

**ROTHERHAM BOROUGH COUNCIL – REPORT TO PERFORMANCE AND SCRUTINY OVERVIEW COMMITTEE**

<b>1.</b>	<b>Meeting:</b>	Performance and Scrutiny Overview Committee
<b>2.</b>	<b>Date:</b>	25 <sup>th</sup> February 2011
<b>3.</b>	<b>Title:</b>	Corporate Risk Register
<b>4.</b>	<b>Directorate:</b>	Financial Services

## **5. Summary**

Attached to this report is the current corporate risk register summary. The summary shows the risks associated with the Council's most significant priorities and projects, and actions being taken to mitigate these risks.

There are 4 red residual risks, relating to delivery of the Children's Plan, Use of Resources for Children's Services, Social Care Commissioning and achievement of the Cultural Quarter aspirations. This has reduced from 6 residual red risks in the previous quarter's report, as positive progress relating to Children's Services (intervention) and capital investment in schools has improved risks in these areas from red to amber.

**This version of the corporate risk register was reported to the Strategic Leadership Team and Audit Committee in mid-January and does not reflect the letter sent to the Council on 13 January from the Minister confirming our Children's Services were no longer in intervention. This development will be fully reflected in the next update of the risk register.**

## **6. Recommendations**

**Performance, Scrutiny and Overview Committee is asked to:**

- note the updated corporate risk register summary attached at Appendix A**
- indicate any further risks that the Committee feels should be added to the risk register.**

## 7. Proposals and Details

### 7.1 Format

This report contains the latest position on the Corporate Risk Register. The report has two key parts:

- An '*at a glance*' picture showing the pattern of risk assessments for corporate priorities or projects both before and after risk management actions – see 7.3 below.
- A more detailed summary of the risk register that reflects the current risk assessments for each corporate priority or project. This is attached at **Appendix A**.

There are 3 overall categories of risk (RED, AMBER, GREEN) representing varying degrees of exposure. Each category contains a range of risk scores, so there are varying degrees of risk within each category. Appendix A shows specific current risk scores and after mitigating actions, as well as the general risk category for each priority or project included in the register.

It should be noted that the authority is now using new Risk Management software known as JCAD Risk. The risk score for each risk is rated on a scale of 1 to 25 under the JCAD system, compared with 1 to 100 under the previous RISgen system. The report reflects risk scores held in the new system.

### 7.2 Changes since previous report.

Four priorities / projects have been removed from the corporate risk register:

- The YES project partnership with Oak Holdings has been removed following Cabinet's decision on 15<sup>th</sup> December 2010 to let the development agreement elapse.
- The former risk relating to 'Machinery of Government' proposals for the transfer of some additional Children's services to the local authority has been moved from the corporate risk register to the CYPs directorate register, following the re-direction of some responsibilities to the Young People's Learning Agency.
- The risk relating to the 2010 Rotherham Ltd In-House Service Provider has been removed from the corporate risk register following the commencement of new contracts for the delivery of the repairs and maintenance services.
- The risk relating to Local Area Agreement 2008-11 has been removed from the register as local area agreements have been abolished.

Other significant changes in this period include:

- The risk rating relating to the Schools' Capital Investment (Corporate Risk Register Reference 003 - formerly Building Schools for the Future) has been reduced from Red to Amber as some details relating to funding are becoming clearer.
- The residual risk relating to Children's Services intervention has been reduced from red to amber following positive progress (Ref 21).

- A new risk is added (Ref 28) to the register to recognise the potential impact of schools moving to academy status, the consequential reduction in local authority funding and the loss of the schools as community assets.
- There are four red residual risks, relating to Children’s Services (Ref. numbers 007 – Delivery of the Children’s Plan and 022 – Resources), Commissioning (Ref. 013) and achievement of the Cultural Quarter aspirations (Ref. 026).

### 7.3 Corporate Risks at a Glance

#### 7.3.1 Risk assessments prior to mitigating actions.

The first diagram shows the pattern of risk assessments for corporate priorities and projects before risk management actions.

<b>Probability: Will it Happen?</b>	<b>Almost certain</b>			04 Cost of Capital Programme(20) 14 2010 Finance and Service Performance (20) 27 Managing Budget Adjustments (20)	07 Delivery of Children’s & Young Peoples Plan (25) 13 Commissioning (25) 21 Response to DFE notice to improve (25) 22 Resources (25)
	<b>Very Likely</b>		01 Civic Building Accommodation (12) 05 Single Status (12) 18 EDRMS (12)	03 Schools Capital investment(16) 09 Implementation of Personalisation in Adult Social Services (16) 12 Local authority reform implementation Plan (16) 26 Cultural Quarter (16) 28 Academy Schools (16)	
	<b>Likely</b>		02 Waste Management Strategy (9) 17 Carbon Reduction Commitment (9) 19 Relationship with RBT (9) 24 Community Stadium (9) 25 Civic Centre- Work Smart Project (9)		
	<b>Possible</b>			08 ALMO Decent Homes(8)	
	<b>Unlikely</b>				

**Insignificant      Minor      Significant      Major      Catastrophic**

**Impact: Will it Hurt?**

**Note on the diagram entries:**  
**E.G. “ 04 Cost of Capital Programme (20)”**. The first number, in this case 04, is the reference number of the risk. Risks are listed in reference number order in the risk register summary at Appendix A. The second number in brackets, in this instance (20), shows the risk score. The higher the score, the greater the risk.

