

Strategic Risk Register - as at October 2017



Priority	Risk No	Risk Title	Risk Consequences	Risk Owner	Existing Control Measures	Risk Rating				Risk Mitigation Action	Owner	% comp	Review Date	Recovery Plan
						Mar-16	Oct-16	Mar-17	Oct-17					
THRIVING AND VIBRANT ECONOMY	3543	Failure to ensure the adequate supply of land for housing and commercial property growth	<p>There are some important opportunities that Barnsley needs to exploit in order to ensure that it continues to meet its economic growth aspirations. These include the delivery of good quality and affordable housing and a range of commercial property. Underpinning this includes the potential offered through the delivery of superfast broadband, the use of low carbon technology and the scope to improve the area's visitor economy through better operation of its cultural assets (to attract visitors and spend) which will add to the overall viability of such housing and commercial schemes.</p> <p>In order to address the challenges and to maximise these and other opportunities, it will be essential to work in partnership with a variety of stakeholders to deliver a suite of priorities and key interventions, complete major regeneration projects, target both housing growth and business development and growth, and link new and existing jobs more effectively to local people.</p> <p>There are financial pressures making the delivery of the Local Plan difficult, but the positioning in two city regions (Leeds and Sheffield) provides opportunities to identify and maximise funding from these sources.</p> <p>Schemes that have been successful in obtaining external funding must be able to demonstrate adequate progress towards achieving their ambitions within appropriate timescales or face the risk of having the external funding removed.</p>	SMT SMT	<p>Local Plan Working with Sheffield City Region regarding SCRIF funding to facilitate the development of Strategic Business Park infrastructure; Housing Strategy 2014 - 2033 outlines the Council's ambitions for regeneration and building in the region and relies on the Local Development Plan to identify and obtain land, and SCR and LCR to assist in building developments; SY Superfast Broadband programme which is intended to improve the infrastructure in the Borough, to benefit both commercial and residential stakeholders; Property Investment Fund set up to facilitate the identification of land to build speculative developments to aid commercial growth; Enterprising Barnsley schemes focusing on attracting inward investment, investing in infrastructure, growing existing businesses and encouraging higher activity start ups; Skills Plans completed; Other strategies in place include Jobs and Business, Transport and Employment and Skills that aim to make the Borough a thriving and unique place to live, work, visit and trade; Local Plan consultation extended, due to the inclusion of new development sites, and is due to be reported back to Cabinet in September 2015; Positive approach to planning applications for housing on sustainable non-Green Belt sites that are yet to be allocated; Overview and Scrutiny Task and Finish Group considered Skills and Jobs in 2016/17; Planning applications being dealt with in appropriate timescales contributing to strong relationship with Planning Board; Quarterly Developer Forums in place; Cabinet Report approved regarding Local Plan and consultations undertaken in November 2016;</p> <p>Outcomes: Create more and better jobs and good business growth (GREEN) Increase skills to get more people working (AMBER) Develop a vibrant Town Centre (GREEN) Strengthen our visitor economy (GREEN) Create more and better housing (GREEN) Protecting the Borough for future generations (AMBER)</p>	4	4	4	4	Progression of Devolution Deal - development of deal, consideration of impacts, strategic planning and governance issues and the duty to engage constructively, actively and on an ongoing basis in relation to planning of sustainable development - BMBC signed Devolution Agreement and was considered by Full Council in March 2016. Likely to be devolved funding opportunities and extra powers in respect of land development opportunities - also need to consider whether there are any benefits in developing a regional 'Local Plan' to sit above BMBC's borough-wide Local Plan - significant slippage due to Judicial Challenge and broader political issues - deferred by at least one year	ED Place	75% Amber	31/03/2018	
										Development of SCR infrastructure plan which has been agreed and approved by the CA which will begin infrastructure commissioning processes - now looking at infrastructure plans (Looking to accelerate spending and delivery on J37 and Goldthorpe schemes to reduce delays and ensure funding is not pulled or reduced)	ED Place	45% Green	31/03/2018	
