on actions with areas of concern with a view to reducing inappropriate referrals to the Safeguarding adults hub.</p> <p>The Council is currently working to develop local safeguarding policies, aligned to South Yorkshire procedures, which will be accompanied by a mandatory training programme for key staff.</p>	Target Risk
<p>10</p> <p>Likelihood</p> <p>Impact</p>		<p>10</p> <p>Likelihood</p> <p>Impact</p>

Health and social care services do not change fast enough , impacting on quality, accessibility and affordability of services for people who need

Kim Curry

them most

Current Risk	<p>Current Situation: This strategic risk was raised in the summer of 2015, in an environment where there was sufficient evidence to suggest that adult social care services would not transform quickly enough. At that time there was no clear plan in place and no evidence of performance or financial improvement. Since that time a comprehensive Transformation Programme has been put in place with clear objectives and timescales, both to improve services and ensure that the most vulnerable people are able to access them. In addition, good progress has been made on a range of Immediate Business Improvement (IBI) projects that have stabilised the financial position and improved key areas such as residential care, safeguarding and homecare. The robust future plans and the transformation that has happened in the past year suggest that this risk can now be demoted from the strategic register.</p> <p>Mitigating Actions: The Adults Health and Well-being Transformation Programme was supported by Cabinet in March and November 2016. The programme is now entering the mobilisation phase and the IBI projects continue to deliver improvements.</p> <p>Project Initiation Documents are currently being developed that will contain a range of actions to make sure that the agreed outcomes of the programme are fully delivered within required timescales. A Transformation Board will oversee the key portfolios of work and govern the transformation process, challenging appropriately where necessary. In future risks associated with the programme will be managed via the Transformation Board.</p>	Target Risk
<p>10</p> <p>Likelihood</p> <p>Impact</p>		<p>15</p> <p>Likelihood</p> <p>Impact</p>

Failure of partnership to engage in effective early intervention leading to inappropriate referrals to statutory services and unnecessary escalation of need and risk

Damian Allen

Current Risk	<p>Current Position: Although contacts into DCST are reducing they remain high due to high demand in the community and a change to recording practice of 'contacts' which is more accurate and is quite proper. Very few contacts are inappropriate and require Early Help services. The vast majority are for Information, Advice and Guidance. The risk is that high demand pressures clog up the machinery and professional officer resource. The LGA peer review recognised that this was a 'whole system' issue which extends across the partnership and is not wholly within the gift of the Trust.</p> <p>Mitigating actions: The Trust is seeking a revised partner protocol so as to reduce risk aversion. The integration with the MASH has led to a revised process which involves triage at the initial stage which is beginning to mitigate the impact on teams and should lead to an improved conversion rate to referral and assessment.</p>	Target Risk
<p>9</p> <p>Likelihood</p> <p>Impact</p>		<p>6</p> <p>Likelihood</p> <p>Impact</p>

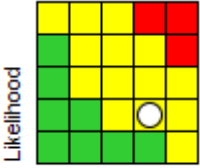
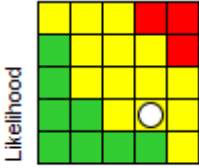
Failure to adequately address a sufficient number of Children's Trust PIs (as defined in the service delivery contract)

Damian Allen

Current Risk	<p>Current Position: The DCST is challenged by a series of regular performance monitoring fora, on a monthly and quarterly basis at all levels of senior management across both organisations and at public facing meetings with elected members in the scrutiny fora and at Corporate Parenting Board, such arrangements are in the words of Ofsted 'in excess' of contractual requirements and have been further emboldened by the new spilt screen accountability which the Children's scrutiny panel now provides and which challenges both the Council in its holding to account of the Trust and the Trust itself. A commentary provided by the DCST and PIs and quality assurance is challenged.</p> <p>Areas of concern are escalated or reported on an exception basis to higher level Boards. Current areas of risk are:-</p> <ul style="list-style-type: none"> • Social Care demand management • Quality of case files (improving trajectory, but under surveillance via audit measures) • Placement policy – care management and costs • Care Leavers in Employment, Education and Training <p>Mitigating actions: The current arrangements and the number and scope of performance indicators are subject to the Annual Review process which has now been completed and submitted on time to the Secretary of State. The Trust is challenged against each PI of concern at every meeting as to progress and actions planned or taken and the effectiveness thereof. A more rationalised challenge process is under consideration and has been identified to the Secretary of State.</p>	Target Risk
<p>9</p> <p>Likelihood</p> <p>Impact</p>		<p>6</p> <p>Likelihood</p> <p>Impact</p>