### 7.3.2 Risk Assessments after allowing for mitigating controls

The second diagram shows the pattern of risk assessments for corporate priorities or projects after risk management actions.

**Probability:  
Will it  
Happen?**

<b>Almost certain</b>				
<b>Very Likely</b>		04 Cost of Capital Programme(12) 14 2010 Finance and Service Performance (12) 21 Response to DFE notice to improve (12) 27 Managing Budget Adjustments (12) 28 Academy Schools (12)	07 Delivery of Children's & Young Peoples Plan (16) 13 Commissioning (16) 22 CYPS Resources (16) 26 Cultural Quarter (16)	
		03 Schools Capital Investment (9)		
	25 Civic Centre- Work Smart Project (4)	02 Waste Management Strategy (9) 05 Single Status (6) 17 Carbon Reduction Commitment (6) 24 Community Stadium (6)	09 Implementation of Personalisation in Adult Social Services (8) 12 Local authority reform implementation Plan (8)	
<b>Likely</b>	01 Civic Building Accommodation (2)	08 ALMO Decent Homes(3) 18 EDRMS (3) 19 Relationship with RBT (3)		

**Insignificant**

**Minor**

**Significant**

**Major**

**Catastrophic**

**Impact: Will it Hurt?**

It can be seen from the second chart, that risk is being reduced by management actions. The following tables provide a summary of the risk reduction achieved.

**Table 1** shows the risk category that initial red and amber risks are converted to, following mitigating actions:

Risk category	Number of Projects / Priorities in the category BEFORE mitigating actions		Risk category	Number of Projects / Priorities in the category AFTER mitigating actions
<b>Red</b>	12		<b>Red</b>	4
<b>Amber</b>	9		<b>Amber</b>	8
			<b>Green</b>	NIL
			<b>Amber</b>	4
			<b>Green</b>	5

**Table 2** shows the average risk score for priorities rated as red and amber prior to mitigating actions, and the average reduction in risk scores resulting from the mitigating actions:

Risk category	Average risk score BEFORE mitigating actions	Average risk score AFTER mitigating actions	Reduction in average risk score as a result of mitigating actions
<b>Red</b>	20.0	12.4	7.6
<b>Amber</b>	9.6	4.3	5.3

## 8. Finance

The risks contained in the register require ongoing management action. In some cases additional resources may be necessary to implement the relevant actions or mitigate risks. Any additional costs associated with the risks should be reported to the Strategic Leadership Team and Members for consideration on a case by case basis.

## 9. Risks and Uncertainties

It is important to review the effectiveness of our approach to capturing, managing and reporting corporate risks on an ongoing basis, to ensure risks relating to the Council's key projects and priorities are effectively monitored and managed by the Strategic Leadership Team and Members.

## **10. Policy and Performance Agenda Implications**

Risk Management is part of good corporate governance and is wholly related to the achievement of the objectives in the Council's Corporate Plan.

## **11. Background Papers and Consultation**

The content of this report has been informed by consultation with Directorates.

### **Contact Names:**

*Colin Earl, Director of Audit and Governance, x22033*

*Rob Houghton, Governance and Risk Manager, x54424*

### **Appendices**

**A Corporate Risk Register Summary**

## APPENDIX A: CORPORATE RISK REGISTER SUMMARY

### Explanatory Note:

For the purposes of illustration, Risk Reference 12: 'Local Government Reform Implementation Plan' from the corporate risk register is extracted below:

Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control													
<b>Cross Cutting</b>																			
0012	Local Government Reform Implementation Plan	Failure to implement statutory reforms provided for in national policy and new legislation	<b>R E D</b>  <div style="border: 1px solid black; padding: 2px; width: 30px; margin: 0 auto;">16</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px; background-color: red;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; background-color: red;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; background-color: red;"></div> </div>	Matt Gladstone	All current statutory requirements are met.  The implementation plan has been completely refreshed to provide workstreams covering coalition government commitments that are relevant to the Council. This is broader than the previous plan, which primarily covered governance issues.  The previous version of the plan is being retained to cover commencement issues. These now primarily relate to e-petitions and byelaws.	<b>A M B E R</b>  <div style="border: 1px solid black; padding: 2px; width: 30px; margin: 0 auto;">8</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px; background-color: yellow;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; background-color: yellow;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; background-color: yellow;"></div> </div>													
	<table border="1" style="width: 100%; text-align: center; font-size: small;"> <tr> <td style="background-color: yellow;">L</td> <td style="background-color: blue;">Ac</td> <td style="background-color: blue;">Al</td> <td style="background-color: green;">S</td> <td style="background-color: red;">P</td> <td style="background-color: orange;">SD</td> <td style="background-color: grey;">F</td> </tr> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </table>	L	Ac	Al	S	P	SD	F	√	√	√	√	√	√	√				
L	Ac	Al	S	P	SD	F													
√	√	√	√	√	√	√													

There are 3 overall categories of risk (RED, AMBER, GREEN), representing varying degrees of exposure. Each category contains a range of risk scores, so there are varying degrees of risk within each category. Scores have now been added to the register entries to show the specific risk assessments pre (48 in this example) and post (36) mitigating actions, in order to demonstrate the effectiveness of mitigating actions, particularly where the overall risk category for any priority or project has not changed, as is the case in the example above.

