



Doncaster Council

Report

1st February 2018

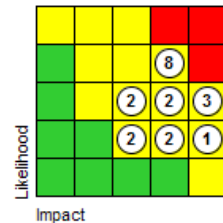
To the Chair and Members of the
AUDIT COMMITTEE

Q2 2017/18 STRATEGIC RISK UPDATE

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

EXECUTIVE SUMMARY

- The purpose of this report is to provide an overview of the Strategic Risks profiles in Quarter 2 2017/18.
- There are currently 20 Strategic Risks and all have been updated as part of the Quarter 2 reporting process. The heat map opposite shows a summary of the scores.
- No current strategic risks have been identified for demotion.
- The following 2 risks have been proposed for inclusion in the strategic risk register and will be profiled for Q3:
 - DTOC- Doncaster systems do not integrate effectively to enable the rapid discharge of hospital patients, resulting in increased delayed transfers of care and risks to better care funding.
 - Financial savings - Savings from the Adults Health and Wellbeing Transformation Programme are not delivered as quickly as anticipated or are not achievable. Therefore alternative savings plans will be required in order to achieve the Medium Term Financial forecast.
- Two risks will be re-worded for Q3 to ensure the risk continues to reflect the latest position; these are our equality, diversity and inclusion risk and our working in partnership risk.
- 18 risk profiles have remained the same during the quarter.



7. Effective mitigating actions have reduced 1 profile:
 - The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation
8. 1 profile has increased during the quarter:
 - Failure to achieve the budget targets for 17/18.

RECOMMENDATIONS

9. The Audit Committee members are asked to:
 - a) Note and comment on the report
 - b) Note the proposed creation of 2 new Strategic (paragraph 4)

EXEMPT REPORT

10. Not Applicable

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

11. The embedding of robust risk management arrangements within the Council incorporating the management of strategic risks creates an environment in which we can successfully meet our objectives to deliver Doncaster's priorities and the Mayoral Priorities Outcome Framework.

OPTIONS CONSIDERED

11. Not Applicable

REASONS FOR RECOMMENDED OPTION

12. Not Applicable

IMPACT ON THE COUNCIL'S KEY PRIORITIES

Priority	Implications
All people in Doncaster benefit from a thriving and resilient economy.	The embedding of robust risk management arrangements within the Council will contribute to the effective delivery of all the Council's key priorities
People live safe, healthy, active and independent lives.	
People in Doncaster benefit from a high quality built and natural environment.	
All families thrive.	
Council services are modern and value for money.	
Working with our partners we will provide strong leadership and governance.	

RISKS AND ASSUMPTIONS

13. The Risk Management Policy includes a requirement to review strategic risks on a quarterly basis and this is a matter of good management and good governance.

LEGAL IMPLICATIONS

14. Any specific implications will be reported separately and in the context of any initiative proposed to be taken in relation to the management of strategic risk.

FINANCIAL IMPLICATIONS

15. Should any specific initiatives be required, in response to the management of strategic risks, any cost implications will be reported and addressed as and when they arise.

HUMAN RESOURCES IMPLICATIONS

16. There are no direct human resources implications resulting from this report

TECHNOLOGY IMPLICATIONS

17. There are no direct technology implications resulting from this report.

EQUALITY IMPLICATIONS

18. There are no specific equality implications arising from this report. However, any activities arising from the management of strategic risks will need to be the subject of separate 'due regard' assessments.

CONSULTATION

19. Consultation has taken place with strategic risk owners and Directorate Management Teams as part of the quarterly performance challenge process.

BACKGROUND PAPERS

20. Reports generated via Covalent for Directorate Q2 challenge meetings.

REPORT AUTHOR & CONTRIBUTORS

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Simon Wiles
Director of Finance and Corporate Service

Q2 Strategic Risk Register

APPENDIX A

Heat Map	There are currently 20 strategic risks in the Corporate Risk Register, all have been updated for Q2.
	<p>The profile is as follow: 1 risks profiles have reduced, due to the implementation of mitigating actions 18 risks have retain the same profile; 1 risk profile has increased.</p> <p>During the quarterly challenge process 2 new strategic risk has been proposed: - DTOC- Doncaster systems do not integrate effectively to enable the rapid discharge of hospital patients, resulting in increased delayed transfers of care and risks to better care funding. - Financial savings - Savings from the AHWb Transformation Programme are not delivered as quickly as anticipated or are not achievable. Therefore alternative savings plans will be required in order to achieve the Medium Term Financial forecast.</p> <p>Two risks will be re-worded for Q3 to ensure the risk continues to reflect the latest position, these are our equality, diversity and inclusion risk and our working in partnership risks</p>

