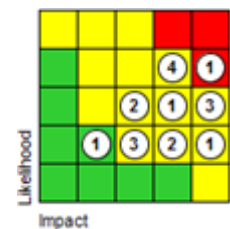


**To the Chair and Members of the  
AUDIT COMMITTEE**

**Q4 2016/17 STRATEGIC RISK UPDATE**

**EXECUTIVE SUMMARY**

1. The purpose of this report is to provide an overview of the Strategic Risks profiles in Quarter 4 2016/17.
2. There are 18 Strategic Risks and all have been updated as part of the Quarter 4 reporting process. The Heat Map shows a summary of the scores. The full Strategic Risk Profile is attached as Appendix A
3. One risk has been identified for demotion: Failure to set robust assumptions on pension's deficit recovery and future contribution rate for the 2016 valuation.
4. No new risks have been proposed.
5. To ensure an holistic approach to the management and quality of information and data we propose to reword the following strategic risk FROM: Failure to improve Data Quality will prevent us from ensuring that data relating to key Council and Borough priorities is robust and valid. TO: Failure to ensure the Council meets its statutory information governance requirements and maintains quality data.
6. 16 risk profiles have remained the same during the quarter.
7. Effective mitigating actions have reduced 2 profiles:
  - Failure to deliver the actions identified in the Equality and Inclusion action plan may impact our ability to effectively embed and delivery the equality agenda which could result in the council being exposed to public 'due regard' challenge;
  - Failure to identify and manage Health and Safety risks;
8. No profiles have increased during the quarter.



**RECOMMENDATIONS**

9. The Audit Committee members are asked to:
  - a) Note and comment on the report
  - b) Note the proposed demotion of the Strategic Risk around the pension deficit (paragraph 3)

- c) Note the proposed change of wording of the Strategic Risk around data quality (paragraph 5)

**EXEMPT REPORT**

- 10. Not Applicable

**WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

- 11. 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**

- 12. Not Applicable

**REASONS FOR RECOMMENDED OPTION**

- 13. Not Applicable

**IMPACT ON THE COUNCIL’S KEY PRIORITIES**

- 14.

<b>Priority</b>	<b>Implications</b>
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**

- 15. 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**

- 16. 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**

17. 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**

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

## **TECHNOLOGY IMPLICATIONS**

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

## **EQUALITY IMPLICATIONS**

20. 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**

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

## **BACKGROUND PAPERS**

22. Reports generated via Covalent for Directorate Q4 challenge meetings.

## **REPORT AUTHOR & CONTRIBUTORS**

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**Simon Wiles**  
**Director of Finance and Corporate Services**

**Strategic Risk Profile 2016/17 – Quarter 4**

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

Simon Wiles

Current Risk	Current situation: Doncaster has an Anti-Poverty Strategy Group which has an agreed action plan for 2017-18 which covers the themes, Intelligence, Children and young People, Housing, Enterprise and communications. Further to this our strategic planning for 2017-18 has at its core inclusive growth, talking poverty and social mobility.	Target Risk
<p><b>20</b></p> <p>Likelihood</p> <p>Impact</p>	<p>Doncaster has been named as an 'Opportunity Area' by the Dept. of Education which is an allocation of funding which we can use to identify and remove barriers to social mobility across Doncaster.</p> <p><b>Mitigating Actions:</b> Continued monitoring of Anti-Poverty action plan, development of an inclusive growth strategy for Doncaster, continued development of our approach to social mobility linked to our opportunity area status and further development of our Borough Strategy in 2017-18 which puts this at its core.</p>	<p><b>15</b></p> <p>Likelihood</p> <p>Impact</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	Current Situation: Following the formal agreement of the Data Quality Strategy 2016/17 – 2020/21, a working group is meeting regularly to drive forward the activity in the 2016/17 plan and develop the plan for 2017-18. Self-assessments across the council for statutory returns have been completed but further work to analyse and chase up some needs to be completed. The Business Intelligence Board has overseen this work and will agree the 2017-18 action plan to ensure there is accountability and drive to achieve our ambitions over the next 12 months.	Target Risk
<p><b>16</b></p> <p>Likelihood</p> <p>Impact</p>	<p><b>Mitigating Actions:</b> Adopt data quality standards across our key systems, enhance the self-assessment process to all Information Asset Owners on the data they are responsible for, joined up working for the General Data Protection Regulation (GDPR) changes, explore the idea of data quality champions.</p>	<p><b>8</b></p> <p>Likelihood</p> <p>Impact</p>