The following table gives more information:

Risk Category	Range of risk scores	Level of Risk
<b>Red</b>	16 to 25	High level of risk, requiring close and regular review and further preventive or remedial action as necessary
<b>Amber</b>	5 to 15	Medium level of risk, requiring regular monitoring and, in the event of any identified increase in risk, escalation for consideration of further actions.
<b>Green</b>	1 to 4	Low level of risk, initially requiring regular monitoring and reporting.

The register shows the respective risk categories for the last 3 risk registers, as follows:

Previous periods:



In this case, the risk category has been amber both before and after mitigating actions in each of the last 3 periods. Where any period has no colour (i.e. is white), this indicates that the priority or project was not included in the risk register in that period.

The register also shows the corporate priorities that each project or priority included in register contributes to. This is indicated in the 'Risk Area' column for each priority / project included in the register. The corporate plan priorities are as follows:

	=	<b>Rotherham Learning</b>		=	<b>Rotherham Proud</b>
	=	<b>Rotherham Achieving</b>		=	<b>Sustainable Development</b>
	=	<b>Rotherham Alive</b>		=	<b>Fairness</b>
	=	<b>Rotherham Safe</b>			



# CORPORATE RISK REGISTER

Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control														
<b>Major Projects</b>																				
0001	Civic Building accommodation  <table border="1"> <tr> <td>L</td> <td>Ac</td> <td>Al</td> <td>S</td> <td>P</td> <td>SD</td> <td>F</td> </tr> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </table>	L	Ac	Al	S	P	SD	F	√	√	√	√	√	√	√	New accommodation not fit for purpose  Failure to maximise use of resources  Failure to modernise services and respond to changing needs  Failure to apply appropriate governance arrangements: procurement; risk transfer; affordability; deliverability; structures and controls.	AMBER  <div style="border: 1px solid black; width: 30px; height: 30px; text-align: center; margin: 0 auto;">12</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>	Karl Battersby	The business case was agreed by Cabinet in September 2008.  Planning permission granted in June 2009. Judicial Review ended 22 Dec 09. Land works commenced on site Jan 2010.  The contract went unconditional in December. All pre-commencement conditions have been discharged.  Building progressing on time, no issues to report; fit out contract was entered into on 15 <sup>th</sup> December 2010.  Still expect to start to move into the new building in late 2011.	GREEN  <div style="border: 1px solid black; width: 30px; height: 30px; text-align: center; margin: 0 auto;">2</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>
L	Ac	Al	S	P	SD	F														
√	√	√	√	√	√	√														

Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control														
<b>Major Projects</b>																				
0002	<p>Delivery of the Waste Management strategy. Failure could involve significant penalties.</p> <p>Needs:</p> <ol style="list-style-type: none"> <li>1 Disposal facilities to be agreed with other authorities</li> <li>2 Med term contracts 2008-2014/2015</li> <li>3 Long term contract 2014 2015 onwards</li> </ol> <p>Two treatment solutions are currently being considered, "energy from waste" and "mechanical biological treatment". Both treatment solutions will assist the Council in delivering a 50% recycling rate.</p> <table border="1"> <tr> <td>L</td> <td>Ac</td> <td>AI</td> <td>S</td> <td>P</td> <td>SD</td> <td>F</td> </tr> <tr> <td></td> <td></td> <td></td> <td>√</td> <td>√</td> <td>√</td> <td></td> </tr> </table>	L	Ac	AI	S	P	SD	F				√	√	√		<p>Potential significant financial penalties</p> <p>Adverse inspection assessment</p> <p>Failure to apply appropriate governance arrangements:</p> <ul style="list-style-type: none"> <li>- procurement</li> <li>- risk transfer</li> <li>- affordability</li> <li>- deliverability</li> <li>- structures and controls</li> </ul> <p>Failure to meet targets relating to the diversion of biodegradable municipal waste from landfill.</p>	<p><b>A M B E R</b></p> <div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">9</div> <p>Previous periods: -3   -2   -1</p> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; width: 30px; height: 30px;"></div> <div style="border: 1px solid black; width: 30px; height: 30px;"></div> <div style="border: 1px solid black; width: 30px; height: 30px;"></div> </div>	Karl Battersby	<p>BDR Waste Partnership has secured £74.4m in PFI credits. DEFRA has confirmed continuing support.</p> <p><b>PFI</b></p> <p>There is a detailed project plan in place with clear milestones; it allows for completion of the procurement by 31st March 2011, a date which is tight but achievable. Failure to hit that deadline puts the award of PFI credits at risk.</p> <p>Final Tender documents were issued to 2 bid consortia in December 2010</p> <p>Although the timetable has slipped due to closing off dialogue with bidders, the project is continuing to be supported by DEFRA to deliver a long term waste solution for the BDR Councils.</p> <p>The BDR Waste Partnership is seeking to obtain financial close on the Project in Summer 2011.</p>	<p><b>A M B E R</b></p> <div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">6</div> <p>Previous periods: -3   -2   -1</p> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; width: 30px; height: 30px;"></div> <div style="border: 1px solid black; width: 30px; height: 30px;"></div> <div style="border: 1px solid black; width: 30px; height: 30px;"></div> </div>
L	Ac	AI	S	P	SD	F														
			√	√	√															