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

Simon Wiles

Current Risk	Current Position: Following the formal agreement of the Data Quality Strategy 2016/17 – 2020/21, a working group is meeting regularly to drive forward the activity in the 2017/18 plan. Annual self assessments across the council for statutory returns are scheduled to be completed during Quarter 3 and policy management and sign off and e-learning training completion continues to be monitored quarterly. Other areas of focus for this quarter has been to continue the activity need to to ensure we can respond effectively to the GDPR by May 2018.	Target Risk
<p>16</p>	<p>Mitigating Actions: Adopt and strengthen the data quality standards across our key systems. In addition, in order to drive forward and embed the improvements in data quality a proposal has been drafted for the creation of a Data Quality Team which aims to focus on the systems authoritative to the Council and using a systems approach to improve data quality. The proposal describes a 'task and finish' project approach which will include, culture and organisational development and clearly defined expected outcomes.</p>	<p>8</p>

Failure to achieve the budget targets for 2017/18.

Simon Wiles

Current Risk	Current Position: At quarter 2 there is a £3.0m year-end overspend projected for 2017/18 detailed in this report; this shows there is a significant risk achieving all the budget targets for 2017/18. Mitigating Actions: Discussions will take place with managers to identify if any actions could be implemented to reduce the overspend by year-end and bring the budget back in line for 2018/19. The budgets will continue to be monitored and reported to managers, Directors and Cabinet.	Target Risk
<p>16</p>		<p>9</p>

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

Damian Allen

Current Risk	Current Position: The School Improvement strategy has been revised with more specific detail around the three tier model of support. Additionally, the Reading Strategy is now in its second year with a focus on : <i>Raising awareness of age related expectations in Years 3 and 4 and curriculum requirements ensuring a greater proportion of Y4 pupils meet the expected standard in reading Improving the attainment and progress of Year 6 pupils to improve the conversion rates of children assessed at the end of KS1 at 2bDeveloping the teaching of inference skills in upper KS2Continuing to develop assessment materials to support planning and assessment of reading. Improving reading outcomes for disadvantaged pupils, Developing parental and community engagement in reading</i> During the first year of the Reading Strategy, schools that participated showed an average increase in KS2 test scores of 11% against 8% across the LA . improved performance by an average of 12% which is much high The Raising Aspiration and Achievement Strategy has been revised and delivery plans are being developed to support the three main school improvement priorities of : . Continuing to improve Reading . Raising Achievement of disadvantaged pupils . Ensuring that all schools offer a broad and balanced curriculum. . In October 2017, 75% of all Doncaster pupils attended a good or outstanding school. This splits into 80% of primary pupils and 66% of secondary pupils. Although this demonstrates an	Target Risk
<p>16</p>		<p>12</p>

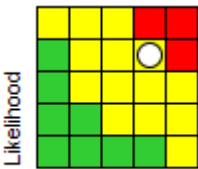
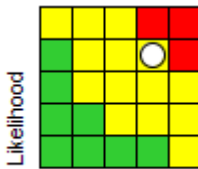
IMPROVING PICTURE, DONCASTER REMAINS AMONGST THE LOWEST PERFORMING LA S NATIONALLY.

Mitigating Actions:

- Challenge The Regional Schools Commissioner and Academy principals and CEOs on underperformance
- A revised School Improvement Strategy is being delivered
- The School of Concern process has been strengthened to include input from all agencies involved in a specific school or setting
- Deliver aspects of the One Doncaster Education and Skills Commission report - including KS2 and KS4 initiatives and support the delivery plan of the Education and Skills programme.
- Academy exploration and growth strategy for schools at risk of decline and those wishing to join Multi Academy Trusts
- Leadership succession and recruitment support initiatives in partnership with the Teaching School Alliance (Partners in Learning)

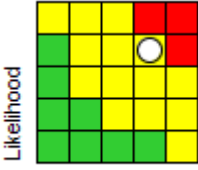
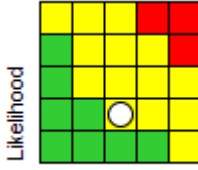
Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal

