SMT Lead	Description of Risk/ Concern / Issue	Key Actions / Assurances Required	Risk Status *	Risk Impact +	Response Rating =
ED Children's Services	**Concern about the potential death of a child/safeguarding failure in children's services** A need to continually appraise the controls to minimise the potential for the death of a child or a safeguarding failure in children's services - need to be able to identify any changes which may weaken current levels of assurance. Factors which may impact should be assessed these include: the impact of Covid 19 upon both families and workforce capacity, increasing poverty which could impact on demands for services and increases in caseloads, future financial settlements which could impact on service provision, awareness of system pressures e.g. workload. If systems break down there is potential for huge reputational damage - seen across a number of authorities - including the removal of Director of Children's Services and government imposition of Commissioners to run services until improvements are made.	• Assurance that the suite of policies and procedures are in place and regularly reviewed (schedule of review in place). • Suite of metrics, indicators and data exists to be able to identify changes in society and the economy that could impact on the risks to safeguarding. • Staff workloads are adequately monitored to ensure consistency and the adherence to good practice. • Changes in working arrangements (due to Covid 19) are fully assessed to ensure the continuity of services and that they remain effective. • Multi-agency arrangements are robust, adequately governed and effective and Safeguarding Board arrangements overseeing the arrangements are fit for purpose and regularly reviewed	Potential	Potential	Important
ED Children's Services	**SEND** Although a new set of controls are in place and the Oversight Board has been developed to ensure that issues identified in the Peer Review Challenge are in place - there remains a need to focus on whether the systems established will be able to support improvements at pace and to the satisfaction of service users and reduce the need to send children out of the area which is very expensive and attracts poor satisfaction rates.	• Assurance that the suite of policies and procedures are in place and regularly reviewed (schedule of review in place). • Multi-agency arrangements are robust, adequately governed and effective and the Oversight Board arrangements are fit for purpose and regularly reviewed. • Service user engagement and feedback is effective and utilised • Robust and timely financial monitoring and reporting is in place	Potential	Potential	Requires Attention
ED Children's Services	**Educational outcomes progress** Concern remains that educational outcomes progress for all children across Barnsley may not be sufficient, with particular concern around improving outcomes for vulnerable groups and boys. There has been a significant impact of Covid 19 on all aspects of	• Assurance regarding the existence and effectiveness of data monitoring systems, engagement with schools and use of interventions.	Potential	Potential	Important

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	educational delivery that needs to be fully assessed in order to ensure adequate and effective plans are in place to enable pupils to 'catch-up' and that the most vulnerable are not disadvantaged.	• Utilise the partnership arrangements in place around Covid 19 to ensure there remains a focus on outcomes.			Important
ED Adults & Communities	**Community Cohesion** This remains a key area of focus to ensure that we build and support a tolerant and inclusive community across the Borough. This is threatened due to the potential impact of community tensions due to perceived Covid 19 related issues, the impact of national Asylum Seeker accommodation which could be exacerbated by local hotel use. Concerns remain that there is a lack of tolerance amongst the settled population which is exacerbated by increased tensions related to Brexit or other socio-economic pressures. Continued political support on this agenda is essential in order to support the ability to develop and implement the Community Cohesion Strategy.	• Assurance regarding the existence and effectiveness of consultation and communication with communities to ensure the appropriate and timely exchange of information. • Assurance regarding the existence and effectiveness of partnership and multi-agency arrangements.	Potential	Potential	Important
ED Core Services	**Organisation Resilience** We need to ensure that at the Council's core we have robust mechanisms in place to deal with external issues such as Brexit, Cyber Security, Terrorism or other external impacts requiring a business continuity response. This requires the ability to identify emerging threats as well as being immediately responsive to unforeseen issues.	• All Business Continuity and Emergency Resilience Plans are reviewed and tested. Subject specific resilience plans are developed to ensure the appropriate focus, i.e. on cyber threats or Brexit, (where there is still an absence of information around future position of EU funding and the consequential impact on local businesses and the wider local economy). • Ensure that Business Continuity and Emergency Resilience Plans reflect the necessary multi-agency arrangements and that these are tested.	Potential	Actual	Important
ED Place	**Glassworks** As a key strategic investment for the Council there is a need to ensure its successful delivery. There are clear financial and reputational implications should it not be delivered on time, to budget and fail to have the intended economic and social outcomes. The impact of the Covid 19 pandemic will exacerbate the challenges to the high street / town centre retail sector and which could impact upon the uptake of retail lettings.	• Assurance regarding the effectiveness of the Glassworks Board and supporting sub-groups. • Assurance regarding the intelligence around the retail sector to influence lettings. • Robust and timely financial monitoring and reporting is in place.	Actual	Potential	Important