Ref	Risk Area	Current Risk	Pre –Mitig'n Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control														
<b>Major Projects</b>																				
0003	Schools Capital Investment  <table border="1"> <tr> <td>L</td><td>Ac</td><td>AI</td><td>S</td><td>P</td><td>SD</td><td>F</td> </tr> <tr> <td>√</td><td>√</td><td>√</td><td>√</td><td>√</td><td>√</td><td></td> </tr> </table>	L	Ac	AI	S	P	SD	F	√	√	√	√	√	√		The Secretary of State has closed the BSF programme to those authorities "not at financial closure with their partners".  This does not necessarily mean the end of capital spend on schools but further details will be given following the review in the autumn.	<b>R E D</b>  <div style="border: 1px solid white; padding: 5px; width: 40px; margin: 0 auto;">16</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; width: 60px;"> <div style="width: 20px; height: 20px; background-color: yellow;"></div> <div style="width: 20px; height: 20px; background-color: red;"></div> <div style="width: 20px; height: 20px; background-color: red;"></div> </div>	Karl Battersby	The Council will prepare for the outcome of the autumn review by prioritising schools for any future funding. This will be based on the current condition and suitability of each school.  Following the asset management review and transfer of officers to EDS this risk has now been transferred to EDS Asset Management Service.  In addition. The DfE decision on funding for schools has ensured that we can now allocate resources appropriately. As a result, the post mitigation RAG rating has been reduced to Amber.	<b>A M B E R</b>  <div style="border: 1px solid black; padding: 5px; width: 40px; margin: 0 auto;">9</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; width: 60px;"> <div style="width: 20px; height: 20px; background-color: lightgreen;"></div> <div style="width: 20px; height: 20px; background-color: red;"></div> <div style="width: 20px; height: 20px; background-color: red;"></div> </div>
L	Ac	AI	S	P	SD	F														
√	√	√	√	√	√															
<b>Major Projects</b>																				
0004	Costs of the capital programme.  Significant revenue consequences (£11m per year).  <table border="1"> <tr> <td>L</td><td>Ac</td><td>AI</td><td>S</td><td>P</td><td>SD</td><td>F</td> </tr> <tr> <td>√</td><td>√</td><td>√</td><td>√</td><td>√</td><td>√</td><td>√</td> </tr> </table>	L	Ac	AI	S	P	SD	F	√	√	√	√	√	√	√	Significant financial impact and/or failure to deliver the capital programme.	<b>R E D</b>  <div style="border: 1px solid white; padding: 5px; width: 40px; margin: 0 auto;">20</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; width: 60px;"> <div style="width: 20px; height: 20px; background-color: red;"></div> <div style="width: 20px; height: 20px; background-color: red;"></div> <div style="width: 20px; height: 20px; background-color: red;"></div> </div>	Andrew Bedford	Detailed financial calculations are included in the MTFS. These are being reviewed as part of the Council's on-going budget monitoring and financial planning processes	<b>A M B E R</b>  <div style="border: 1px solid black; padding: 5px; width: 40px; margin: 0 auto;">12</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; width: 60px;"> <div style="width: 20px; height: 20px; background-color: yellow;"></div> <div style="width: 20px; height: 20px; background-color: yellow;"></div> <div style="width: 20px; height: 20px; background-color: yellow;"></div> </div>
L	Ac	AI	S	P	SD	F														
√	√	√	√	√	√	√														

Ref	Risk Area	Current Risk	Pre –Mitig'n Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
<b>Cross Cutting</b>						
0005	Impact of single status job evaluation.	Lengthy timescales, causing uncertainty and possible unrest unless resolved quickly. <ul style="list-style-type: none"> <li>- potential dispute</li> <li>- costs</li> <li>- possible negative impact on staff retention, depending upon the evaluation outcomes</li> </ul>	<b>A M B E R</b>  <div style="border: 1px solid black; width: 30px; margin: 0 auto; text-align: center;">12</div>  Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>	Phil Howe	<p>Phase 2 implemented successfully on 1/04/08. Through the effective implementation process RMBC has successfully avoided major industrial unrest.</p> <p>Barrister commissioned to help defend Equal Pay challenges. Reasonable conclusion on No Win No Fee and Trade Union solicitors' cases. There are two low value unresolved claims from the no win no fee solicitor.</p> <p>The memo of understanding with the trade unions has now been signed and individual offers of settlement were passed to the trade unions' solicitors. Thirty eight new claims from Trade Union Members have been received. No offers have been made to these new claimants.</p> <p>There will always remain some as yet 'unknown' element of risk of challenge under Equal Pay &amp; Single Status, which could in future require resources to defend.</p>	<b>A M B E R</b>  <div style="border: 1px solid black; width: 30px; margin: 0 auto; text-align: center;">6</div>  Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>