Peter Dale

Current Risk	<p>Current Position: There are a number of deliberations both nationally and regionally that include the emergence of the concept of a metro Mayor at a spacial level that includes the whole of Yorkshire the importance of shaping devolution has never been more important for Doncaster.</p> <p>Officers and Members collectively are at the forefront of discussions ensuring any devolution deals represent the best interests of Doncaster.</p> <p>Mitigating Actions: Officers, the Executive and Members from Doncaster Council are at the forefront of deliberations both at a national and regional level on issues relating to devolution, assurances are provided through our strategic and operational role with the SY Combined Authority, in addition to representations on the numerous executive boards supporting the City Region.</p>	Target Risk
<p>16</p>  <p>Likelihood</p> <p>Impact</p>		<p>16</p>  <p>Likelihood</p> <p>Impact</p>

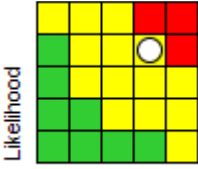
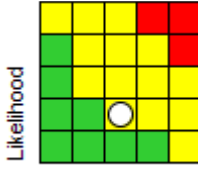
As a result of the decision for the UK to leave the European Union there is increased uncertainty across a number of policy and funding areas that could lead to disruptions in funding and/or projects locally in Doncaster.

Simon Wiles

Current Risk	<p>Current Position: During June 2017 the queens speech alluded to key pieces of legislation which will enable the UK to exit the European Union and there are around 8 pieces of legislation which are likely to go through parliament. The uncertainty still remains, however the government have provided more of a road map in which to exit the European Union .</p> <p>Mitigating Actions: Review key pieces of legislation and work with regional and national government to ensure impacts of exiting the European Union are minimised as much as possible.</p>	Target Risk
<p>16</p>  <p>Likelihood</p> <p>Impact</p>		<p>6</p>  <p>Likelihood</p> <p>Impact</p>

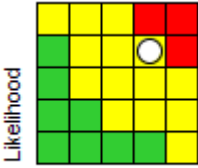
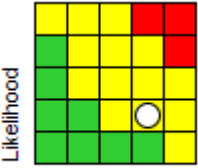
As a result of insufficient capacity and skills in AH&WB commissioning, contract management and monitoring is not effective, leading to non-compliance with legislation

Damian Allen

Current Risk	<p>Current Position: An adult social care commissioning and procurement plan has now been completed by commissioners in adult social care with support from strategic procurement and from Ernst Young. The plan sets out the individual activities required to deliver commissioning and transformational priorities together with the anticipated resources required to deliver those priorities within a 4 year timeframe.</p> <p>There is currently:</p> <ul style="list-style-type: none"> • A lack capacity in the commissioning and contracts team to deliver commissioning and procurement priorities. • Inability to recruit to senior and key positions also in a timely manner <p>MITIGATING ACTIONS: An ODR has been developed and is currently in the process of being signed which seeks permission to recruit to a number of key posts within the commissioning and contracts team as these posts are key to support the delivery of the plan.</p>	Target Risk
<p>16</p>  <p>Likelihood</p> <p>Impact</p>		<p>6</p>  <p>Likelihood</p> <p>Impact</p>

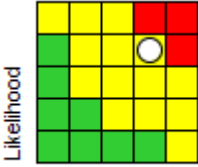
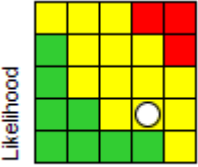
Workforce issues in AH&WB and support services, including vacancies, recruitment, staff development and sickness, reduce the ability to transform at the pace required in current plans

Damian Allen

Current Risk	Current Position:	Target Risk
<p style="text-align: center;">16</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>• There are a number of vacancies, particularly in social work, which need to be recruited to achieve the planned transformation.</p> <p>• Staff development is taking place, but is impacted by the pressures of copying with day to day operations and covering for vacant posts and long-term sickness absence.</p> <p>• Absence is reducing in the Directorate in all areas except Adult Social Care which remains above target. Short-term absence has fallen slightly, however, this together with long-term absence issues has a detrimental impact on the services' performance levels.</p> <p>Mitigating Actions:</p> <ul style="list-style-type: none"> • A recruitment campaign is commencing in October to recruit to permanent staff, including vacant social work posts. • There is to be a greater focus on workforce development over the next Quarter. • Sickness absence clinics have commenced to challenge and support managers to pick up and deal with absence more efficiently and effectively; managing attendance awareness sessions are being held in service areas where absence is high; spot checks are being carried out to check compliance with policy and procedures. 	<p style="text-align: center;">8</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