										Refresh of Local Plan and approval by Cabinet in March 2016 (this will confirm the allocation available for the Goldthorpe scheme) - Consultations complete and Cabinet approved in November 2016 - plans was submitted to Planning Inspectorate December 2016 who will measure extent of representations made before re-running numbers over two or three phases - likely to feedback in December 2017 - feedback re Stage 2 received and now progressing the Local Plan to Stage 3 in early October 2017 - likely to received further modifications which will require further consultation. Earliest adoption likely to be August 2018	ED Place	85% Green	31/03/2018	
										Delivery of 3 year SCRIF programme (2015-18) : J36 BP: Business Plan in place, funding agreement to sign, Tenders ready - on schedule; J37 BP: Impact Assessment to be submitted May 16, viability work ongoing, pinchpoint scheme completed - held up due to Local Plan issues; Goldthorpe: Impact Assessment approved, awaiting on Local Plan allocation - held up due to Local Plan issues; PIF2: On schedule; (Looking to accelerate spending and delivery on J37 and Goldthorpe schemes to reduce delays and ensure funding is not pulled or reduced)	ED Place	80% Green	31/03/2018	
ENTIAL	3024	Lack of educational attainment	<p>Negative impact on pupils and parents in terms of health, economic, employment and life choices; Negative OFSTED inspection findings; Failure to meet DIE targets for educational attainment; Damage to reputation through poor performance in published league tables compared to the national average, and in poor inspection outcomes; Reputational damage from press; Potential adverse Annual Performance Assessment; Intervention by DIE;</p>	SMT SMT	<p>Performance Management Framework; CYPF Policies and Strategies; Close monitoring of Government grade boundaries to ensure the Authority remains aware of changing or improving performance targets; Barnsley Alliance established and reports to DMT and SMT; Work with the Barnsley Governors Association to ensure strong governance within schools; School Evaluation Team works to monitor, challenge and intervene in schools to improve standards and outcomes; Children and Younger People's Plan 2016 - 19 being refreshed and will be adopted by the TEC and Cabinet; As at April 2016 the gap has narrowed with national Early Years, Primary and Secondary settings; Looked-After children's attainment included as part of central OFSTED inspection; Corporate Parenting role; Overview and Scrutiny consider Educational Attainment on an annual basis; Children and Younger People's Plan 2016 - 2019 refreshed and adopted by TEC and Cabinet with aspirational targets; Revised approach to assessing performance in schools developed and embedded; GCSE results in Barnsley above national average for first time ever; Barnsley Alliance Plan developed and approved by Cabinet in November 2016; SEND strategy developed to meet the Council's accountability requirements; Corporate Parenting Panel in place to delivery Service Improvement Plan which is monitored by the Safeguarding Governance Board and reported to Education Steering Group chaired by Cllr Cheetham - governance structures for 'Virtual school' in place and working effectively; KS2 results at national average;</p> <p>Outcomes: Every child attends a good school and is successful in learning and work (GREEN) Reducing demand through improving access to early help (AMBER)</p>	3	3	4	4	Development of plans to ensure Barnsley Schools are in a strong position to implement the Progress 8 framework which is designed to encourage schools to offer a broad and balanced curriculum with a focus on an academic core at key stage 4, and reward schools for the teaching of all their pupils, measuring performance across 8 qualifications. This will also include: • Developing a Communications Strategy to ensure stakeholders understand the framework; • Continued liaison with schools via the Barnsley Alliance construct to ensure Progress 8 is embedded in BMBC maintained schools and; • Use of limited capacity within BMBC in terms of Schools Improvement activities. Now reviewing impact on Barnsley maintained schools	ED People	50% Green	31/03/2018	
										Development of School Places Plan which will be designed to influence and build external markets - plan approved by SMT and Cabinet - now implementing plan	ED People	50% Green	31/03/2018	

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STRONG AND RESILIENT COMMUNITIES	3047	Failure to protect the health of the population from preventable health threats.	Failure to protect health and population against preventable disease by ensuring appropriate levels of vaccination, immunisation and screening.	SMT SMT	Liaison with NHS regarding large scale response; Health Protection Agency Framework in place; Maintenance of World Health Organisation targets; Currently Barnsley has above average coverage regarding public health related screening; Health Protection Board established; Transition into BMBC complete; BMBC DPH is co-chair of Local Health Resilience Partnership; HPB established – good engagement from partners at local and regional meetings and proportionate systems are in place.	3	3	3		Liaison with Public Health Communicable Disease representative - need to update key plans and report these to the Health Protection Board - links made with Communicable Disease Consultant - Plans now completed and will be presented to the HPB in October 2017 - in the meantime PH continue to develop and deliver against plans	Director Public Health	60% Green	31/03/2018		