L	Ac	AI	S	P	SD	F
				√		√

Ref	Risk Area	Current Risk	Pre –Mitig'n Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
<b>CYPS</b>						
0007	<p>Delivery of the Children's single plan priorities, such as:</p> <ul style="list-style-type: none"> <li>- performance in schools (particularly Primary)</li> <li>- health inequalities</li> <li>- quality social care</li> <li>- post-16 education and employment</li> </ul>	<p>Failure to make a difference; to deliver community and corporate priorities relating to Rotherham Learning</p> <p>Adverse inspection comment / rating and impact on CPA assessment</p> <p>An unannounced Inspection of Contact, Assessment and Referral in August led to finding that social worker's caseloads were too heavy. Caseloads still not addressed due to the continuous high level of vacancies at both Social Worker and Team Manager levels.</p> <p>Pressures in relation to budget and service demands continue to increase the risk of failure to deliver services within budget allocation.</p>	<p><b>R E D</b></p> <p>25</p> <p>Previous periods: -3   -2   -1</p> <p><span style="background-color: yellow; border: 1px solid black; display: inline-block; width: 15px; height: 15px;"></span> <span style="background-color: red; border: 1px solid black; display: inline-block; width: 15px; height: 15px;"></span> <span style="background-color: red; border: 1px solid black; display: inline-block; width: 15px; height: 15px;"></span></p>	Joyce Thacker	<p>Overall Annual Performance Assessment judgement is 2. Previous key areas for development (Improving attainment at Key Stage1 and Increasing the proportion of 16-19 year olds who are in education, employment or training) are being addressed.</p> <p>Children First review completed and an Action Plan produced. Dep't For Education (DFE) issued notice to improve and the improvement plan is monitored fortnightly internally and monthly by DFE.</p> <p>Risk is increasing due to reduced funding. 'Together for Children' grant withdrawn for pilot programme and £2.1m Area Based Grant has been withdrawn.</p> <p>Further mitigating actions are being identified, however posts are at risk and the achievement of priorities will be continue to be challenging. (See also risk 22). Assessment of impact of Government settlement will be completed by end of Jan. 2011. CYPS DLT is reviewing priorities for expenditure within these more restrictive parameters.</p>	<p><b>R E D</b></p> <p>16</p> <p>Previous periods: -3   -2   -1</p> <p><span style="background-color: yellow; border: 1px solid black; display: inline-block; width: 15px; height: 15px;"></span> <span style="background-color: red; border: 1px solid black; display: inline-block; width: 15px; height: 15px;"></span> <span style="background-color: red; border: 1px solid black; display: inline-block; width: 15px; height: 15px;"></span></p>