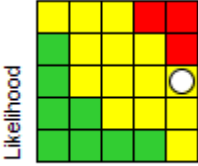
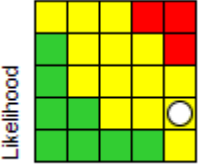
An underdeveloped local market and ineffective market management affects the ability to change services, leading to market instability and difficulty in meeting the needs of vulnerable people.

Damian Allen

Current Risk	Current Position:	Target Risk
<p style="text-align: center;">16</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>The transformation and commissioning and procurement plan have recently been developed. Previous to this, commissioning staff have not been able to proactively work with providers to change and develop their offer to meet the requirements and activities needed to transform services.</p> <p>There is currently:</p> <ul style="list-style-type: none"> • A lack of provider engagement and ability to transform service provision within tight timescales • A provider market that does not respond to change • Insufficient capacity within the team to deliver within timescales • Lack of joint working to deliver the required outcomes <p>Mitigating Actions: Provider forums and market engagement events are being undertaken for key commissioning and procurement activity. Commissioning staff have developed positive relationships with providers therefore there is a robust foundation to begin the transformation work, with providers needed to ensure delivery of personalised services.</p>	<p style="text-align: center;">8</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

Failure by the Council and the Trust to agree and set a realistic annual budget target

Damian Allen

Current Risk	Current Position:	Target Risk
<p style="text-align: center;">15</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>DCST have yet to provide their Q2 Finance report the update below is based on Q1 at this stage:</p> <p>Current Position: Doncaster Children's Services Trust have supplied their Q1 monitoring report which shows that their projected overspend is £1.856m. The over spend is net of a contract variation that has been provisionally agreed for £1.115m to fund increased activity on the care ladder based on modelling submitted as part of the annual review. The 70/30 risk share mechanism agreement for 2017/18 means the Council are liable to fund the Trust for £1.299m of the overspend. DCST only have reserves of £73k, therefore do not have the funds to cover their share of the over spend. The Trust's overspend mainly relates to care ladder placements despite the additional £1.115m contract variation due to more activity in OOA, fostering and SGO/CAO than forecast in the care ladder modelling. The Council is receiving financial updates but continues to have significant concerns over this level of overspend and the ability of the Trust to reduce spend within the budget. The Trust has been tasked with producing a sustainable operating model as they have efficiency targets of £2m per year for the next 3 financial years, and will be presenting an update report to OSMC on 20th July 2017.</p> <p>Mitigating Actions: There are monthly finance meetings between the Council and DCST to keep the forecast under review and to challenge the assumptions in the care ladder, and there are regular meetings between Senior Management of both organisations.</p>	<p style="text-align: center;">10</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

Failure to obtain assurance as to the safeguarding of children in the borough Failure to meet children’s safeguarding performance requirements which could lead to an 'inadequate' inspection judgement by Ofsted

Damian Allen

Current Risk	Current Position:	Target Risk
<p>15</p> <p>Likelihood</p> <p>Impact</p>	<p>The formal monitor arrangements the Trust have in place are believed to provide assurance to this risk and go beyond the contractual requirements. Overall the safeguarding indicators specific to children are now performing better than last year. The conclusion from the Ofsted Monitoring Visits that have taken place since 2016 have been that the Trust has made 'significant progress' in improving the quality of work. Inspectors highlighted the continued pace of improvement and reaffirmed the conclusion that no children were found to be in situations of unassessed, unmanaged or unacceptable risk. Recommended improvements to social work practice have been addressed through the Ofsted Improvement Plan and the Ofsted monitoring visits, this is regularly challenged with the Trust at the high level QPM and at individual Head of Service level; more consistent quality of practice is now evident.</p> <p>Mitigating Actions: Regular challenge takes place: Social work practice challenged with the Trust; the Joint strategic Inspection Group regularly reviews the Improvement Plan; the High level challenge meetings review specific audits; and all challenge meetings review the basket of contractual PIs. The DSCB receives a regular report of the audited cases from the DCST and regularly reviews the quality of Multi-Agency thematic audits at its Quality and Performance Sub Group. DMBC is clear that the three most pressing impediments to this risk remain demand management, placement policy and quality of practice. DMBC focus is to ensure that quality of practice and assessment completion is more consistent and embedded and that a sustainable financial and operating model is in place. Regular Ofsted monitoring and peer challenge is considerably mitigating against this risk</p>	<p>10</p> <p>Likelihood</p> <p>Impact</p>

