

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

**Q1 2016/17 STRATEGIC RISK UPDATE**

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

**EXECUTIVE SUMMARY**

1. The purpose of this report is to provide a progress update on Strategic Risks for Quarter 1 2016/17.

2. A review of Strategic Risks was undertaken as part of the challenge process to ensure that they reflected the priorities in the Corporate Plan for 2016/17. There are 17 Strategic Risks; all have been updated as part of the Quarter 1 reporting process. The Heat Map shows a summary of the scores.



3. No risks have been identified for demotion.

4. A new risk has been proposed to highlight the short, medium and long term implications and impacts of the referendum;

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.

5. As a result of the Quarter 1 challenge revised wording was developed for the risk around austerity;

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

**RECOMMENDATIONS**

6. The Audit Committee members are asked to:

- a) Note and comment on the report and the Strategic Risk profiles in Appendix A;
- b) Note the revisions to the Strategic Risk Register (paragraphs 4 & 5)

**EXEMPT REPORT**

7. Not Applicable

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

8. 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.

<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**

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 Q1 challenge meetings.

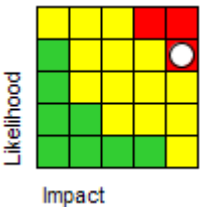
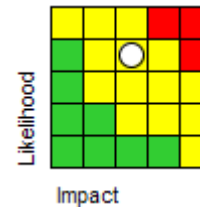
## **REPORT AUTHOR & CONTRIBUTORS**

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

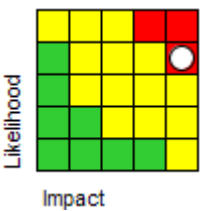
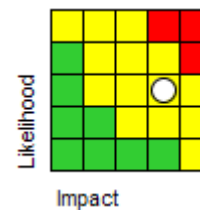
**Current austerity measures result in increased poverty in Doncaster, causing deprivation for citizens and restricting the borough's ability to improve and grow.**

Simon Wiles

Current Risk	Current Position:	Target Risk
<p><b>20</b></p> 	<p>Since the last update (linked to a previous risk related to the Welfare Reform agenda), Theresa May has been installed as the new Prime Minister and a re-vamped Cabinet has been put in place. Whilst there is a new Chancellor in place, Lord O'Neil remains as the Communities Secretary and Andrew Percy MP has been appointed as the Northern Powerhouse Minister. Since her appointment the new Prime Minister has spoken about the importance of economic policy working for all places and has placed a renewed focus on industrial strategy, which is an initial positive marker for future devolution.</p> <p>The results of the BREXIT referendum within Doncaster (68.96% to leave), has given HM Government further considerable concern as to the levels of poverty and deprivation in localities. On-going discussions are being held between Ministers, Politicians and officials on the level and type of interventions required to tackle high levels of deprivation within Communities, part of our recent ask to Government (Local Growth Fund Round 3) will assist in the positive uplift, however the potential intervention of £156m will not resolve the issues currently causing poverty within Doncaster.</p> <p><b>Mitigating Actions:</b> St Leger Homes Chief Executive Susan Jordan Chairs the Anti-Poverty Group (APG), a borough wide partnership initiative consisting of a wide-range of statutory agency and voluntary sector representatives. Operating within a clearly defined strategy and detailed action plan, it reports directly to Team Doncaster and encompasses work that also takes place within the partnership-based Fairness and Inclusion forum. The APG works closely with the Stronger Families Programme, the Benefits Agency and DMBC Directorates to coordinate activity and address the needs of vulnerable families and individuals. In terms of growth, the Sheffield City Region continues to build momentum towards the introduction of the Northern Powerhouse. DMBC has a number of representatives within the governance structure and they will continue to push for continued investment within the Borough and highlight any potential risks to the Executive at the earliest possible time.</p>	<p><b>12</b></p> 

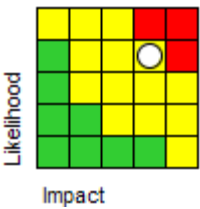
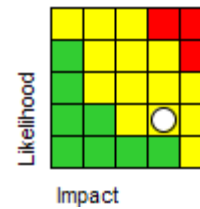
**Failure to achieve the budget targets for 2016/17 and 17/18.**

