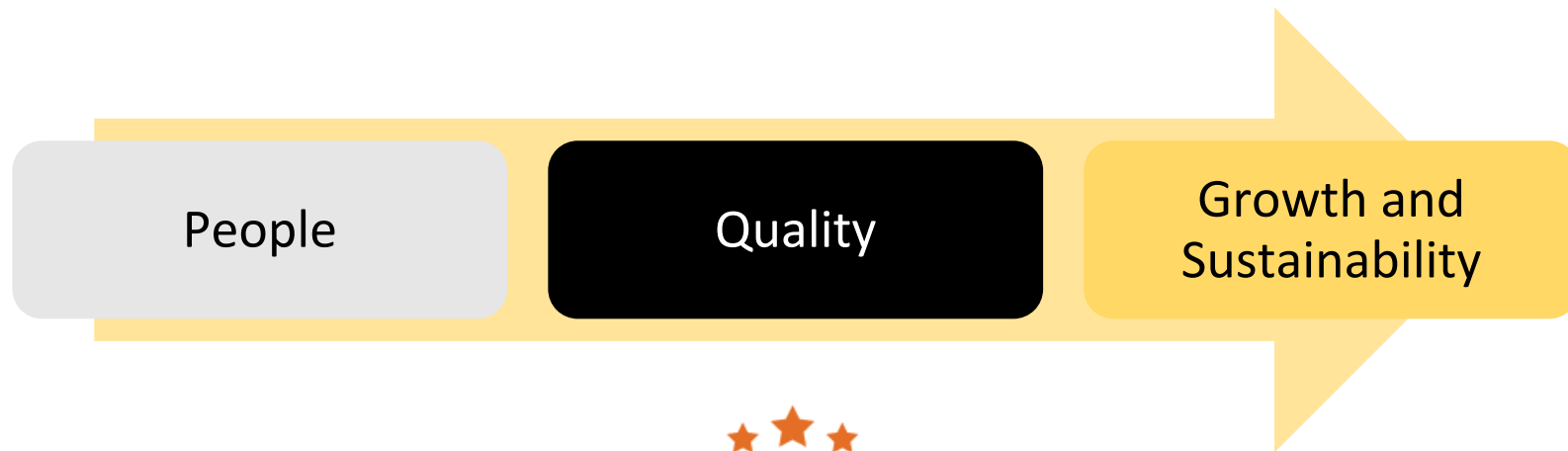


## Core Areas

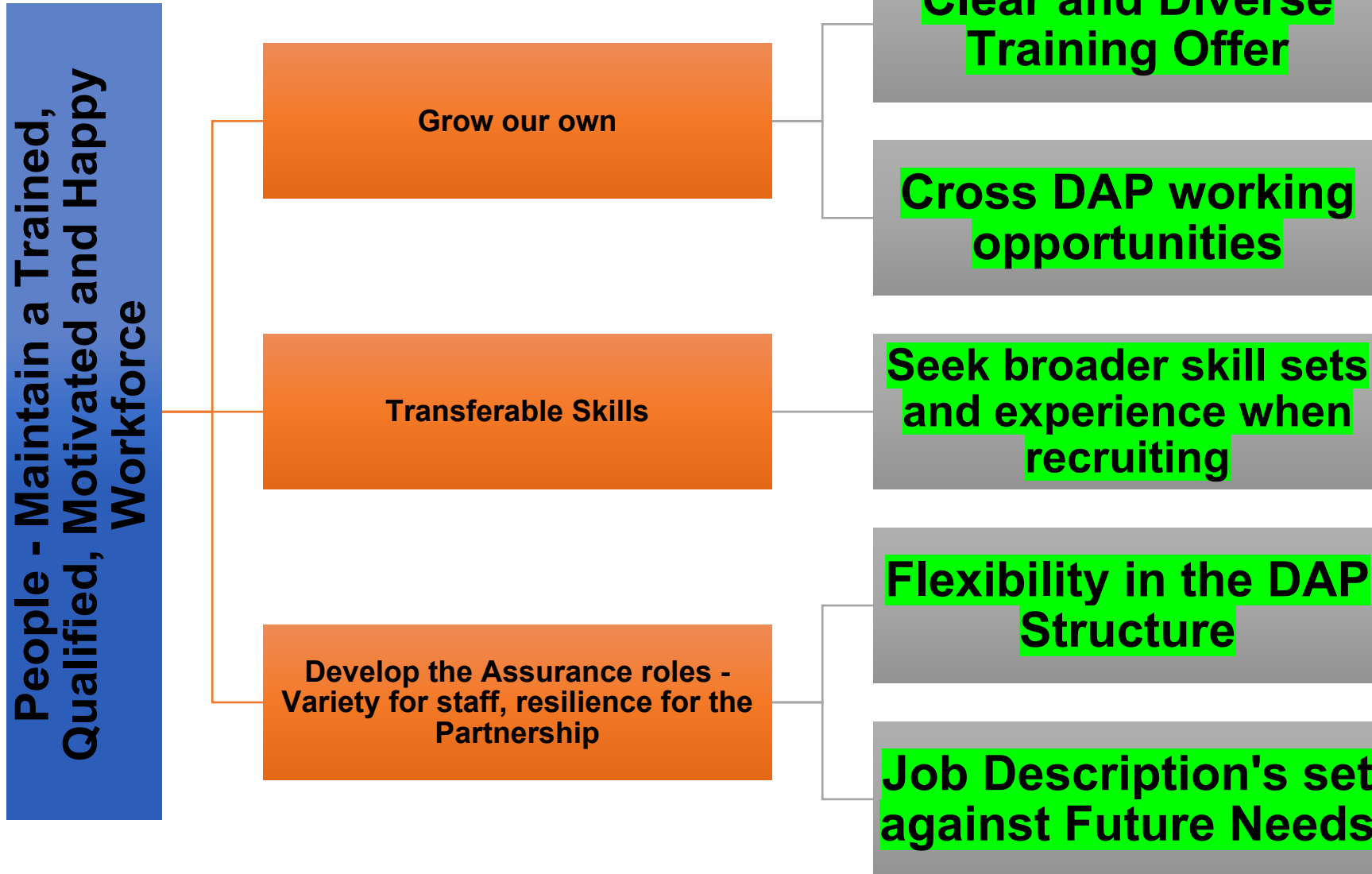
The following pages set out the high level strategic aims designed to ensure that the Partnership can build on its existing success in the coming years. The aims are supported by a detailed risk creation activity, and it is the mitigations within these that can inform and underpin broader Business/Operational Plans that can evolve as we do.