Failure to successfully prevent a major cyber attack

Simon Wiles

Current Risk	Current Position:	Target Risk
<p>15</p> <p>Likelihood</p> <p>Impact</p>	<p>The chance of an attack remains the same - critical impact and likelihood possible. All the protection possible to protect the Council's network and devices used is in place and is in adherence with the Cabinet Office Public Service Network certification.</p> <p>Mitigating Actions: The next health test and certification assessment are about to begin. Awareness of staff is also tested on a regular basis with e-learning permanently available to all including Councillors now increasingly using Council technology. The target risk cannot be reduced at this time.</p>	<p>6</p> <p>Likelihood</p> <p>Impact</p>

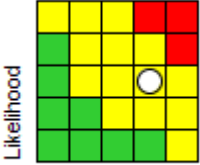
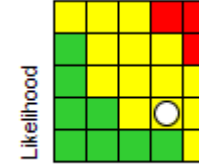
Failure to adequately implement effective joint working arrangements which could lead to ineffective delivery of children’s services across the wider partnership system

Damian Allen

Current Risk	Current Position:	Target Risk
<p>12</p> <p>Likelihood</p> <p>Impact</p>	<p>The Children and Families Partnership Executive Group is the forum for the arrangements to discharge the S10 statutory responsibility which is a new core group of leading partner members.</p> <p>Mitigating Actions: Arrangements are now in place following the governance review which see a new Executive Board to formalise the former interim Executive Group and which will meet monthly and which will provide overarching governance and delivery oversight across the partnership of the CYPP along with a new fit for purpose sub structure and a new strategic forum which will meet quarterly to comment plan and shape the CYPP championing the voice of CYP.</p> <p>The new JSNA is a more dynamic document as is the consequential Children’s plan for 2017-2020. The Participation and Engagement strategy professional version has been published and a child friendly version for both this is pending and for the CYPP has been launched. The publication of the three key documents JSNA; CYPP and P&E strategy will considerably mitigate this risk as well as the implementation of a fit for purpose governance structure both underpinning the board and laterally in relationship to other strategic boards ,which will enhance the functionality of the Children and Families Partnership Strategic Forum as the keystone in the oversight and management of the children’s strategic partnership across the entire 'estate'</p> <p>The Governance sub structure is aligned with and reflects the CYPP. A new Participation & engagement sub group has been in place since Dec 2016 and has been active developing the Participation & Engagement strategy and the co-production of the CYPP and the PES with children and young people and a child-friendly version of the PES will be produced in September 2017 to mirror the child-friendly version of the CYPP. The P & E sub group has a priority to produce the action plan which supports and implements the actions proposed within the PES.</p>	<p>8</p> <p>Likelihood</p> <p>Impact</p>

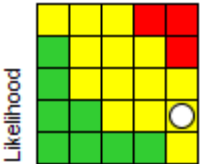
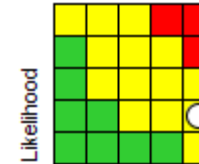
Failure to respond adequately to borough emergencies or mitigate effectively against the effects of extreme weather conditions e.g. flooding

Peter Dale

Current Risk	Current Position:	Target Risk
<p>12</p> 	<p>Current Position: During 2017 we have focused on our preparedness arrangements to respond to a terrorist incident. 12 Exercise have been delivered involving 115 attendances by Strategic Officers, 125 Tactical Officers and 200 Operational Staff. In addition 16 Training events have been held for 122 Staff. The exercises have provided us with the opportunity to rehearse and enhance our preparedness arrangements and have included live play exercises, live evacuation and shelter exercises, corporate exercises and strategic response exercises. Wide range of multi-agency partners have supported and attended our training and exercise events. A learning session for leadership, partners and senior managers on the incidents in Manchester and Grenfell was held in Sept 2017. The session provided the opportunity to further consider our strategic preparedness arrangements for major incident in Doncaster.</p> <p>Mitigating Actions: A corporate response to the increase in the UK Threat Level was activated in Sept 2017 using well established procedures. Enhanced planning and arrangements put in place for the Leger Race Meeting ensured that the increase in threat level was managed effectively. Doncaster Racecourse have advised that they felt "Safe and secure and well supported." We have worked with the Airport to support their Civil Aviation Authority inspection thorough assisting with the delivery of a live exercise held overnight at Doncaster Airport in Sept and Oct 2017.</p>	<p>8</p> 