Simon Wiles

Current Risk	Current Position:	Target Risk
<p><b>20</b></p> 	<p>At Q1 the projected overspend for 2016/17 is £2.8m. Work is underway to update the budget gap and produce the budget proposals for 2017/18 in preparation for approval in March 2017.</p> <p><b>Mitigating Actions:</b> On the 2016/17 budget targets further work will take place with managers to reduce projected overspends. General reserves are sufficient to meet the £2.8m potential overspend. The 2017/18 budget proposals are being reviewed and updated with managers and elected members to produce draft proposals and start the consultation in November 2016. Key risks to the 2017/18 budget have been identified and are being managed as part of the budget setting process.</p>	<p><b>12</b></p> 

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

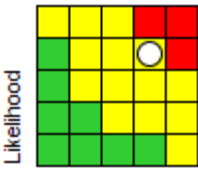
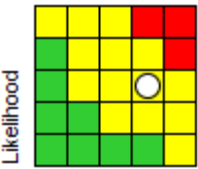
Simon Wiles

Current Risk	Current position:	Target Risk
<p><b>16</b></p> 	<p>Poor quality data seriously hampers the ability for the Council' to provide modern effective services. Moreover poor data and information will also reduce the effectiveness of the decisions that the Council can make. There are specific examples that demonstrate this including adult social care client management system that at the moment does not provide the quality of data that is required to support and add value. In addition our ability to maximise the opportunities of linking up data automatically and supporting the digital council agenda which can be seriously impaired if the quality of the data in our systems is not up to standard.</p> <p><b>Mitigating Actions:</b> To improve the quality of data across the organisation it will take time as we establish new processes and identify issues and links across the plethora of systems and data we currently hold. Progress continues on track to</p>	<p><b>8</b></p> 

develop the new Data Quality Strategy to be agreed by 30th September 2016 which will set out the vision for data quality over the next few years and provide specific actions that will improve the quality of data across the council. It is likely that these actions will include a methodology for improve poor data in our systems, data quality standards and further training. Engagement across all Council departments will be required to ensure improvements are made quickly and appropriately. A register for all returns to central government will be updated and monitored to ensure the data supplied nationally is of good quality and ownership is clear. A business intelligence model which will support 'open data' across Doncaster is being discussed and will, once established help to support good and where appropriate automated information flows between systems improving the quality of data available in Doncaster. This risk links to all existing council plans, since the data we use informs all actions and decisions.

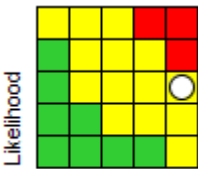
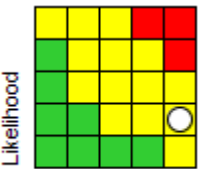
**Children and Young People do not achieve in line with national expectation**

**Damian Allen**

Current Risk		Target Risk
<b>16</b>  Likelihood Impact	<p><b>Current Position:</b> Provision attainment results are due in August. Key Stage 2 Level 4 results for reading, writing and Maths combined have shown a disappointing drop in performance for 2015 putting Doncaster in the bottom quartile nationally. 2015 GCSE 5 A*-C inc English and Maths indicate a decline in line with the National trend but remain below the national average. Under the new Ofsted framework and inspection arrangements very few Doncaster schools have been subject to inspection, but those that have are improving their grades and the vast majority of interim Ofsted monitoring visits report positive progress The Key Stage 2 rapid improvement strategy has been approved by the Minister for schools and has engaged the vast majority of schools in Doncaster. All interim targets so far have been reached. An indicative projection for outcomes based on standardised tests in year 6 is encouraging and a range of very focused initiatives are in place to raise standards according to the new framework of tests. A Key stage 4 strategy is planned with the Academies and a variety of challenging curriculum groups are in place led by the LA and supported by the Teaching School Alliance</p> <p><b>Mitigating Actions:</b></p> <ul style="list-style-type: none"> <li>• Continue to deliver School Improvement 3 year Post Ofsted action plan which is currently midway through implementation, with an improving picture regarding quality of 'Leadership &amp; Performance' and will have an effect on the overall Ofsted outcomes.</li> <li>• Challenge Schools Commissioner and Sponsors of Academies on underperformance.</li> <li>• Ensure School Improvement Strategy is delivered, taking into account new Ofsted Measures.</li> <li>• Improve pupil attendance via enhanced early help deliver the aspects of the education and skills strategy to include:</li> <li>• Key Stage 2 and 4 rapid improvement 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</li> <li>• Leadership succession and recruitment support initiatives in partnership with the Teaching School Alliance</li> <li>• Independent Education &amp; Skills Commission undertaking a review of education and skills across the borough - their final report is due in Sept 2016</li> </ul>	<b>12</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 Trust has informed the Council that based upon current levels of placements it is predicting a £2.4m overspend in 2016/17. Under risk share mechanism of 75/25, this means that the Council is required to fund £1.8m and the Trust £0.6m of this projected shortfall. The Trust does not have sufficient reserves to address this gap. Due to the size of the forecast overspend it is likely that the Trust will be asked to attend scrutiny to explain the variance.</p> <p><b>Mitigating actions</b> -The Trust has explained it will:-</p> <ul style="list-style-type: none"> <li>&gt; Sets out the contract performance measures and a report which explains the forecast outturn, assumptions and potential options for recovery</li> <li>&gt; Care ladder numbers and strategies;</li> <li>&gt; includes price and volume variances, so that it can see we are currently</li> </ul>	<b>10</b>  Likelihood Impact