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0008	ALMO delivery of decent homes programme.  <table border="1"> <tr> <td>L</td> <td>Ac</td> <td>Al</td> <td>S</td> <td>P</td> <td>SD</td> <td>F</td> </tr> <tr> <td></td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </table>	L	Ac	Al	S	P	SD	F		√	√	√	√	√	√	Late or non achievement of targets  Potential loss / re-profiling of funding  Adverse public / tenants satisfaction  Adverse inspection outcomes.	<b>A M B E R</b>  <div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">8</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>	David Richmond	Work has now been carried out throughout this year to ensure that the programme was completed by the deadline date (December 2010) and that the delivery of the programme is affordable by utilising the entire available budget.[ The figure for decent homes completion is 100% as at the end of December 2010  This figure includes refusals and no access properties which are deemed as decent until they become vacant. The final refusal – no access figure was 9.01%	<b>G R E E N</b>  <div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">3</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>
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0009	Adult Social Services: - Demand continues to increase and only the most vulnerable are being helped - in-house costs are higher than independent sector costs - recruitment, retention, resources	Significant adverse impact on council financial position  Adverse inspection outcomes.  Adverse press reaction and user / public satisfaction	<b>R E D</b>  <div style="border: 1px solid black; width: 30px; margin: 0 auto; padding: 2px;">16</div>	Chrissy Wright	<p>The 2010/11 &amp; 11/12 budget setting process has proposals to minimise the impact of cost and demographic pressures: (1) re negotiating contracts to achieve efficiency savings, (2) transforming traditional services to provide better outcomes, (3) reviewing high cost areas (4) increasing income – bringing charges in line with other LA's, and (5) continuing shifting the balance of care to the independent sector.</p> <p>An Ageing Well Group has been established with representation from all partners. The work is progressing well, with a target April 2011 for the delivery of the Ageing Well Strategy and the implementation plan.</p> <p>An initial self assessment against the 12 criteria in DoH "Use of Resources in Adult Social Care" identifies key actions to be taken. These are in the Directorate Service Plan.</p> <p>Members have agreed to merge Re-enabling and wardens services to create a prevention/early intervention service. Merger will deliver full year savings of £1.3m and create capacity.</p>	<b>A M B E R</b>  <div style="border: 1px solid black; width: 30px; margin: 0 auto; padding: 2px;">8</div>												
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0012	Local Government Reform Implementation Plan	Failure to implement statutory reforms provided for in national policy and new legislation	<b>R E D</b>  <div style="border: 1px solid black; padding: 5px; width: 40px; margin: 0 auto;">16</div>	Matt Gladstone	<p>All current statutory requirements are met.</p> <p>The implementation plan has been completely refreshed to provide workstreams covering coalition government commitments that are relevant to the Council. This is broader than the previous plan, which primarily covered governance issues.</p> <p>The previous version of the plan is being retained to cover commencement issues. These now primarily relate to e-petitions and byelaws.</p>	<b>A M B E R</b>  <div style="border: 1px solid black; padding: 5px; width: 40px; margin: 0 auto;">8</div>																																		
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0013	Commissioning	We continue to commission services in a traditional, unaffordable manner resulting in a failure to achieve better VFM and improved outcomes.	<b>R E D</b>  <div style="border: 1px solid black; width: 30px; margin: 0 auto; text-align: center;">25</div>	Matt Gladstone	<p>The risk relating to the commissioning of some Children's Services increased due to a halt on some contracts as a result of £2.1m reduction in Area Based Grant. All contracts will be reviewed to ensure exit strategies are up to date and applied where appropriate. Position adversely affects chances of achieving commissioning objectives. Assistance being given from commissioning staff from NAS.</p> <p>The Council has just completed a review of policy and performance resources across the Council and this includes commissioning resources. Appointments have been made to almost all posts within the structure and the new Director will now concentrate on ensuring that commissioning priorities are agreed by SLT and resources redeployed to match those priorities.</p> <p>The Commissioning VFM review which is seeking to improve outcomes and better VFM can now be quickly progressed.</p>	<b>R E D</b>  <div style="border: 1px solid black; width: 30px; margin: 0 auto; text-align: center;">16</div>																										
	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="background-color: yellow;">L</td> <td style="background-color: blue;">Ac</td> <td style="background-color: blue;">AI</td> <td style="background-color: green;">S</td> <td style="background-color: red;">P</td> <td style="background-color: orange;">SD</td> <td style="background-color: grey;">F</td> </tr> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </table>	L	Ac	AI	S	P	SD	F	√	√	√	√	√	√	√				<p>Previous periods:</p> <table style="width: 100%; text-align: center;"> <tr> <td style="background-color: red;">-3</td> <td style="background-color: red;">-2</td> <td style="background-color: red;">-1</td> </tr> <tr> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> </tr> </table>	-3	-2	-1				<p>Previous periods:</p> <table style="width: 100%; text-align: center;"> <tr> <td style="background-color: yellow;">-3</td> <td style="background-color: red;">-2</td> <td style="background-color: red;">-1</td> </tr> <tr> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> </tr> </table>	-3	-2	-1			
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0014	2010 Finance & Service Performance	Adverse impact on Housing Revenue Account balance sheet.	<b>R E D</b> <div style="border: 1px solid black; width: 30px; margin: 5px auto; text-align: center;">20</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>	David Richmond	<p>2010 Core costs have been reduced and are in line with projected budget.</p> <p>Costs associated with the capital programme are projected to be less than originally anticipated.</p> <p>A strategy for ongoing 2010 debts will need to be agreed.</p>	<b>A M B E R</b> <div style="border: 1px solid black; width: 30px; margin: 5px auto; text-align: center;">12</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>

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0017	Carbon Reduction Commitment (CRC)	<p>Risk of non compliance with Carbon Reduction Order due to inadequate funding.</p> <p>The coalition government announced in the Comprehensive Spending Review that significant changes would be made to the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme</p>	<p style="text-align: center;"><b>A M B E R</b></p> <p style="text-align: center;">9</p> <p>Previous periods: -3   -2   -1</p> <p style="text-align: center;"> <input type="checkbox"/>   <input type="checkbox"/>   <input type="checkbox"/> </p>	Andrew Bedford	<p>Carbon Reduction Fund to be set up. Registration for the scheme is complete. A Carbon Reduction Officer has been appointed to assist with identifying energy reductions &amp; engaging with staff, clients, customers and schools to encourage energy efficiency.</p> <p>Systems already in place to produce the data required for the scheme, but improvements on accuracy, property changes and reporting in process.</p> <p>Risk is lowering in terms of our ability to participate in the scheme and produce accurate data. Available finance is a risk though given our future budget challenges.</p> <p>Works with schools continue but RMBC have no control over their emissions, only influence. Work continues on reducing emissions across RMBC operational properties and Street lighting.</p>	<p style="text-align: center;"><b>A M B E R</b></p> <p style="text-align: center;">6</p> <p>Previous periods: -3   -2   -1</p> <p style="text-align: center;"> <input type="checkbox"/>   <input type="checkbox"/>   <input type="checkbox"/> </p>