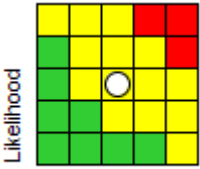
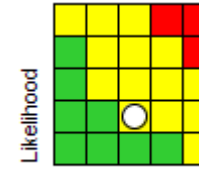
The agreed standards and policies are not adequately understood and implemented by practitioners who work with vulnerable adults increasing the risk of vulnerable people experiencing harm or abuse

Damian Allen

Current Risk	Current Position:	Target Risk
<p>10</p> 	<p>Current Position: Following on from a Peer review (November 2015) and subsequent follow up review undertaken by Dr Adi Cooper (September 2016) the Safeguarding Adults Hub was formed to manage all Adult Safeguarding and MCA DoLS for Doncaster. This brought together what were previously separate teams, workers from Area Teams and also a Health Worker. All based within the same building as the District Nurses Single point of Contact for Health, the Police Public Protection Unit, Child Sexual Exploitation Service and the Domestic Violence Team, facilitating easy access to a variety of key teams and personnel to facilitate information sharing to inform robust decision making.</p> <p>Mitigating Actions: The Safeguarding Adults Hub was formed in April 2016 and has been in operation for 18 months. During this time the system and process has changed to ensure that we are Care Act compliant and applying the principles of Making Safeguarding Personal. All Safeguarding is now Managed within the Team enabling better management and monitoring of cases and ensuring a greater level of consistency. The Teams staffing resource has increased in order to facilitate these changes and has resulted in cases being responded to in a more timely manner at the front door. In response to the Peer Review a comprehensive multi-agency action plan was produced with clear actions and timescales and this has been reviewed on a regular basis, The action plan was updated following the review undertaken by Adi Cooper which resulted in positive feedback. 68 out of 75 actions were complete with 7 actions still in progress. These are discussed and reviewed at the Performance and Quality sub group of the Safeguarding Adults Board (DSAB). Regular performance reports are completed and reported on to the DSAB for governance purposes. The Board continues to provide a multi-agency training programme to support staff across the multi-agency partnership to deliver safeguarding in line with South Yorkshire Procedures and the Care Act 2014.</p> <p>Mitigating Actions: The Board has revised its Performance and Assurance framework which is providing assurance to the Board that safeguarding practice is now outcome focused and in line with the 6 principles of safeguarding adults. The Council has now developed a draft Safeguarding Adults Policy and is currently working to develop internal safeguarding procedures all of which are aligned to South Yorkshire procedures and will be accompanied by mandatory training for key staff. A further peer review is scheduled to take place 20th October 2017 by Dr Adi Cooper and findings will be used to inform future services developments.</p>	<p>10</p> 

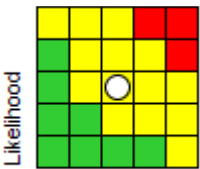
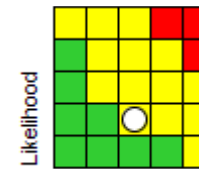
Failure of partnership to engage in effective early intervention leading to inappropriate referrals to statutory services and unnecessary escalation of need and risk