	3023	Failure to engage with stakeholders	Non ability to explain Authority's position and / or public relations. Failure to communicate effectively with community/stakeholders. Lack of proper engagement with stakeholders, at the right level, and at the right time. Loss of confidence in ability to deliver services or respond to problems. Lack of community support which prevents and / or hinders improvement or effective implementation of change. High expectation of service delivery and resource availability despite budget reductions. Poor engagement with regard to Future Council Activity could result in legal challenge; Increased community tensions as a result of Brexit decision resulting in a loss of community cohesion and increased incidents of hate crime;	SMT SMT	Revised Governance Arrangements regarding Area Councils and the changing role of Elected Members; Use of key partners and LSP to coordinate wider communication activity; Review of Community Engagement Strategy borough-wide; Resourcing agreed to support the review and development of the Community Engagement Strategy; Review of approach to engaging with CCG; Increasing use of social media to assist with engagement; Introduction of Barnsley 'Help'; Conclusion of voluntary, community and social enterprise infrastructure review; One Barnsley Consultation taking place - seeking views and aspirations as to what Barnsley should be like in 2025; Outcomes: People volunteering and contributing towards stronger communities (AMBER)	3	3	4	4	Refresh of Community Engagement Strategy that underpins Stronger Communities Partnership and Community Safety Partnership (council, not multi-agency) - revised Community Engagement Strategy to be considered by Cabinet in March 2017 - following approval, an implementation plan will be developed to underpin the 'deal' between the Council and its stakeholders - now developing an Implementation Plan	ED Communities	40% Green	31/03/2018		
	3792	Failure to be prepared to assist in the event of an emergency resilience event in the region	Recent emergencies relating to industrial actions and flooding proves there is still an inappropriate reliance on Health and Safety and Emergency Resilience Service to manage and lead on the management of emergency events. The emerging risk environment is increasingly making continuity or 'resilience' a significant focus for all organisations. Reduced employee numbers, service rationalisation, third party service delivery models and on-going budget cuts may challenge the Authority's ability to fulfil its Civil Contingencies Act 'Category One' responder duties to an extent expected by residents and their political representatives. In addition, the transition to Future Council will lead to established emergency response arrangements no longer reflecting the Council's operational structure. Compounding this is a lack of engagement by employees to volunteer for emergency response duties that will mean that currently expected responses in relation to flooding cannot at present be delivered. The extent of the transition to Future Council necessitates in many cases the complete review of Business Unit and Service Business Continuity Plans to reflect revised structures and resources if they are to be able to continue to deliver critical functions in the event of a business interruption. Recent emergencies relating to industrial actions and flooding proves there is still an inappropriate reliance on the increasingly limited resources of the HS&ERS to manage and lead on the management of emergency events.	SMT SMT	Business Unit/Service Business Continuity Plans developed using the template provided; Corporate Resilience Plan and supporting specific plans; Ongoing liaison with SMT regarding aspirations and expectations during emergency events; Formal on-call arrangements by the Health, Safety and Emergency Resilience Service (bronze/operational) and BLT (strategic/gold); Multi-agency working across the Local Resilience Forum; Operational Services role as 'Lead Local Flood Authority'; Corporate emergency plans appear robust and are well delivered - concern raised regarding the management of those incidents that occur 'out-of-hours'; Business Case developed for Humanitarian Assistance role; Ward Alliances encouraged to consider and develop Community Flood plans - Dodworth, Darfield and Penistone visited; Corporate Resilience Plan reviewed following transition to Future Council; Business Unit level plans reviewed with Internal Audit; Overview and Scrutiny Task and Finish Group to look at flooding in 2016/17; Extra resource in place within Health & Safety and Emergency Resilience Unit; Revised Action Plan agreed by SMT; New overarching Business Continuity Plan went live in April 2017; 2x Ward Alliance Sessions delivered in August 2017;	N/A	2	2	2	Revised report to SMT which identifies a number of improvements to the Council's emergency resilience arrangements based on analysis undertaken against SOLACE Best Practice - Action Plan approved and now delivering against this - Exercise 'Refresh' planned for October 2017 and revised and refreshed Corporate Plan published	Director, Core Services	75% Green	31/03/2018		