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

Damian Allen

Current Risk	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. Indications from schools are positive and training attendance has been good. Feedback from STEPS report is positive and we are anticipating an uplift in outcomes in this area.	Target Risk
<p><b>16</b></p> <p>Likelihood</p> <p>Impact</p>	<p>The new Raising Achievement Strategy has been consulted on and accepted and we are now drafting a Raising Achievement Plan to deliver the Strategy.</p> <p>Two meetings have now been held of the new Ofsted Leadership Network, the aim of which is to facilitate schools having an increased understanding of the Ofsted framework.</p> <p>Plans are developing for a Secondary Teaching School Alliance. We are working on transition with a focus on reciprocal reading and subject leader networks.</p> <p>Data released for GCSE results has placed Doncaster 13th lowest nationally for attainment 8 scores and in the bottom 20% nationally for progress 8 scores.</p> <p><b>Mitigating Actions:</b></p> <ul style="list-style-type: none"> <li>• Continue to deliver the School Improvement 3 year Post Ofsted Action Plan</li> <li>• Challenge Schools Commissioner and Sponsors of Academies on underperformance</li> <li>• A revised School Improvement Strategy was agreed in January and is being delivered</li> <li>• Deliver aspects of the One Doncaster Education and Skill Commission report - including KS2 and KS4 initiatives</li> <li>• Academy exploration and growth strategy for schools at risk of decline and those wishing to join Multi Academy Trusts</li> <li>• Revision support in the community for students and parents - MOMU programme is now in its 2nd year and has been expanded to include KS2 and to improve reading outcomes. Early indications are that attendance is similar to last year.</li> <li>• Leadership succession and recruitment support initiatives in partnership with the Teaching School Alliance</li> </ul>	<p><b>12</b></p> <p>Likelihood</p> <p>Impact</p>

**Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal**

Peter Dale

Current Risk		Target Risk
<b>16</b>  Likelihood Impact	<p><b>Current Position:</b> 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. A SCR group of senior representatives has been established to pull together the outline of a proposed consultation on a CA mayoral model the first meeting of this is scheduled for the 19th April</p> <p><b>Mitigating Actions:</b> 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>	<b>16</b>  Likelihood Impact

**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.**

Simon Wiles

Current Risk		Target Risk
<b>16</b>  Likelihood Impact	<p><b>Current situation:</b> Article 50 has been formally triggered which starts the process of UK exiting the European Union. Draft negotiating positions are emerging from both sides but no definitive points are available. A general election has been called by the UK government which will take place on 8th June. The various political parties will develop manifesto pledges that will have direct impact on our negotiating positions post election. It is likely that clarity on this will be unclear until summer/autumn 2017.</p> <p><b>Mitigating Actions:</b> Review manifesto pledges and work with regional and national government to ensure impacts of exiting the European Union are minimised as much as possible.</p>	<b>6</b>  Likelihood Impact

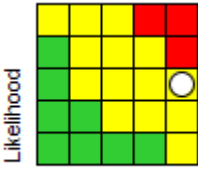
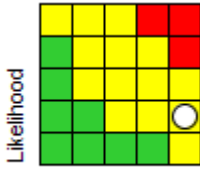
**Failure by the Council and the Trust to agree and set a realistic annual budget target**