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0018	EDRMS - Failure to implement EDRMS effectively across the Council.  <table border="1"> <tr> <td>L</td> <td>Ac</td> <td>AI</td> <td>S</td> <td>P</td> <td>SD</td> <td>F</td> </tr> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </table>	L	Ac	AI	S	P	SD	F	√	√	√	√	√	√	√	Risk to Accommodation Strategy and WorkSmart Programme and unable to realise savings.	<b>A M B E R</b>  <div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">9</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>	Andrew Bedford	<p>First phase of the project successfully completed including full information audit and production of a draft file plan.</p> <p>A Steering Group with representation from all Directorates and RBT has been established and is meeting monthly to drive the programme forwards. Project plan produced setting out the roll out plan for all Directorates in the run up to the opening of the civic office. Project management arrangements are being established.</p>	<b>G R E E N</b>  <div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">3</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>
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0019	Maximising the value from the renegotiated RBT contract  <table border="1"> <tr> <td>L</td> <td>Ac</td> <td>AI</td> <td>S</td> <td>P</td> <td>SD</td> <td>F</td> </tr> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </table>	L	Ac	AI	S	P	SD	F	√	√	√	√	√	√	√	Failure to fully realise the benefits of the strategic partnership with BT.	<b>A M B E R</b>  <div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">9</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>	Andrew Bedford	<p>Strong partnership governance arrangements and strengthened client arrangements in place.</p> <p>Further development of benchmarking to ensure value for money.</p> <p>Developing Joint Forward Plan.</p> <p>Exploring synergies with other BT sites.</p>	<b>G R E E N</b>  <div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">3</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>
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<b>CYPS</b>																			
0021	Response to DFE notice to improve	<p>Future intervention from OFSTED/DFE.</p> <p>Children exposed to inadequately managed risk.</p> <p>Council exposed to financial and reputational risks.</p> <p>Impact on future inspection outcomes.</p>	<b>R E D</b>  <div style="border: 1px solid black; padding: 2px; width: 30px; margin: 0 auto;">25</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>	Joyce Thacker	<p>Service improvement and school attainment improvement plan is monitored fortnightly internally and monthly by DFE. Milestones meeting confirmed that Ministers felt progress was satisfactory.</p> <p>Fostering inspection June 2010 outcome satisfactory.</p> <p>Safeguarding and Looked After Children (LAC) inspection July 2010 outcome satisfactory. Action plans in place.</p> <p>If achievements and progress remain on trajectory against target, it is possible that Ministers will remove Notice to Improve.</p> <p>Positive meeting with DFE on 15/12/10. Representatives to feed back to Ministers for their decision.</p>	<b>A M B E R</b>  <div style="border: 1px solid black; padding: 2px; width: 30px; margin: 0 auto;">12</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px; background-color: yellow;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; background-color: red;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; background-color: red;"></div> </div>													
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0022	CYPS Resources  <table border="1"> <tr> <td>L</td> <td>Ac</td> <td>Al</td> <td>S</td> <td>P</td> <td>SD</td> <td>F</td> </tr> <tr> <td>√</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>	L	Ac	Al	S	P	SD	F	√							Insufficient and Ineffective use of resources to meet statutory and moral obligations due to focus on high priority services.	<b>R E D</b>  <div style="border: 1px solid black; width: 40px; margin: 0 auto; text-align: center;">25</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 20px; height: 20px; background-color: yellow; border: 1px solid black;"></div> <div style="width: 20px; height: 20px; background-color: red; border: 1px solid black;"></div> <div style="width: 20px; height: 20px; background-color: red; border: 1px solid black;"></div> </div>	Joyce Thacker	<p>Additional funding made into the service in 2010/11 and plans are being implemented to improve the use of existing resources. Regular monitoring and reporting of risks and progress to Cabinet, Scrutiny and Directorate Leadership Team.</p> <p>A review of partnerships and contributions is being undertaken. Savings work programme being implemented in key areas where savings have either already been assumed in budget setting or need to be delivered. All high spend areas are under review but these are mainly volatile and related to children in care.</p> <p>Due to high proportion of at risk grant funding we are looking at all non statutory services to assess the need to continue. Risks continue to rise as despite removing some Looked After Children (LAC), September has seen an increase due to court order placements.</p> <p>Council financial injection in December 2010 to help for 2010/11. Risk to be reviewed in January 2011 post assessment of financial settlement and indications of CYPS budget for 2011/12.</p>	<b>R E D</b>  <div style="border: 1px solid black; width: 40px; margin: 0 auto; text-align: center;">16</div> Previous periods: -3   -2   -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 20px; height: 20px; background-color: yellow; border: 1px solid black;"></div> <div style="width: 20px; height: 20px; background-color: red; border: 1px solid black;"></div> <div style="width: 20px; height: 20px; background-color: red; border: 1px solid black;"></div> </div>
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0024	Community Stadium	<p>Failure by Rotherham UFC to secure funding to build a stadium, resulting in a lack of a crucial community facility. The site will not be purchased if the lease is not acceptable to the club.</p> <p>No provision has been made in the Council's MTFS for the payback of the bond, should the football club fail to move back into Rotherham.</p> <p>Reputation damage.</p>	<p style="text-align: center;"><b>A M B E R</b></p> <p style="text-align: center;">9</p> <p>Previous periods: -3   -2   -1</p> <p style="text-align: center;">□   □   □</p>	Karl Battersby	<p>The Council and the land owner are close to finalising the conditions of land acquisition. If the build subsequently falls through, the land ownership would revert to RMBC.</p> <p>RMBC would then be liable for the listed building and would need to identify funding for maintenance, restoration and security etc.-</p> <p>The purchase of the site from Evans of Leeds has been successfully negotiated, and the planning application is due to be considered by Planning Board on the 4th November.</p> <p>Outline planning permission has been granted. Guest &amp; Chrimes site purchased by RMBC.</p> <p>Lease agreement between RMBC and RUFC to be finalised. RUFC to obtain full planning permission: RUFC to build the stadium.</p>	<p style="text-align: center;"><b>A M B E R</b></p> <p style="text-align: center;">6</p> <p>Previous periods: -3   -2   -1</p> <p style="text-align: center;">□   □   □</p>