											Await feedback from SD BU 6 following analysis of Community Flood Plans by Head of Health and Safety and Emergency Resilience Service - outstanding due to structural changes within BU6 - Darton and Darfield Bridge Flood Plans completed, other Area Plans outstanding	Director, Core Services	55% Red	31/03/2018	
	3793	Failure to ensure that appropriate disaster recovery arrangements are in place to ensure the Council is able to recover in the event of a business continuity threat or incident	In the event of a business continuity threat the Council will be unable to recover in an effective manner resulting in lost time and resources; Inability to process customer queries resulting in dissatisfaction, complaints and possible issues regarding safeguarding and vulnerable customers; Lack of support to employees such as that provided to lone workers as a result of IT and telephony systems being unavailable for significant lengths of time; Inability for customers to be able to access services; Lack of access to IT systems to enable employees to undertake their duties effectively;	SMT SMT	Working with Health and Safety and Emergency Resilience Service; Data Centre located at Beavor Court; Working with Business Units to understand their requirements; Informal testing programme in place; Power supplies tested on a weekly basis; Infrastructure Team in place to support out of hours / weekend activities;	N/A	2	2	2	Immediate / 24 hour priority services were received via H&S and shared with IT Business Relationship Managers who have completed an initial analysis with Business Units. Identified priorities were then aligned with IT systems with the external data centre. This is now being mapped by the Enterprise Architect team to identify technical dependencies and the 'top' 30% - full discovery and planning session with the Infrastructure Team is planned for October 2017 with a first draft of the recovery order being developed for November 2017	Director, Core Services	40% Green	31/03/2018		
											Following development of recovery order, consider testing arrangements	Director, Core Services	0% Green	31/03/2018	
3022	Inability to direct corporate strategy	The Authority may be challenged by internal friction between Elected Members and appointed leadership, especially with regard to challenging decisions with significant political consequences or local repercussions; Increased commissioning activity in 16/17 will mean there is a greater exposure to challenge and friction;	SMT SMT	Council Constitution; Local Code of Corporate Governance; Community Strategy for Barnsley (2011-2015); Corporate Plan; In the event of Constitutional dispute, role of Monitoring Officer to adjudicate as and when tensions arise; Area Council Arrangements in place, with supporting documentation in the form of 'Area Governance Handbook', 'Ward Alliance Governance Handbook', 'Ward Alliance Community Representative Handbook', 'Consulting and Engaging our Communities through Neighbourhood Networks' and 'Working with you to support your Community'; Purple Cabinet meetings used as a forum to discuss sensitive and confidential issues; SMT meetings and processes to ensure leadership is able to keep in touch with regard to pressures; Area Chairs meet each other on a regular basis to ensure cooperation and consensus; Member information session held regarding Conduct and Commissioning; Revisions to Contract Standing Orders (CSOs) to enable flexibility; Officer Working Group in place to support commissioning and procurement activity; Area Council Officer Coordinating Group to unpick issues relating to Area Governance - developing Member Protocol to deal with potential tensions within Ward Alliances in place and working effectively; Area Council Commissioning Group to unpick issues relating to procurement and commissioning in place and working effectively; Area Council Chairperson Group to encourage cooperation and consensus amongst Area Councils in place and working effectively;	3	3	3	3	Monitor and Review Area Council activity (in terms of Area Council Coordinating Group, Area Council Commissioning Group and Area Council Chairperson Group) (17/18)	Director, Core Services	50% Green	31/03/2018	Refer matter to Monitoring Officer for adjudication.		