Damian Allen

Current Risk		Target Risk
<b>15</b>  Likelihood Impact	<p><b>Current Position:</b> The 2017/18 annual budget for the Trust has been agreed and the Annual Review report was signed off by the DfE in January 2017 as scheduled. The report set out that there are a number of budget items that are 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 (FSS) and any changes to service level agreements. A contingency has been set aside and discussions with the Trust have progressed, the FSS transfer has been confirmed.</p> <p>The Trust's quarter 4 outturn financial report will present a forecast outturn overspend for 2016/17 of £1.5m and contract variations have been agreed to fund the balance by the Council. Note £1.9m contract variations were agreed earlier in the year for price and volume increases, so the underlying overspend by the Trust was £3.4m. The key pressure continues to be cost of children placed in care within residential and special guardianship placements. 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.</p> <p><b>Mitigating Actions:</b> Regular (monthly) performance and financial monitoring meetings take place between DCST and the Council to keep the forecast under review. Additional information, mainly with regard to volume and prices of the care ladder, were requested to inform the Annual Review process and achieve a realistic budget target for 2017/18.</p>	<b>10</b>  Likelihood Impact

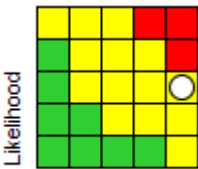
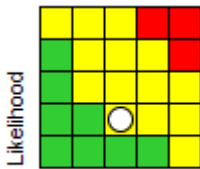
Damian Allen

**Failure to obtain assurance as to the safeguarding of children in the borough Failure to meet children’s safeguarding performance requirements which could lead to an 'inadequate' inspection judgement by Ofsted**

Current Risk		Target Risk
<p><b>15</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>Current Position:</b> 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 second 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 third monitoring visit took place in March 2017 and identified significant progress in the quality of services provided for look after children since the full 2015 inspection; that both the Council and the Trust have responded thoroughly to the actions required and that children and young people are placed at the heart of strategic planning and operational work, with welcome recognition of the ambition of both parties for this vulnerable cohort.</p> <p><b>Mitigating actions:</b> 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 three most pressing impediments to this risk remain demand management, placement policy and quality of practice and is pleased that Ofsted in its second monitoring visit found that ‘significant progress had been made in the quality of work since the 2015 inspection and that , overall the quality of provision was better and prompt and that appropriate actions was .taken to address safeguarding concerns with improvements evident in the quality of assessments and enquiry; that children are seen alone and their views are heard and Ofsted noted the pace of improvement.</p> <p>A further monitoring visit is expected in June 2017.</p> <p>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><b>10</b></p>  <p>Likelihood</p> <p>Impact</p>

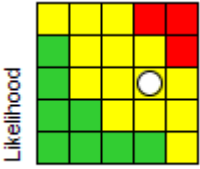
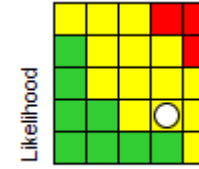
**Failure to successfully prevent a major cyber attack**

Simon Wiles

Current Risk		Target Risk
<p><b>15</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>Current Position:</b> 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><b>Mitigating Actions:</b> 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><b>6</b></p>  <p>Likelihood</p> <p>Impact</p>

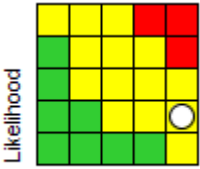

**Failure to adequately implement effective joint working arrangements which could lead to ineffective delivery of children’s services across the wider partnership system**

Damian Allen

Current Risk	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.	Target Risk
<p><b>12</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>Mitigating actions:</b> Arrangements are in hand to implement the governance review which will see a new Executive Board to formalise the Interim Executive Group and which will meet monthly and which will provide overarching governance and delivery oversight across the partnership of the CYPP along with a new fit for purpose sub structure and a new strategic forum which will meet quarterly to comment plan and shape the CYPP championing the voice of CYP..</p> <p>The new JSNA is a more dynamic document as is the consequential Children’s plan for 2017-2020, as well as significant development of participation and engagement of CYP embodied in the new and developing Participation and Engagement strategy</p> <p>The publication of the three key documents JSNA; CYPP and P&amp;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 three key documents will be formally launched at a high profile event on 23rd May, 2017.</p> <p>The Governance sub structure is aligned with and reflects the CYPP. A new Participation &amp; engagement sub group has been in place since Dec 2016 and has been active developing the Participation &amp; Engagement strategy and the co-production of the CYPP and the PES with children and young people. .</p>	<p><b>8</b></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**