experiencing higher levels than the contract. Where there is a significant change in volumes the contract does allow for contract variations to reflect this, but it is acknowledged that this would need to be justified via a business case;  
 > Progress regarding in - house fostering, numbers removed from register, new recruits, numbers housed etc. Employing a professional marketing campaign and fund this via pay costs.

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

**Kim Curry**

Current Risk		<p><b>Current Position:</b> The pace of transformation has increased significantly since Cabinet approved the Adults Health and Wellbeing Transformation Programme in March 2016. A further significant Cabinet decision has been made to introduce a new model of care and support at home, based upon 6 localities, each with a Strategic Lead Provider, and a framework of Borough wide Additional Support Providers with a phased approach to implementation. In addition, the National Development Team for Inclusion is progressing work to introduce a community led and person centred approach to social care and EY are nearing the completion of their business cases for the agreed 5 transformation themes. The Immediate Business Improvement projects are delivering the changes to improve services for vulnerable people in the borough and the financial picture has also improved as a result.</p> <p>The risk score of 15 has been retained since it is still "possible" that the changes will not happen quickly enough. However, the mitigating actions below should ensure that the modernisation of services remains on track.</p> <p><b>Mitigating Actions:</b> Progress on transformation is rigorously monitored and challenged by the Adults Health and Wellbeing leadership team and by the established Improvement Board. Regular reports are presented to these both forums and recommendations are made and addressed where pace and intensity need to increase. Regular updates are planned for Directors and Cabinet Members so that appropriate and timely decisions can be scheduled and made. Financial outputs and outcomes from the programme will feed directly into the Medium Term Financial Strategy.</p>	Target Risk	
<p><b>15</b></p> <p>Impact</p>			<p><b>15</b></p> <p>Impact</p>	

**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**

**Damian Allen**

Current Risk		<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. Overall the safeguarding indicators specific to children are now performing better than they were this time 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 and will be further assessed by the Ofsted monitoring visit in August 2016.</p> <p><b>Mitigating Actions:</b> The draft Ofsted improvement plan was submitted to Ofsted on 9th February 2016. Ofsted responded positively stating that the draft Improvement Plan addressed the identified areas for development from the inspection and that it was clear that progress had been made across a range of aspects and where action is completed, arrangements are in place to ensure this is maintained. The finalised plan was submitted to Ofsted on 26th April 2016 and was along with attendant actions which was implicitly endorsed by the 'Getting to Good' seminar on 29th April, 2016. The LGA peer review of July 2016 has not raised serious concerns but has identified areas for improvement which carry potential risk.</p>	Target Risk	
<p><b>15</b></p> <p>Impact</p>			<p><b>15</b></p> <p>Impact</p>	

**Failure to set robust assumptions on pensions deficit recovery and future contribution**

**Simon Wiles**

rate for the 2016 valuation

<b>Current Risk</b>	<p><b>Current Position:</b> Initial discussions have taken place with the actuary for South Yorkshire pensions. However, since the initial discussions interest rates have fallen across the wider economy following the Brexit vote which potentially increases the level of the deficit and although an estimate was included within the Medium term financial plan this may not be sufficient.</p> <p><b>Mitigating Actions:</b> The Council will be reviewing and challenging the assumptions made by the Actuary with SYPA and other LA's in South Yorkshire. The Council will be working with other LA's at a local and at a national level through the LGA to minimise any additional costs arising from the 2016 Valuation. Final results will be known early September 2016. The Council will also review the Medium-term Financial Plan.</p>	<b>Target Risk</b>
<p><b>12</b></p>		<p><b>4</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