										Monitor and review the implementation and effectiveness of revised Contract Procedure Rules to deal with commissioning of internal services from Area Council budgets (17/18)	Director, Core Services	50% Green	31/03/2018		
3027	Failure to manage organisational change - 'Risk of Destabilisation of the Organisation'	Significant budget cuts are driving the 'Future Council' programme. This change programme is dramatically transforming the organisation's business model. For example, delivering services and outcomes through mixed economy partnerships and outsourced contracts. Infrastructure transformation initiatives, process re-engineering and organisational change programme and projects may be challenged by cost over-runs and failure to meet expectations.	SMT SMT	HR Policies; Council Constitution; Service and Financial Planning Process; Service Delivery Planning Process; Partnership Governance Framework; Corporate Complaints Policy; Risk Management Policy; New Models of Business - departments and services considering and implementing new Trading Models; Changes to Employee Terms and Conditions; Employee Relations Forum with Trade Unions; Talkabouts Sessions with CX and Middle Manager Conference; BLT and SMT sessions to assist in communication; Restructure of Communications Division now with ACE HR, P&P and Comms; Investor in People accreditation; Future Council Steering Group being led by HR; Future Council Programme Board being led by CX; Programme and Project Management issues now being identified and mitigated at Directorate level; 'Excellence' achieved by Corporate Equalities Group; Communications Strategy revised in 2015; 'Tell Us What You Think' Month September 2015; All Business Plans in place prior to April 2016; Talkabout sessions delivered in May 2016; Staff Survey 2016 - 2020 (including employee preference questionnaire); Social Media policies in place; Talkabout sessions November 2016 with CX and Leader; SMT Improvement and Growth Fund in place with robust Board and governance arrangements in place; Talkabout sessions delivered May and June 2017 led by Executive Directors which aimed to link new Corporate Plan to Business Plan via 'golden thread';	5	5	5	5	Consideration of organisational change requirements following the development of the Council's MTFS (17/18) - MTFS is a three year plan rather than the statutory minimum of one year	Chief Executive	50% Green	31/03/2018			
										Corporate Talkabouts being developed for April 2018, Directorate / Business Unit led Talkabout sessions being developed for 2018, also Tell us What you Think month planned for November 2017 and internal Employee Survey being trialled in 2018	Director, Core Services	10% Green	31/03/2018		

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ONE COUNCIL	3028	Workforce planning issues	The Authority is currently undergoing tremendous organisational change. This will create significant workforce issues around having the right skills, people and employee capacity. The Authority will require employees to have different skill sets that underpin a transformed business model. Operationally, risks inherent in organisational down-sizing initiatives will include: - Increasing workforce productivity; - Getting the balance right between cost and benefit; - Need to reduce deficit reductions; - Balancing the impact of reducing the workforce and the economic impact on the community; and, - Maintaining morale in the remaining workforce.	SMT SMT	HR Policies; Council Constitution; Equalities and Diversity Policy; Risk Management Policy; Management and monitoring of 'Future Council' / KLoE activity; PULSE Survey to measure progress in key areas since the last full employee survey in 2011; Development of Adote Forms to assist management processes; HR Reorganisation completed; Organisational Development Strategy monitoring reports to Scrutiny; Regular progress reports against Future Council characteristics to SMT; NW Employers session - workforce planning now a more important element of Business Planning processes;	3	3	3	3	Delivery of Organisational Improvement Strategy including oversight and governance arrangements being delivered by Organisational and Improvement Board 17/18	Director, Core Services	50% Green	31/03/2018	
										Workforce Planning arrangements now embedded into Business Unit Planning - monitoring of impact 17/18	Director, Core Services	50% Green	31/03/2018	
	3029	Failure to safeguard information	The Council is increasingly managing, storing and maintaining personal data and information as part of the delivery of services. With data held in a vast array of places and transferring between supply chain partners, it becomes susceptible to loss, protection and privacy risks. Loss of personal and financial information held by Council employees and systems; Financial and non-financial penalties from Information Commissioners Office; Loss of public confidence in the ability of the Council to store sensitive information, possibly resulting in a reduction in the use of public self-service facilities; Failure to maintain PSN compliance leading to the suspension of the Council's connection to the government secure network; Non compliance with Data Protection Act and Freedom of Information Act; Non compliance with Payment Card Industry Data Security Standards (PCI DSS) leading to the inability to process payment card transactions; Failure to ensure that unwanted data is cleared and disposed of, leading to non-compliance with DPA requirements; Inability to gather data from other agencies to strengthen and benefit the Council's activities; Failure to have appropriate data sharing agreements with agencies and partners leading to vicarious liability in the event they lose or misplace sensitive information; Inability to ensure that partners that we share data with are in themselves compliant with appropriate guidance and legislation;	SMT SMT	Information Management and Governance Policies; Director of Core Services has taken on the role of Senior Information Risk Officer (SIRO); Information Security and Computer Usage Policy in place; Information Governance Team in place to provide advice, guidance and training; Records Management Team in place to provide advice, guidance and training; Information Governance Board refreshed and re-established and engaged in corporate risk management arrangements; Technical Architect role filled; Some initial actions have been taken as a result of IT Health Check to control, and restrict access: - Reduced permissions - Deactivated USB ports - Deactivated removable media options - Implemented temporary changes to homeworking solutions. The Council's core infrastructure has benefited from: - Patching - Protection Caldicot guardians in place within Communities and People Directorates; Communities and Public Health have IG Steering Groups in place; Review of technical architecture completed and action plan identified; BMBC Cabinet agreed to endorse the requirement to achieve Baseline Personnel Security Standard (BPSS); IT business plan been through 'Check and Challenge' process; Information Governance Board confirmed engagement will be undertaken with DMTs to ensure actions arising from the IG Toolkit are completed; IT Business Plan produced and presented to 'check and challenge' session - analysis of other business plans to identify IT requirements and resourcing complete; Implementation of EGRESS secure email solution completed; Majority of IG Framework now in place; Proactive Phishing campaign to identify risk areas; Proactive approach to PSN compliance - addressing lower risk issues that may become bigger in future years; Baseline Personnel Security Standards Programme completed; Sharepoint being rolled out across Council during 2016/17;	4	4	4	4	Removal of Citrix from personal computers due to PSN constraints	Director, Core Services	25% Green	31/03/2018	Enable revisions to infrastructure that will allow limited communications.