Damian Allen

Current Risk	Current Position: Following on from a Peer review (November 2015) and subsequent follow up review undertaken by Dr Adi Cooper (September 2016) the Safeguarding Adults Hub was formed to manage all Adult Safeguarding and DoLS for Doncaster. This brought together what were previously separate teams, workers from Area Teams and also a Health Worker. All based within the same building as the District Nurses Single point of Contact for Health, Children’s Referral and Response Team, the Police Public Protection Unit, Child Sexual Exploitation Service and the Domestic Violence Team, facilitating easy access to a variety of key teams and personnel to facilitate information sharing. The Safeguarding adults Hub was formed in April 2016 and has been in operation for 12 months. During this time the system and process has changed to ensure that we are Care Act compliant and applying the principles of Making Safeguarding Personal. All Safeguarding is now Managed within the Team enabling better management and monitoring of cases and ensuring a greater level of consistency. The Staff Team has increased in order to facilitate these changes and has resulted in cases being responded to in a more timely manner. In response to the Peer Review a comprehensive multi-agency action plan was produced with clear actions and timescales and this has been reviewed and updated on a regular basis, the action plan was updated following the review undertaken by Adi Cooper which resulted in positive feedback. As at 18th April 55 out of 64 actions were complete with 6 actions still in progress. These are discussed and reviewed at the Performance and Quality sub group of the Safeguarding Adults Board (DSAB). Regular performance reports are completed and reported on to the DSAB for governance purposes.	Target Risk
<p><b>10</b></p>  <p>Likelihood</p> <p>Impact</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><b>Mitigating Actions:</b> The Board has revised its Performance and Assurance framework which is providing assurance to the Board that safeguarding practice is now outcome focused and in line with the 6 principles of safeguarding adults.</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>	<p><b>10</b></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		Target Risk
<p><b>9</b></p>	<p><b>Current Position:</b> Although contacts into DCST are reducing they remain high due to high demand in the community. 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. There has been a recent evident rise in CIN and CPP cases which suggest that there has been a genuine increase in demand and that many of these are not inappropriate. The increase in the number of re- referrals is to be explored further with the Trust.</p> <p><b>Mitigating actions:</b> 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. The Trust will be challenged on the increased numbers of CIN, CPP and re – referrals. This in itself may not be a bad thing, as this may suggest that interventions are taking place appropriately. The accompanying rise in the number of early help contacts may also support this hypothesis.</p>	<p><b>6</b></p>

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

Damian Allen

Current Risk		Target Risk
<p><b>9</b></p>	<p><b>Current Position:</b> 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"> <li>• Social Care demand management</li> <li>• Quality of case files (improving trajectory, but under surveillance via audit measures)</li> <li>• Placement policy – care management and costs</li> <li>• Care Leavers in Employment, Education and Training</li> <li>• Re – referrals ( new and emerging)</li> <li>• Rising numbers of CIN &amp; CPP – in themselves may not be a risk and may mitigate / address risk, but could burden the system and capacity, with consequential risks arising;</li> </ul> <p><b>Mitigating actions:</b> The current arrangements and the number and scope of performance indicators are subject to the Annual Review process which was completed and submitted on time to the Secretary of State and a new basket of PIs which is more reflective of the child’s journey and the development stage in the maturity of the Trust will be implemented from Q1 2017/2018. 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 has been developed and has been identified to the Secretary of State against which a detailed response is awaited. The split screen report to the Children’s scrutiny panel provides robust and forensic analysis of performance against exception and good performing PIs and challenges the Director of People as to his oversight and accountability of the Trust performance as well as the specific performance behind the PI themselves.</p>	<p><b>6</b></p>



**Failure to deliver the actions identified in the Equality and Inclusion action plan may impact our ability to effectively embed and delivery the equality agenda which could result in the council being exposed to public 'due regard' challenge**