<b>Current Risk</b>	<p><b>Current Position:</b> We have now entered the final year of the current Equality Plan. The first two years concentrated on ensuring that systems and processes were in place to meet the requirements of the Equality Act 2010 and the Public Sector Equality Duty (PSED). This year's actions are currently focussing upon effectively embedding the equalities, inclusion and diversity agenda internally – and externally. Year 3 has a new focus on improving external outcomes. With the assistance of the Local Government Association, work is currently underway to identify best practice. Leeds, Nottingham and Barnsley have been identified as 'excellent' and visits there have been planned. In addition, DMBC Internal Audit are currently auditing the Year 2 actions and will shortly produce their findings for the Equalities Steering Group and Portfolio Holder, Deputy Mayor Glyn Jones.</p> <p><b>Mitigating Actions:</b> The Local Government Association have agreed to collaborate in the production of the new 3 year Equalities Plan for 2017-20. By working closely with LGA peers, the focus will be on improving/revising our approach to maximise the agenda's impact internally and externally. A benchmarking exercise has commenced against the LGA's comprehensive Equality Framework. Evidence will be collated to provide a suitable grading and 'gap' analysis. Governance arrangements continue to be strengthened with a review of the Steering Group membership. The new membership will be more senior and encompass a wider range of the organisational membership and is designed to further embed the work progressed in Year 1 and Year 2.</p>	<b>Target Risk</b>
<p><b>12</b></p>		<p><b>8</b></p>

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


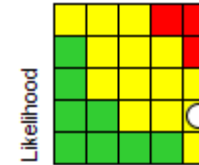
Damian Allen

<b>Current Risk</b>	<p><b>Current Position -</b> The Children and Families Partnership Board is the fulcrum of the arrangements to discharge the S10 statutory responsibility. There were doubts as to the efficiency and effectiveness of this body which the DCS and AD Commissioning identified on appointment. The CFPB has since September been undergoing development work which has included revisions to operating practice and a number of key support documents such as the children and Young People's Plan.</p> <p><b>Mitigating actions -</b> A Governance review has recently concluded and this has led to some reforms which include:- an Interim executive Group which will drive forward the agenda with pace; review and revisions to the number and scope of sub groups; proposed revisions to the membership of the Board. Work is progressing to develop a much more 'fit for purpose' CYPP 2017 - 2020.</p>	<b>Target Risk</b>
<p><b>12</b></p>		<p><b>8</b></p>

The agreed standards and policies are not adequately understood and implemented by

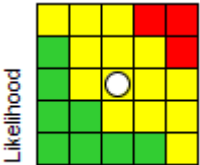
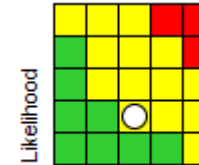
Kim Curry

**practitioners who work with vulnerable adults increasing the risk of vulnerable people experiencing harm or abuse**

Current Risk	Current Position:	Target Risk
<p><b>10</b></p>  <p>Likelihood</p> <p>Impact</p>	<p>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 report of progress made in relation to the peer review action plan and the Safeguarding Adults hub will be presented to Doncaster Safeguarding Adults Board on 25.7.16.</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> A multi-agency guidance document has been developed and is currently being piloted with partners which will 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. The LGA will revisit Doncaster in September to assess progress on the peer review recommendations. This will inform future improvement initiatives.</p>	<p><b>10</b></p>  <p>Likelihood</p> <p>Impact</p>

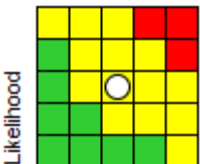
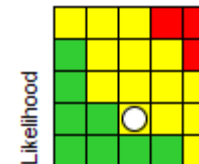
**Failure of partnership to engage in effective early intervention leading to inappropriate referrals to statutory services and unnecessary escalation of need and risk.**