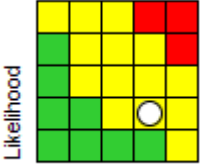
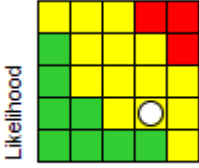
Failure to respond adequately to borough emergencies or mitigate effectively against the effects of extreme weather conditions e.g. flooding

Peter Dale

Current Risk	Current position: Resilience and Emergency Planning have supported the response to 49 incidents since April 2016.	Target Risk
8	<p>Mitigating actions: DMBC fully participated in delivering a National Pandemic Flu exercise in October. The exercise rehearsed the Doncaster strategic response plans and liaison with COBRA. The exercise was followed by a tactical response exercise to consider localised impacts and arrangements to support those affected by a pandemic event.</p> <p>A DMBC response activation exercise was held in December for strategic and tactical members of the Corporate Emergency Response Team. The exercise indicated 100% availability for the response to an emergency incident affecting the borough.</p>	8
		

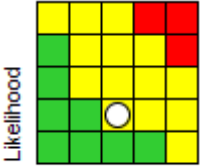
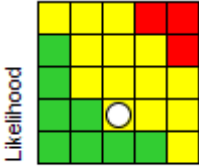
Failure to identify and manage Health and Safety risks

Peter Dale

Current Risk	Current Position: Corporate Health and Safety continue to monitor the effectiveness of all council health and safety arrangements through both active and reactive monitoring. The & lsquo;Business Partner structure is now embedded within Corporate Health and Safety Service delivery. Advisors are working closely with Partners reviewing statutory compliance and delivering pragmatic advice. The Corporate H&S trainer has reviewed all mandatory and non-mandatory Health & Safety training, and bookings are now being taken for refresher training. A full review of all Council H&S training is currently being undertaken, specifically looking at suitability of content, rationalising delivery and the opportunity of attaining IOSH accreditation.	Target Risk
8	<p>Mitigating Actions: In August 2016 at another Local Authority, a six-year old girl was severely injured when a boundary wall spanning the rear of a privately owned and council-owned property collapsed onto a public pathway. In response to initial recommendations from the Health & Safety Executive, Doncaster Council are implementing a proactive inspection system to identify dangerous wall conditions and take appropriate action where necessary, this information has been shared with other External agencies.</p>	8
		

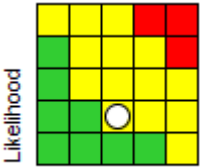
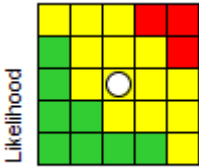
Failure to implement the Council's key borough objectives in partnership

Simon Wiles

Current Risk	Current position: The key Borough partnership objectives involve long-term strategic plans for improving the quality of life in Doncaster for residents, visitors and people considering moving, working or investing here. Technical strategies and delivery plans are overseen by Partnership Boards organised around four over-arching key themes; ■ Children, Young People and Families ■ Economy and Enterprise ■ Health and Well-Being ■ Safer and Stronger Communities. Performance reporting across the theme boards happen routinely and Team Doncaster receive 6 monthly updates on performance information.	Target Risk
6	<p>Mitigating actions: A strong governance and audit process is in place to ensure that internally and externally, partnership plans, special projects and initiatives which are carried out by organisations, teams and individuals, are regularly reviewed and overseen by respective Partnership Boards and internal DMBC governance/audit arrangements. Discussions on future partnership objectives will take place and arrangements for delivery mobilised appropriately.</p>	6
		

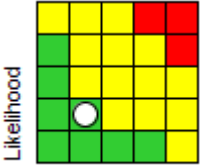
(F&CS) Failure to achieve the budget targets for 2016/17 and 17/18.

Simon Wiles

Current Risk	Current Position: We have set robust targets for 17/18, but there is still a need to use reserves	Target Risk
6	<p>Mitigating Actions: For 16/17 we are working on achieving budget targets and all adjustments have been revised in the 17/18 position</p>	9
		

Failure to set robust assumptions on pensions deficit recovery and future contribution rate for the 2016 valuation

Simon Wiles

Current Risk		Target Risk
<p style="text-align: center;">4</p> 	<p>We have reviewed pensions deficit & FSR rates and been able to maintain them at the existing level (overall) for 17/18</p>	<p style="text-align: center;">4</p> 