Simon Wiles

Current Risk	Current Position:	Target Risk
<p><b>8</b></p> <p>Likelihood</p> <p>Impact</p>	<p>The review of the Council's approach to Equality, Diversity and inclusion 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. EDI objectives are being developed along with a detailed action plan. We continue to work with the LGA to strengthen our approach and learn from examples of best practise. Member and senior manager EDI champions, along with a network of staff champions will have key responsibilities for driving EDI.</p> <p><b>Mitigating Actions:</b> The review of our approach to EDI; the development of EDI champions; Continuing to work with the LGA; main streaming EDI within service areas;</p>	<p><b>8</b></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:	Target Risk
<p><b>8</b></p> <p>Likelihood</p> <p>Impact</p>	<p>Resilience and Emergency Planning have supported the response to 64 incidents since April 2016.</p> <p>Doncaster Council supported a live all night terrorist incident exercise in Meadowhall shopping centre in March 2017. 25 DMBC response staff took part at a strategic and operational level in order to enhance our preparedness arrangements for a terrorist incident and rehearse our understanding of the post incident support required for those involved.</p> <p><b>Mitigating Actions:</b> Doncaster Council leadership team will be participating in terrorist incident exercise in April. The exercise will be delivered by Counter Terrorism Police and Emergency Planning. The exercise will provide leadership with the opportunity to consider the strategic consequences of an incident in Doncaster and the response and recovery arrangements that they put in place to support those affected.</p>	<p><b>8</b></p> <p>Likelihood</p> <p>Impact</p>

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

Simon Wiles

Current Risk	Current position:	Target Risk
<p><b>6</b></p> <p>Likelihood</p> <p>Impact</p>	<p>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. We are in the process of developing our next Borough strategy and engaging partners in this work to create real alignment and commitment to working in partnership on shared outcomes.</p> <p><b>Mitigating actions:</b> Corporate plan developed and aligned to partner objectives, development of a shared outcomes framework across Team Doncaster and key governance arrangements to ensure we drive improvements through shared partnership programme delivery.</p>	<p><b>6</b></p> <p>Likelihood</p> <p>Impact</p>

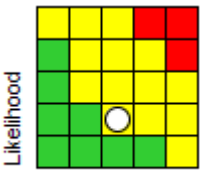
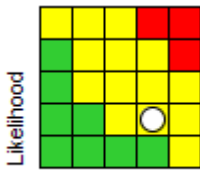
**Failure to achieve the budget targets for 2016/17 and 17/18.**

Simon Wiles

Current Risk	Current Position:	Target Risk
<p><b>6</b></p> <p>Likelihood</p> <p>Impact</p>	<p>The saving targets for 2016/17 have been allocated to budgets and are being monitored as part of the Council's performance management cycle (outturn will be completed on 25th April). Any changes required to the targets have been incorporated into the 2017/18 budget proposals.</p> <p><b>Mitigating Actions:</b> The budget targets for 2017/18 have been approved by Council on 2nd March and allocated to individual budgets; these will be monitored and the position reported during the year.</p>	<p><b>9</b></p> <p>Likelihood</p> <p>Impact</p>

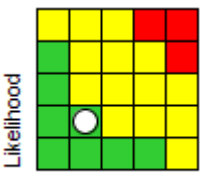
**Failure to identify and manage Health and Safety risks**

Peter Dale

<b>Current Risk</b>	<p><b>Mitigating Actions:</b> The 'Business Partner' structure is now embedded within Corporate Health and Safety Service delivery. New interim Manager in place , making significant improvements to the service</p>	<b>Target Risk</b>
<p><b>6</b></p> 		<p><b>8</b></p> 

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

Simon Wiles

<b>Current Risk</b>	<p><b>This risk is proposed for demotion.</b>  <b>Current position:</b> Discussions have taken place with the actuary for South Yorkshire pensions and we have sufficient funding to cover the costs over the next 3 year period; 2017/18 covered within existing budgets.  <b>Mitigating Actions:</b> The Council has reviewed and challenged the assumptions made by the Actuary with SYPA and other LA's in South Yorkshire</p>	<b>Target Risk</b>
<p><b>4</b></p> 		<p><b>4</b></p> 