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# Core Areas People

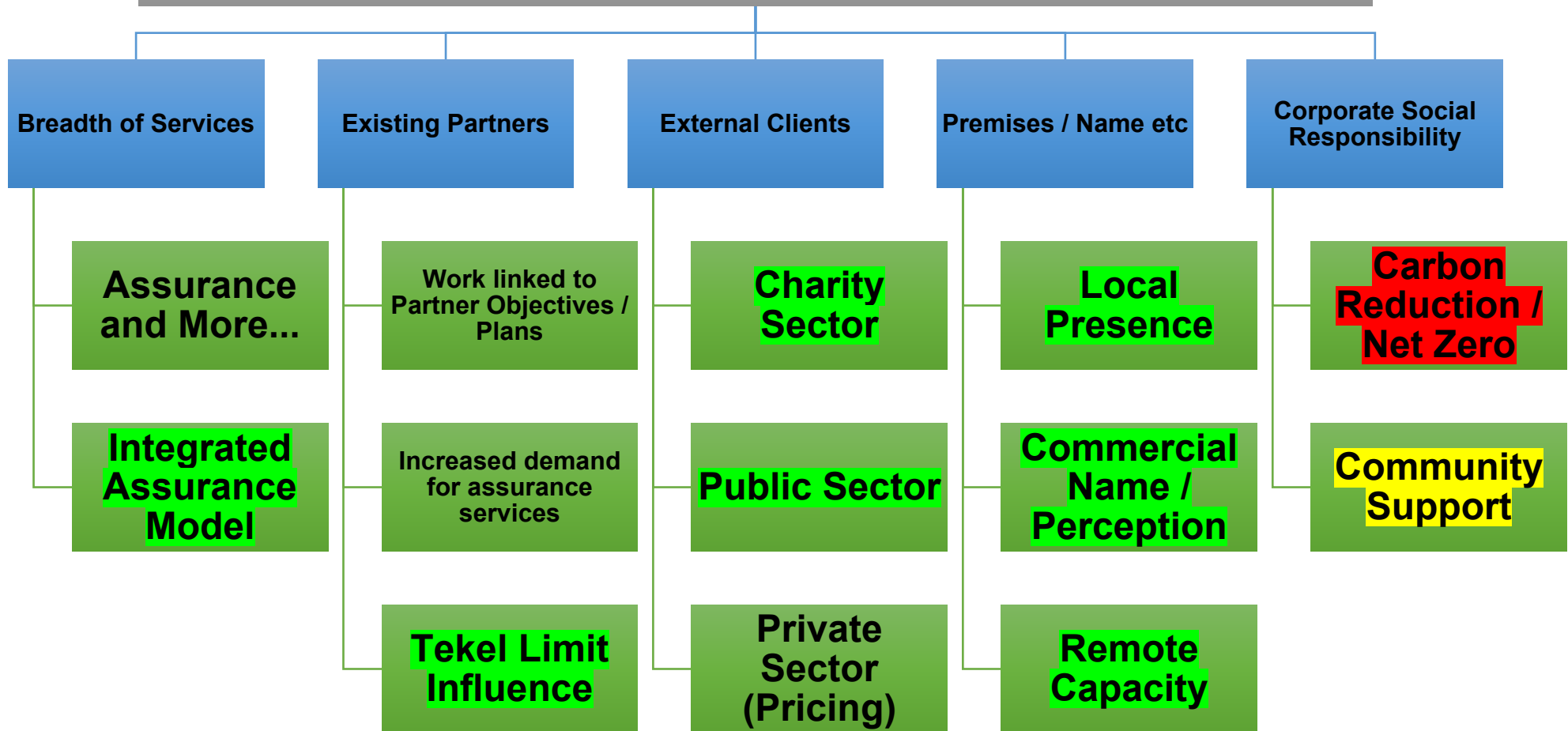


# Core Areas Quality



**Core Areas**  
**Growth and Sustainability**

**Growth and Sustainability - The right growth at the right time**



## Headline Risks

Item	Description	Detail
<b>Name &amp; Date</b>	Name of person identifying risk and date	Tony Rose - 2023
<b>Objective</b>	What is the objective that this risk would affect if it were to occur? (Max 300 characters)	<b>(Risk) People – Maintain a Trained, Qualified and Content Workforce</b>
<b>Risk title</b>	Brief unique identifier (max. 100 characters)	<b>Workforce Sustainability, Quality, Experience and Depth</b>
<b>Describe hazard</b>	Description of the hazard and the potential harm(s) caused if the hazard is not adequately contained or removed. Consider health, reputation, legal, financial, performance / quality standards, stakeholders and service users.	<p><b>Cause/s</b></p> <ul style="list-style-type: none"> <li>Salaries available to staff are not sufficient to meet their needs/demands.</li> <li>Ability to work remotely opens up new opportunities elsewhere for staff.</li> <li>Career development opportunities are not in place within DAP.</li> <li>Training available does not meet staff aspirations.</li> <li>Training available does not meet DAPs delivery needs.</li> <li>Client/Partner funding contraction results in reduced work requirements.</li> <li>Funding for training is not available.</li> <li>Staffing levels are not sufficient to release time for training.