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0025	Civic Centre - WorkSmart Project  <table border="1"> <tr> <td>L</td><td>Ac</td><td>AI</td><td>S</td><td>P</td><td>SD</td><td>F</td> </tr> <tr> <td>√</td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </table>	L	Ac	AI	S	P	SD	F	√							Parts of the new building are not taken up. The existing estate remains partly occupied.  Incomplete adoption of WorkSmart practices.	<div style="background-color: yellow; text-align: center; padding: 10px;"> <b>A M B E R</b>   <div style="border: 1px solid black; width: 40px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">9</div>            Previous periods:            -3   -2   -1  <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div> </div>	Karl Battersby	Effective leadership and adoption by departments of WorkSmart. Effective project management- contractual and logistical tasks re: detail programmes.  Continuation of Chief Executive led steering group, with appropriate sponsorship and governance.  WorkSmart Steering Group is being disbanded; the construction project will now report to Strategic Director, EDS and WorkSmart to the Estates Manager, EDS through Directorate Champions.	<div style="background-color: lightgreen; text-align: center; padding: 10px;"> <b>G R E E N</b>   <div style="border: 1px solid black; width: 40px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">4</div>            Previous periods:            -3   -2   -1  <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div> </div>
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0026	Cultural Quarter  <table border="1"> <tr> <td>L</td><td>Ac</td><td>AI</td><td>S</td><td>P</td><td>SD</td><td>F</td> </tr> <tr> <td>√</td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </table>	L	Ac	AI	S	P	SD	F	√							Cultural Quarter affordability.  Forge Island option is unaffordable before 2015, requiring a temporary solution at least until that time. Otherwise the deal cannot proceed.	<div style="background-color: red; text-align: center; padding: 10px;"> <b>R E D</b>   <div style="border: 1px solid black; width: 40px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">16</div>            Previous periods:            -3   -2   -1  <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div> </div>	Karl Battersby	Cost and plan a solution utilising Bailey House to receive displaced services e.g. library, regimental museum, archives and storage  A number of options have been explored. It was agreed on 10 August that the library would re locate to Riverside house and that we would keep the existing Civic Theatre in the medium term.	<div style="background-color: red; text-align: center; padding: 10px;"> <b>R E D</b>   <div style="border: 1px solid black; width: 40px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">16</div>            Previous periods:            -3   -2   -1  <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div> </div>
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<b>Cross Cutting</b>																				
0027	Managing budget adjustments  <table border="1"> <tr> <td>L</td> <td>Ac</td> <td>Al</td> <td>S</td> <td>P</td> <td>SD</td> <td>F</td> </tr> <tr> <td>√</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>	L	Ac	Al	S	P	SD	F	√							Failure to deliver relevant services and achieve substantial budget reductions.  Change management relating to the service adjustments necessary.	<b>R E D</b>  <div style="border: 1px solid black; width: 40px; margin: 0 auto; padding: 2px;">20</div> Previous periods: -3   -2   -1  <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>	Andrew Bedford	Given highest priority through the Strategic Leadership Team and Cabinet having an ongoing focus on Government announcements made and by considering future options for services.  Additional actions to mitigate the impact of budget reductions are being identified and implemented.	<b>A M B E R</b>  <div style="border: 1px solid black; width: 40px; margin: 0 auto; padding: 2px;">12</div> Previous periods: -3   -2   -1  <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>
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0028	Academy Schools <table border="1" style="margin-top: 10px;"> <tr> <td>L</td> <td>Ac</td> <td>Al</td> <td>S</td> <td>P</td> <td>SD</td> <td>F</td> </tr> <tr> <td>√</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>	L	Ac	Al	S	P	SD	F	√							Independently funded state schools, no longer receiving budget from Local Authority. Staff, land and premises transfer to Academy trusts.  Partnerships with and between schools could be undermined.	<b>R E D</b>  <div style="border: 1px solid white; padding: 5px; width: 40px; margin: 0 auto;">16</div> Previous periods: -3   -2   -1  <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid white; width: 20px; height: 20px;"></div> <div style="border: 1px solid white; width: 20px; height: 20px;"></div> <div style="border: 1px solid white; width: 20px; height: 20px;"></div> </div>	Joyce Thacker	Budget being removed from Local Authority and protection of school as a community asset.  Maximise potential for income generation via SLAs with Academies and delivery of high quality services for the benefit of Rotherham's Children and Young People.  Maintain professional relationships between Academies and Local Authority for the benefit of Rotherham's Children and Young People.  Staff HR issues to address with transfer of staff to Academy trust employment.  Rotherham currently has 3 Academy Trusts: Maltby, Brinsworth and Wales with the potential for further schools to apply for Academy Trust status in the future.	<b>A M B E R</b>  <div style="border: 1px solid black; padding: 5px; width: 40px; margin: 0 auto;">12</div> Previous periods: -3   -2   -1  <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>
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