										Review of IG Toolkit - aiming for L3 compliance in 2017/18	Director, Core Services	20% Green	31/03/2018	
										ICT systems access system access, review policy and simplify process for new starters, movers and leavers - will be considered as part of ICO audit in October 2017	Director, Core Services	15% Green	31/03/2018	
										Activities to ensure compliance with General Data Protection Regulations 2018: - high level action plan monitored weekly; - quick reference guides drafted (consent, processing child data, individual rights and privacy notices); - Review of all policies underway; - Elected Members mandatory training; - Sharepoint intranet portal for IS and GDPR resources in place; - Data Protection Officer job profile drafted and waiting evaluation; - Cyber security software tender drafted - ready for market by November 2017.	Director, Core Services	25% Green	31/03/2018	
										PSN Compliance - review being undertaken in December 2017	Director, Core Services	0% Amber	31/03/2018	
	3031	Strategic Performance, governance or compliance failure	Budgetary pressures to minimise back office functions may drive the Authority to downgrade the focus on meeting proper governance standards and ultimately, remaining 'safe'. The implementation of the Area Council Arrangements has required the Council's Constitution to have been significantly reviewed to ensure Area Council governance and Ward Alliance governance issues are included.	SMT SMT	Council Constitution; Local Code of Corporate Governance; Information Management and Governance Policies; TOR for Audit Committee; TOR for Scrutiny Committees; Internal Audit; Risk Management Policy; Performance Management Arrangements including revised Corporate Plan Performance Report and 'We Will Statements'; Terms of reference for all Overview and Scrutiny Committees reviewed; Scrutiny Committee workplans are now aligned to Corporate Priorities; Briefing for Elected Members relating to Performance Management of Area Council activity; Revised AGR process for 14/15; Analysis of Casey Rotherham Safeguarding Report undertaken - report to SMT in February 2015 including recommendations for Internal Audit activity; Improvements to the recording of officer delegated decisions to ensure this is in line with legislation completed via AGS Action Plan;	4	4	4	4	Monitoring and reviewing of revised governance arrangements - further review 2014/15 identified positive activity regarding commissioning but at Ward Alliance level, some Members are still doing things in the 'old' way and monitor and reviewing for 16/17 in light of increased commissioning activity at Ward Alliance level in future years and the implementation and effectiveness of revised Contract Procedure Rules to deal with commissioning of internal services from Area Council budgets - monitoring and reviewing for 17/18 - no concerns identified	Director, Core Services	50% Green	31/03/2018	Refer matter to Audit Committee / External Audit for consideration.