</li> </ul> <p><b>Core Event – Staff in place at any given point in time do not have the required skills.</b></p> <p><b>Impact/s</b></p> <ul style="list-style-type: none"> <li>Inability to deliver core work for Partners.</li> <li>Damage to DAP / Partner working relationships.</li> <li>Perception as a good employer diminishes and affects future recruitment.</li> <li>Reduced Income.</li> <li>Increased pressure on remaining team.</li> <li>Quality of work reduces.</li> <li>Knowledge is lost so work cannot be undertaken.</li> </ul>
<b>Describe likelihood of occurrence</b>	Describe the <b>background and likelihood</b> of the hazard occurring if it is not adequately controlled or removed. If available, outline any evidence or historic event information used to inform the likelihood.	<ul style="list-style-type: none"> <li>Current employment market for assurance staff favours employees.</li> <li>Elevated levels of staff turnover have been seen in recent years due to a desire for change, new opportunities arising and retirement.</li> <li>Global financial context pushes staff towards a need for greater income.</li> </ul>
<b>Outline mitigating</b>	What actions or activities are in place or planned to adequately control or remove the hazard.	<ul style="list-style-type: none"> <li>Commenced a programme of grow our own in 2021 and ongoing in 2024.</li> <li>Continued to actively recruit fresh staff to train via apprenticeships.</li> <li>Seeking staff with transferable skills rather than qualifications.</li> <li>Clear Plans for the future growth of the Partnership.</li> </ul>