SMT Lead	Description of Risk/ Concern / Issue	Key Actions / Assurances Required	Risk Status *	Risk Impact +	Response Rating =
SD Finance	**Financial Sustainability** The Comprehensive Spending Review (CSR), Fair Funding Review, Business Rates Retention and Brexit all present challenges to the Medium-Term Financial Strategy (MTFS) and to the certainty and level of financial resources available to the Council through the loss of funding streams. Financial pressure also exists from Business Continuity events - e.g. pandemics or extreme weather events. This year on year reduction in funding available to the Authority inevitably creates pressure on the financial position which can undermine the Council's ability to fulfil its strategic priorities and longer-terms aspirations.	• Assurances regarding the robustness of information that will influence the MTFS. • SDs and HoS have a comprehensive understanding about their services and their operational and consequential financial pressures. • Data and performance information is timely and robust upon which to make decisions and plan interventions.	Actual	Actual	Important
ED Adults & Communities	**Potential for a safeguarding failure in Adult Services** Whilst we are confident that controls are in place to minimise the potential for safeguarding failure there remains a need to continually appraise these and be able to identify any changes which may weaken current levels of assurance. Factors which may impact and should be assessed include: the impact of Covid 19 upon families and workforce capacity which could increase workload pressures, increasing incidence of poverty which could impact on demands for services and lead to increases in caseloads, future financial settlements could impact on service provision, awareness of pressures in the system e.g. workload pressures leading to decrease in staff attendance at meetings etc. If the system breaks down there is the potential for huge reputational damage.	• Assurance that the suite of policies and procedures are in place and regularly reviewed (schedule of review in place). • Suite of metrics, indicators and data exists to be able to identify changes in society and the economy that could impact on the risks to safeguarding. • Staff workloads are adequately monitored to ensure consistency and the adherence to good practice. • Changes in working arrangements (due to Covid 19) are fully assessed to ensure the continuity of services and that they remain effective. • Multi-agency arrangements are robust, adequately governed and effective and Safeguarding Board arrangements overseeing the arrangements are fit for purpose and regularly reviewed	Potential	Potential	Important
ED Adults & Communities	**Pressures on Mental Health Services - Adult Services** There is a rising issue and concern around identifying and dealing with mental health incorporating self-harm and suicides. Increasing pressures on society - Covid 19, poverty, unemployment, low educational attainment, domestic violence, gambling etc. all have the potential to impact on the mental health of individuals.	• Need to ensure we have the right partnership arrangements in place to deal with pressures. • Ensure the Health and Well Being Board is focussed on this issue and that it levers the necessary actions from all stakeholders. • Ensuring issues such as CV19, poverty, unemployment, low educational attainment,	Potential	Potential	Important

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		domestic violence, gambling is considered in terms of their impact on mental health.			
ED Children's Services	**Pressures on Mental Health Services – Children's Services** There is a rising issue and concern around identifying and dealing with mental health incorporating children's mental health, CAMHS, self-harm and suicides. Increasing pressures on society - Covid 19, poverty, unemployment, low educational attainment, domestic violence, gambling etc. all have the potential to impact on the mental health of individuals.	• Need to ensure we have the right partnership arrangements in place to deal with pressures. • Ensure the Health and Well Being Board is focussed on this issue and that it levers the necessary actions from all stakeholders. • Ensuring issues such as CV19, poverty, unemployment, low educational attainment, domestic violence, gambling is considered in terms of their impact on mental health.	Potential	Potential	Important
ED Core Services	**Partnership and Collaboration Governance** Many public services are delivered through partnerships or collaborations as well as emerging devolution arrangements. These must be robust, well governed but flexible and responsive to ensure objectives are met. Weak partnership or collaborative working can lead to the failure of services, significant financial difficulties and reputational damage. It is important that all partnership and collaborative arrangements are understood and managed through a corporate framework to ensure consistency, good governance and a focus on the successful delivery of objectives. Key partnership and collaborations are: Integrated Care Partnership Board, NPS, Barnsley FC, BCVS, EHR, SCRMCA. Of particular focus is around the jointly agreed ambitions for Joint Commissioning going forwards, the need for "grip and accountability" for the use of resources in the Better Care Fund and clarity of understanding of the impact of the fund on the health and social care system.	• Assurance is required regarding the arrangements in place for each partnership and collaboration covering matters such as the makeup of boards and their supporting governance, performance management arrangements, concern and issue (risk) management, exit arrangements, etc. • Development of a corporate framework to support partnership and collaborative working.	Potential	Potential	Important

SMT Lead	Description of Risk/ Concern / Issue	Key Actions / Assurances Required	Risk Status *	Risk Impact +	Response Rating =
ED Adults & Communities	**External Market in Adult Social Care Provision** Concerns exists regarding the capacity and sustainability of the external market. There remains a continuing decline in the ability to recruit into the external care market and sustain safe levels of care. There is no clear market shaping plan and limited capacity to develop it with the potential consequences of people being placed in inappropriate settings and with the wrong services. High levels of voids in the market will also significantly threaten capacity and longer-term financial sustainability. The impact of Covid 19 has and will continue to significantly influence the external market and must be fully understood and assessed.	• Assurances regarding the current and predicted status of ASC provision in the Borough. • Engage with the market to explore options and build appropriate plans to address capacity and quality issues and concerns.	Actual	Actual	Important

* The **Risk Status** is simply to reflect whether the concern is either **actual** or **potential** which influences the actions and assurances necessary

\+ The **Risk Impact** is also a simple reflection of whether the impact is either **actual** or **potential**.

= The **Response Rating** is a judgement of how critical the response is between **Critical, Important or Requires Attention**, as a simple priority assessment.