Damian Allen

Current Risk	Current Position:	Target Risk
<p style="text-align: center;">9</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>Although contacts have reduced in August this could reflect seasonal factors and remain high due to high demand in the community. Very few contacts are inappropriate and require Early Help services. The vast majority are for Information, Advice and Guidance. The risk is that high demand pressures clog up the machinery and professional officer resource. The LGA peer review recognised that this was a 'whole system' issue which extends across the partnership and is not wholly within the gift of the Trust. The Conversion rate of contact to referral remains low which indicates inappropriateness of referral, particularly from one agency. There is an issue of incorrect threshold application by partners and the interface with early help remains a wicked issue.</p> <p>Of relevance is the need to improve engagement across the EH partnership including engagement by identified LPs. Engagement in this cohort is highest in schools and PAFFSS but is poor among health visitors; school nursing and maternity services. School LPs exhibit high caseloads which also compromise the effectiveness of the EH offer. There is also evidence of a fundamental misunderstanding of the LP role among some partners and concerns as to the capacity to undertake what is perceived to be an 'add on' to the 'day job'. There is an identified problem of EH cases not being picked up by PLs which are then becoming additions to the waiting list.</p> <p>A high figure is not necessarily indicative of poor performance and if children need to be referred to social care then that is 'good' performance – 'appropriateness' is the key, high numbers of children on a CP plan in Doncaster, would tend to support this hypothesis, but the conversion rate to referral remains low at 21% in May 2017. The problem here is that there are a number of the referrals which are known to be 'inappropriate' and this refers in large part to the continued and thorny issue of referrals from one of the partners which continues to apply its protocol, this means that less than 10% of contacts are genuine cases for attention by social care.</p> <p>High demand pressures are unhealthy for the work of social work teams in 'clogging up' the machinery. Contacts below threshold which could have gone to the Early Help Hub are deemed 'inappropriate'. Inappropriate referrals which should have gone to Early help remain at, or around 18%.</p> <p>Mitigating Actions:: Cross reference to the volume of early help contacts shows a welcome improvement in contacts to the Hub which supports the impact of improved awareness and application of thresholds among Agency partners. Early help volumes are increasing but this is not having an obvious, corresponding impact, however, despite this pattern overall contacts may not necessarily reduce, because causal links are more complex than a straightforward binary effect and the hypothesis is that increased use of the Early Help Hub is capturing a significant number of cases which may have gone nowhere, or which were not being reported within any one single system.</p> <p>The Trust is confident that the new Triage and MASH initiatives will demonstrate a positive impact. As the foregoing identifies, the demand on social care is key and the Trust is confident that this will improve. Further analysis of NFAs would enhance understanding.</p> <p>The EH strategy group has commenced work to investigate and seek solutions to the EH threshold and LP engagement issues identified above.</p>	<p style="text-align: center;">6</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

Failure to adequately address a sufficient number of Children's Trust PIs (as defined in the service delivery contract)

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Current Risk	Current Position:	Target Risk
<p style="text-align: center;">9</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>The DCST is challenged by a series of regular performance monitoring fora, on a monthly and quarterly basis at all levels of senior management across both organisations and at public facing meetings with elected members in the scrutiny fora and at Corporate Parenting Board, such arrangements are in the words of Ofsted 'in excess' of contractual requirements and have been further emboldened by the new split screen accountability which the Children's scrutiny panel now provides and which challenges both the Council in its holding to account of the Trust and the Trust itself. A commentary provided by the DCST and PIs and quality assurance is challenged.</p> <p>Areas of concern are escalated or reported on an exception basis to higher level Boards. Current areas of risk are:-</p> <ul style="list-style-type: none"> • Social Care demand management • Placement policy – care management and costs, in particular increased levels of SGO's, there is a need to review the SGO process. • Assessment timeliness • Re – referrals (new and emerging) • High numbers of CIN & CPP & LAC – in themselves may not be a risk and may mitigate / address risk, but could burden the system and capacity, with consequential risks arising; <p>Mitigating Actions:: The current arrangements and the number and scope of performance indicators have been amended following the Annual Review process which was completed and submitted on time to the Secretary of State and a new basket of PIs which is more reflective of the child's journey and the development stage in the maturity of the Trust implemented from Q1 2017/2018. The Trust is challenged against each PI of concern at every meeting as to progress and actions planned or taken and the effectiveness thereof. A more rationalised challenge</p>	<p style="text-align: center;">6</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

process is now in place with more emphasis on exception reporting. The split screen report to the Children's scrutiny panel provides robust and forensic analysis of performance against exception and good performing PIs and challenges the Director of People as to his oversight and accountability of the Trust performance as well as the specific performance behind the PI themselves.