## Headline Risks

<b>actions / activities</b>		<ul style="list-style-type: none"> <li>Review of DAP wide JD's.</li> <li>Broaden the scope of work available to all.</li> </ul>			
<b>Outline controls</b>	Describe the arrangements for monitoring, reviewing, recording and assessing the impact of the mitigating actions / activities agreed to mitigate against the risk.	<ul style="list-style-type: none"> <li>Regular resource planning, review and management</li> <li>Staff Surveys</li> <li>Regular staff interaction and 1-2-1</li> <li>Regular communications to staff members to promote ownership and involvement in the success of DAP.</li> </ul>			
<b>Risk scores</b>	Use the <a href="#">risk matrix</a> to calculate risk score (impact x likelihood). <ul style="list-style-type: none"> <li><b>Inherent</b> score assumes the worst case scenario if there are no mitigating actions in place.</li> <li><b>Current</b> should reflect today's position considering alongside any current mitigating activity / actions.</li> </ul>		Impact ( <a href="#">Guide</a> )	Likelihood ( <a href="#">Guide</a> )	Score & Status
		Inherent	4	6	24 – Very High
		<b>Current</b>	<b>3</b>	<b>3</b>	<b>9 – Low</b>
		<b>Target Score</b>	<b>3</b>	<b>3</b>	<b>9 – Low</b>
<b>Risk Owner</b>	Programme / project lead tasked with the day to day management of the risk, the person who will be contacted if there is a query and notified of review due dates.	Deputy Head of DAP		<b>Category</b> Delete as Appropriate	
				Strategic	
<b>Accountable Officer</b>	Manager / Director accountable for the risk	Head of DAP		<b>Theme</b>	

### May 2024 Update

We have made great progress in supporting staff through formal and informal training activity. Whilst staffing turnover remained higher in 2023/24 we have retained staff and will look to focus workforce growth in the right areas when the need/opportunity arises. We are well set to seek broader skills and knowledge with the “Assurance” based Job descriptions (JD) to supplement our traditional role JD’s.

We undertook a staff survey in late 2023 and have worked through the feedback to see positive areas and pull out any possible improvement actions. Staff are working across disciplines and Partners at an ever increasing rate and we have built links with other assurance providers to expand the support networks available.