										Monitoring of AGS Action Plan (17/18)	Director, Core Services	30% Green	31/03/2018	
	3033	Failure to adapt the Authority into a sustainable organisation - 'Failure to maintain current services'	The need to balance the books, gain efficiencies and meet new demands could lead the Authority into drastic measures that could increase long-term risks and costs, both to the organisation as well as to the community. The Authority runs the risk of moving away from addressing problems with long-term solutions, such as capital investment projects essential to meet social and area-based economic challenges. 'Short-termism' could potentially lead to decaying infrastructure and an inability to develop long-term economic vitality. Need to ensure that the Authority has the right people to ensure sustainable opportunities are being exploited to their maximum. Development of City Region Devolution Deal which while fiscally neutral, will provide more opportunities to strengthen the sustainability of the organisation by transferring a number of powers and policy levers from central Government to local leaders, including skills, employment, business support, transport and housing;	SMT SMT	Council Constitution; Performance Management Framework; Growing Barnsley's Economy (2012-2033) - Economic Strategy; Customer Services Organisation project; Integrating areas of work and consideration of new Service Delivery models such as traded services or social enterprise; Consideration of joint commissioning opportunities; Two year Medium Term Financial Strategy approved and agreed by Full Council in February 2016; Contract for Leadership and Management training for all 4th tier and above officers agreed with IODA Training completed. Second wave of leadership training underway; Corporate Plan 2015 - 2018 developed; All Business Plans submitted prior to April 2016; Director of Public Health recruited to post - all other Service Director posts are filled, or recruitment is underway; Talkabout sessions November 2016 with CX and Leader; Future Council Strategy and Workforce development refreshed and approved by Cabinet in March 2017; New Corporate Plan 2017-2020 developed and published; Talkabout sessions delivered May and June 2017 led by Executive Directors which aimed to link new Corporate Plan to Business Plan via 'golden thread';	4	4	4		Corporate Talkabouts being developed for April 2018, Directorate / Business Unit led Talkabout sessions being developed for 2018, also Tell us What you Think month planned for November 2017 and Internal Employee Survey being trialled in 2018	Director, Core Services	10% Green	31/03/2018	
									Consideration of organisational change requirements following the development of the Council's MTFS (17/18) - MTFS is a three year plan rather than the statutory minimum of one year	Chief Executive	50% Green	31/03/2018		
3034	Failure to deliver the Medium Term Financial Strategy, associated KLoE / Budget / Efficiency savings and other financial assumptions	Unsustainable financial position for the Council; Adverse effect on the Council's reserves / prudential borrowing / Treasury Management activities; Council's reserves falling below minimum working balance levels; Impact on service delivery and council policies; Adverse External Audit report / opinion; Government intervention; Inability to undertake robust planning in terms of Future Council activity; Non-achievement of KLoE savings and consequences on future years programmed or planned savings; Inability to develop and implement a 'Plan B' or contingency plan in the event of further savings being required; Risks relating to the MTFS fall into two main areas: - Agreeing a three year plan with Directorates and Members; and, - Ensuring delivery against the agreed plan, managing variances and areas of over / under spend to enable the budget to be balanced.	SMT SMT	Governance Framework; Financial Regulations; Annual Governance Review Framework, including AGS Action Plan; Corporate Debt Strategy; Treasury Management Policy; Business Planning, Service Delivery Planning and Service and Financial Planning Processes; External Audit Arrangements; Robust governance of savings, efficiencies and improvements; Performance Management Framework; Budget Monitoring and Reporting; SAP / EBP / Financial Systems Procedures; Forecasting of expenditure and resources; Prudential Borrowing Strategy and Indicators; Budgetary Control / Budget Monitoring Processes; Management of Assumptions and Constraints within MTFS; Ongoing development of SAP; Horizon Scanning in terms of changing legislation and policy that may affect MTFS; Quarterly updates to SMT and Cabinet;	4	3	4	4	Working with Budget Managers to further embed and exploit SAP Business Planning and Consolidation (BPC) - new guidance being developed to encourage further use of BPC by Budget Managers	Director, Core Services	25% Amber	31/03/2018	Re-negotiate with Cabinet to seek an agreed budget.	
									Working with Budget Managers to develop SAP Business Objects - proof of concept developed and agreed with Service Directors and Budget Managers - now working with BU15 (Business Improvement and Communications) and BU12 (Information Technology) to identify a solution - blueprinting and roadmapping being developed	Director, Core Services	15% Green	31/03/2018		
									Fair Funding Review - setting a new baseline funding allocation for BMBC which will deliver an up-to-date assessment of the relative need of BMBC, examine the relative resources of BMBC, focus initially on the services currently funded through the local government finance settlement, and be developed through close collaboration with local government to seek views on the right approach	Director, Core Services	0% Green	30/09/2017		
									Monitoring of Adult Social Care costs and implications - gaps in Government funding for adult social care resulting in significant pressures on the ability to commission Adult Social Care in Barnsley	Director, Core Services	0% Green	30/09/2017		
									Business Rates Review - pressures such as Business Rates Revaluation, Small Business Rates Relief, Reductions for Estimated Charitable Relief, Empty Properties, Enterprise Zones and Appeals	Director, Core Services	0% Green	30/09/2017		
									Financial Implications of Devolution - identifying and measuring the impacts of regional devolution on Barnsley and its partners	Director, Core Services	0% Green	30/09/2017		