Failure to deliver the actions identified in the Equality and Inclusion action plan may impact our ability to effectively embed and delivery the equality agenda which could result in the council being exposed to public 'due regard' challenge

Simon Wiles

Current Risk		Target Risk
8	<p>Current Position: The review of the Council's approach to Equality, Diversity and inclusion is embedded within the current Corporate Plan and will highlight how equality, diversity and inclusion underpins the corporate priorities and drives improvement across the borough. EDI objectives have been developed and Member and senior manager EDI champions have been identified. The EDI Board has been established and is currently reviewing the base line data to understand the issues and develop the EDI performance indicators that will be the focus of our activity for the comming year.</p> <p>Mitigating Actions: - The review of our approach to EDI; - The development of EDI champions; - Continuing to work with the LGA; - Main streaming EDI within service areas; - Establishment of EDI board.</p> <p>Target profile: Impact 4 x Likelihood 2</p>	8

Failure to identify and manage Health and Safety risks

Peter Dale

Current Risk		Target Risk
8	<p>Current Position: Corporate Health and Safety continue to monitor the effectiveness of all council health and safety arrangements through both active and reactive monitoring. In light of the Grenfell Disaster, Doncaster Council's Fire Safety Advisor continues to work closely with St Leger Homes (SLH), and will be assisting with the results of the Type 4 archetypal Fire Risk Assessments that are being undertaken in a number of flats by Savills, a Specialist Contractor.</p> <p>Mitigating Actions: Corporate Health and Safety will continue to work closely with SLH & SYF to assist and advise throughout this process and to ensure the Council's interests are met. There have been two recent incidents with Scaffolding Contractors where Doncaster Council is the project Client. At the Corn Exchange there have been issues regarding the adequacy of hoarding around the scaffold, and concerns about 3 cantilever fixings failing in a 6 month period. The Councils Project Manager is working closely with the Corporate Health and Safety Team to address these issues with the scaffold company's (Interserve) Senior Management Team, and their own Health and Safety Professionals. At Colonnades there have been issues with the lower levels of the scaffold being readily accessible to members of the public. There have also been reports from occupiers of the building that children have been playing on the scaffold. The Councils Project Manager for this job has been working closely with the Corporate Health & Safety Team, and has immediately addressed these issues with the Principal Contractor (Kier), who have implemented a number of controls. Both shafts at the Hatfield Colliery site have now been topped up with spoil by the Coal Authority; removing the previous 17 to 19 metre drop in the shafts. This also prevents the possibility of any unauthorised access to a previously high risk area at the Colliery. A meeting took place on the 28th September 2017 between the Council and the agent (Hargreaves) acting on behalf of the bank (ING) that holds the debt on the Colliery land. The discussions that took place were very positive with a shift towards working together, looking at future development of the area and a potential review of site and risk management. Further meetings have been planned on a bi-monthly basis to ensure progress is taken at all opportunities. In the meantime, Doncaster Council continues to have plans in place to prevent unauthorised access and to manage the on-site hazards. This will reduce the risks to as low as reasonably practicable. Further site visits continue to be undertaken.</p>	8

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

Damian Allen

Current Risk		Target Risk
6	<p>Current Position: is that we lack an up to date assessment of child poverty, or a co-ordinated local response, underpinned by any strategy / plan. As a result, we are failing to reduce levels of child poverty in the borough, or mitigate its impact.</p> <p>Mitigating Actions: We have commissioned The Children's Society to run a Child Poverty Commission. They have recruited young people from across the borough to act as commissioners and are beginning to brief them on the issues children in poverty face. Alongside this, we have undertaken preparatory data analysis across a range of areas to provide an indicative baseline for the borough. This will then be used to inform the evidence gathering sessions run by the young people. The final report, with complete data and recommended actions, will be ready in February 2018.</p>	6

Failure to implement the Council's key borough objectives in partnership

Simon Wiles

Current Risk		Target Risk
<p style="text-align: center;">6</p> 	<p>Current Position: Doncaster Growing Together (DGT) is Doncaster's four-year transformational plan and at the heart of it is partnership working. The key borough objectives have been developed alongside the partnership and as such they reflect the ambition of all of Team Doncaster. Following the official launch of DGT at full council on September 21st it is important to ensure that the wider partnership is engaged.</p> <p>Mitigating Actions: Therefore at the Team Doncaster Summit on the 19th October the partnership will meet to discuss DGT and its programmes. It will be an opportunity to for service managers, third sector reps and the business community to further understand, interact with and further take ownership of DGT. Further follow up workshops are taking place on a programme by programme basis.</p>	<p style="text-align: center;">6</p> 