## Headline Risks

Item	Description	Provide detail - one risk only per form
<b>Name &amp; Date</b>	Name of person identifying risk and date	Tony Rose – 2023
<b>Objective</b>	What is the objective that this risk would affect if it were to occur? (Max 300 characters)	<b>(Risk) Quality</b> – In all that we do
<b>Risk title</b>	Brief unique identifier (max. 100 characters)	<b>Delivery of Quality in all outputs and interactions</b>
<b>Describe hazard</b>	Description of the hazard and the potential harm(s) caused if the hazard is not adequately contained or removed. Consider health, reputation, legal, financial, performance / quality standards, stakeholders and service users.	<ul style="list-style-type: none"> <li>• Staff are not trained properly.</li> <li>• Staff levels are too low / staff workloads are too high.</li> <li>• Staff experience is not balanced (i.e. too many new vs experienced staff)</li> <li>• Systems in use are not designed to support a process of producing quality outputs.</li> <li>• Motivation to deliver quality work is not maintained.</li> <li>• Internal Quality Assurance processes do not effectively capture where quality can/needs to be improved.</li> <li>• Support/training on people skills is not provided.</li> <li>• Success is not made a priority for staff.</li> <li>• Staff are not empowered to take pride in their work.</li> </ul> <p><b>Core Event – The outputs and/or interactions with Partners and Clients fall below a level set by DAP / expected by the customer.</b></p> <ul style="list-style-type: none"> <li>• Reputation is damaged / repeat business opportunities are lost.</li> <li>• Increased time requirement to rectify issues that arise.</li> <li>• Existing partners look for other providers.</li> <li>• Staff moral drops feeding a cycle of decline.</li> <li>• New business is not obtained at the level required for sustainability and growth.</li> </ul>
<b>Describe likelihood of occurrence</b>	Describe the <b>background and likelihood</b> of the hazard occurring if it is not adequately controlled or removed. If available, outline any evidence or historic event information used to inform the likelihood.	<p>There is a diverse range of staff, skills and experience as well as client demands. Each has in the past resulted in pressure on core processes that has impacted on the quality of outputs.</p> <p>The period 2021-2023 seen one of the highest levels of staff turnover since the partnership was formed.</p>

## Headline Risks

<b>Outline mitigating actions / activities</b>	<p>What actions or activities are in place or planned to adequately control or remove the hazard.</p>	<ul style="list-style-type: none"> <li>• Development Forums to share knowledge.</li> <li>• Internal QA</li> <li>• Broader DAP Post Completion QA</li> <li>• DAP Training Plan</li> <li>• Investment in training</li> <li>• Online Training access</li> <li>• Annual PDR</li> <li>• 1-2-1's</li> <li>• DAP Training Days</li> <li>• Joint local training events</li> <li>• Exposure to varied work</li> <li>• External Reviews of work</li> <li>• Report writing workshops</li> </ul>			
<b>Outline controls</b>	<p>Describe the arrangements for monitoring, reviewing, recording and assessing the impact of the mitigating actions / activities agreed to mitigate against the risk.</p>	<ul style="list-style-type: none"> <li>• Management leads for core DAP Activity</li> <li>• Regular updates to DAP Managers, DAP Management Board and in turn DAP Committee</li> </ul>			
<b>Risk scores</b>	<p>Use the <a href="#">risk matrix</a> to calculate risk score (impact x likelihood).</p> <ul style="list-style-type: none"> <li>• <b>Inherent</b> score assumes the worst case scenario if there are no mitigating actions in place.</li> <li>• <b>Current</b> should reflect today's position considering alongside any current mitigating activity / actions.</li> </ul>		Impact ( <a href="#">Guide</a> )	Likelihood ( <a href="#">Guide</a> )	Score & Status
		<b>Inherent</b>	4	5	20 – High
		<b>Current</b>	4	3	<b>12 – Medium</b>
		<b>Target Score</b>	2	3	<b>6 - Low</b>
<b>Risk Owner</b>	<p>Programme / project lead tasked with the day to day management of the risk, the person who will be contacted if there is a query and notified of review due dates.</p>	Head of DAP		<b>Category</b>	
				Strategic	
<b>Accountable Officer</b>	<p>Manager / Director accountable for the risk</p>	Partnership Management Board		<b>Theme</b>	
<b>May 2024 Update</b>					



## Headline Risks

We have made great strides in building the skills and knowledge of the entire DAP team. We had the largest investment in staff training in 2023/24 for many years. Our Strategy is forming part of the annual PDR process so that the targets for staff have a golden thread to what we are trying to achieve.

We have continued to build the integration of staff across Partners and disciplines to ensure that the Integrated Assurance Model continues to evolve and become embedded into our culture.

There remains a risk in this area as our workforce has changed and so there is still an aspect of relative inexperience that increases the need for management oversight.