**Damian Allen**

Current Risk	Current Position:	Target Risk
<p><b>9</b></p>  <p>Likelihood</p> <p>Impact</p>	<p>Contacts into DCST remain high this is due to increasing demand in the community and a change to recording practice of 'contacts' which is more accurate and is quite proper. Early analysis of the effectiveness of the Early Help Hub against social care contacts showed that referrals to social care which should have been referred to the Hub were as low as 5%. latest quarterly figures show this figure to be less than 2%</p> <p><b>Mitigating Actions:</b> There remains an issue in that too many contacts are made to social care which the LGA peer review regarded as unsustainable and most of these are believed to relate to for IAG (estimated to be around 60%) Better understanding by partners of thresholds and overcoming risk aversion is a piece of work going forward which will be reinforced by training and knowledge transfer. The Peer review suggested that a shared strategy to effectively manage demand across the partnership is needed.</p>	<p><b>6</b></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	Current Position:	Target Risk
<p><b>9</b></p>  <p>Likelihood</p> <p>Impact</p>	<p>The DCST is challenged at regular performance monitoring fora, on a monthly and quarterly basis at all levels of senior management across both organisations. A commentary provided by the DCST and PIs and quality assurance is challenged.</p> <p><b>Mitigating Actions:</b> 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;</li> <li>• Numbers of CIN without plans;</li> <li>• Placement policy and costs;</li> </ul> <p>these issues are being pursued with the DCST.</p>	<p><b>6</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	Current Position:	Target Risk
<p><b>9</b></p> <p>Likelihood</p> <p>Impact</p>	<p>Doncaster Council and a number of our Partners are intrinsically linked into the Governance Structures for Sheffield City Region. Establishing ourselves has founding members of the various Sheffield City Region Boards is essential if we are to influence regional policy, strategy and funding allocations. The safeguards we have in place as a collection of South Yorkshire Combined Authorities provides assurance that any devolution deal for Doncaster does not have a negative impact on our communities and residents.</p> <p><b>Mitigating Actions:</b></p> <ul style="list-style-type: none"> <li>The drafting of the Sheffield City Region Economic Plan (SEP) requires endorsement by the South Yorkshire Combined Authority – actions or policy statements that do not correlate or conflict with the current direction of travel for Doncaster would be challenged and altered accordingly.</li> <li>Doncaster Council continues to ensure the right and appropriate representation at the various SCR boards/ meetings.</li> </ul>	<p><b>9</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>There has been no change at Q1 from the previous comment below</p> <p>This risk has been reviewed and is considered to remain appropriate. The Council's plans for preparedness and business continuity continue to be reviewed and maintained. The plans and arrangements have been rehearsed with partners from across South Yorkshire and a recent assessment of DMBC's emergency response capabilities by the Cabinet Office has demonstrated a high level of preparedness and compliance with Government expectations for Civil Contingencies.</p> <p><b>Mitigating Actions:</b> A series of interactive Doncaster Council Corporate Exercise are being developed for 2016/17 which will involve all a partner agencies and organisations. Work continues to embed flood response awareness at a strategic level. Currently reviewing all Business Continuity Plans and responses.</p>	<p><b>15</b></p> <p>Likelihood</p> <p>Impact</p>

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

Peter Dale

Current Risk	Current Position:	Target Risk
<p><b>8</b></p> <p>Likelihood</p> <p>Impact</p>	<p>The Corporate Health and Safety Team are continuing to support the development and delivery of health and safety training throughout the borough. Across the authority over 90% of all people managers have undertaken the appropriate courses in the last three years. Those remaining are booked on or will be booked on the next available health and safety for manager &amp; rsquo;s course.</p> <p><b>Mitigating Actions:</b> From September 2016 Corporate Safety will nominate a lead &amp; rsquo; adviser to work exclusively with each directorate. Each individual adviser will be available to assist and provide guidance to all levels of management working within the directorate and help to monitor health and safety arrangements to ensure compliance with legislation and council policy.</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 overarching key themes; ■ Children, Young People and Families ■ Economy and Enterprise ■ Health and Well-Being ■ Safer and Stronger Communities. Partnership Board plans have all been reviewed during 2016/17 and Team Doncaster are all part of the performance monitoring framework that was introduced in February 2016.</p> <p><b>Mitigating Actions:</b> 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. This process provides regular performance scrutiny and challenge to ensure work is kept on track for measurable impact on our identified priorities.</p>	<p><b>6</b></p> <p>Likelihood</p> <p>Impact</p>