Item	Description	Provide detail - one risk only per form
<b>Name &amp; Date</b>	Name of person identifying risk and date	TR – August 2023
<b>Objective</b>	What is the objective that this risk would affect if it were to occur? (Max 300 characters)	<b>(Risk) Growth and Sustainability</b>
<b>Risk title</b>	Brief unique identifier (max. 100 characters)	<b>Partnership Growth and Sustainability</b>
<b>Describe hazard</b>	Description of the hazard and the potential harm(s) caused if the hazard is not adequately contained or removed. Consider health, reputation, legal, financial, performance / quality standards, stakeholders and service users.	<ul style="list-style-type: none"> <li>• The Partnership service offer does not change with the broader context of the Partner and Client operating environment.</li> <li>• Core Partner funding is cut.</li> <li>• Tekel Limit reduces.</li> <li>• Greater competition in the pool of work available to bid for.</li> <li>• Regulatory changes.</li> <li>• Growth decisions are not taken on a risk informed basis.</li> <li>• The employment market is not sufficient to resource the work.</li> <li>• The work changes beyond what we can deliver with the skillset available.</li> </ul> <p><b>Core Event – Income levels cannot sustain service delivery without cutbacks.</b></p> <ul style="list-style-type: none"> <li>• Reduction in staffing levels.</li> <li>• Increase in core cost per day due to less volume for indirect cost split.</li> <li>• Loss of expertise.</li> <li>• Reduction in output quality.</li> <li>• Reputation suffers.</li> <li>• Cycle of decline is initiated.</li> </ul>

## Headline Risks

		<ul style="list-style-type: none"> <li>Partners leave.</li> <li>Partnership consumed by another entity.</li> </ul>			
<b>Describe likelihood of occurrence</b>	Describe the <b>background and likelihood</b> of the hazard occurring if it is not adequately controlled or removed. If available, outline any evidence or historic event information used to inform the likelihood.	<ul style="list-style-type: none"> <li>Pressure in Public Sector means funding is at risk.</li> <li>Core cost base is sustainable.</li> <li>Growth has been steady over time</li> </ul>			
<b>Outline mitigating actions / activities</b>	What actions or activities are in place or planned to adequately control or remove the hazard.	<ul style="list-style-type: none"> <li>Cost base is under review to reduce fixed costs.</li> <li>Workforce includes range of Permanent and Temporary staff.</li> <li>Some staff will retire in coming years.</li> <li>Ongoing bids being worked on / submitted.</li> <li>Seek other opportunities to increase turnover and Tekel Limit</li> <li>Build strategic partnership to share/draw on knowledge and skills if gaps arise.</li> </ul>			
<b>Outline controls</b>	Describe the arrangements for monitoring, reviewing, recording and assessing the impact of the mitigating actions / activities agreed to mitigate against the risk.	<ul style="list-style-type: none"> <li>Regular budget monitoring.</li> <li>Management Meetings to support staff and quality.</li> <li>Signed up to bid awareness tool.</li> <li>Better understanding of costing of each piece of work is now underway via Pentana.</li> </ul>			
<b>Risk scores</b>	Use the <a href="#">risk matrix</a> to calculate risk score (impact x likelihood). <ul style="list-style-type: none"> <li><b>Inherent</b> score assumes the worst case scenario if there are no mitigating actions in place.</li> <li><b>Current</b> should reflect today's position considering alongside any current mitigating activity / actions.</li> </ul>		Impact ( <a href="#">Guide</a> )	Likelihood ( <a href="#">Guide</a> )	Score & Status
		Inherent	3	4	12 – Medium
		<b>Current</b>	3	2	<b>6 – Very Low</b>
<b>Risk Owner</b>	Programme / project lead tasked with the day to day management of the risk, the person	Head of DAP		<b>Category</b> Strategic	

## Headline Risks

	who will be contacted if there is a query and notified of review due dates.		Strategic
<b>Accountable Officer</b>	Manager / Director accountable for the risk	Partnership Management Board	<b>Theme</b>

### May 2024 Update

Our growth continues to be well managed and focused on the right work at the right time. We are expanding into the Parish and Town Council Sector and aiming to support regional partners and clients as the year progresses. We have an automated source to track the use of our Teckel allowance and remain well within capacity.

Long term pressure on the public purse remains a key element of this risk that we cannot directly influence but we are well placed to broaden the services we offer and also expand these into other sectors, for example greater work with charities. This is not expected to have an impact on our core delivery commitments as we have a solid team base and can flex up and down based on demand.