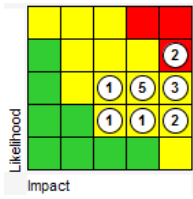


APPENDIX A

STRATEGIC RISKS 2014/15

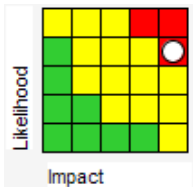


There are 16 strategic risks linked to the Council Plan. The heat map highlights the number of risks in each score profile. A risk has been added around the performance of the Children's Trust, this will be profiled for Q3

The Q2 risk profiles with a score >10 are shown in order of risk severity (highest-lowest).

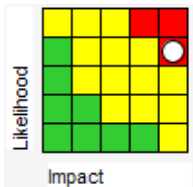
A failure to identify, or to act on, areas of serious performance weakness in the Doncaster Children's Service Trust or in the Council, which could result in significant harm to a child or children which could have been avoided or which could lead to an inadequate judgement at Ofsted Inspection, which will negatively impact on the reputation of the Council.

Eleanor Brazil



If this is agreed as a strategic risk then it will be risk assessed and profiled in Q3.

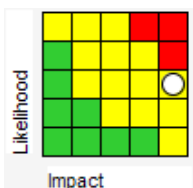
The impact of the welfare reforms on communities and on Council Services



An Anti-Poverty Task Group has been established to develop a cross partnership approach to poverty in Doncaster. the Welfare Reform Steering Group will become part of the Anti-Poverty Approach.

Failure to apply agreed safeguarding standards and policies, increasing the risk of vulnerable children experiencing harm or abuse

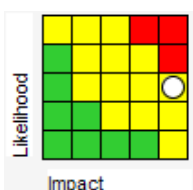
Eleanor Brazil



Considerable resource has been committed to improving front-line responses, management oversight is more robust. All the performance data indicates improved risk management and more consistent conversion rates throughout the system, The Improvement Plan is currently being refreshed in readiness for the move to the Trust.

DN17 Programme does not deliver the level of savings required and this impacts on the services the council can offer to the public

Simon Wiles



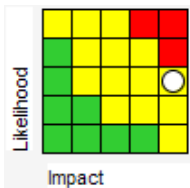
There are a number of projects still to identify how to deliver the target savings and more work needs to be undertaken on project planning and actions. The new project board approach is working well.

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

Peter Dale

This risk has been reviewed and is considered to remain unchanged. The Resilience and Emergency Planning Team continue to respond to the challenge of building organisational resilience capacity and capability which reflects and responds to the changing organisational structures and service delivery models. A new strategic approach to corporate business continuity arrangements has resulted in the undertaking a Council wide review of business continuity and support Directorates to develop plans and arrangements which ensure compliance with industry standards of good practice and also support our ability to deliver priority services and activities during disruptive challenges. Work has also continued to progress the post power surge recovery activities and the team will be supporting a full power down of the Civic Building exercise to assure the building resilience arrangements. Since April 2014 Resilience and Emergency Planning have delivered 12 training and exercise opportunities to DMBC staff and partners which has resulted in over 460 staff increasing their emergency response skills for a range of incidents scenarios affecting Doncaster residents including the response to wildfires, civil unrest, chemical and biological incidents to large scale evacuation of sporting events and severe weather events.

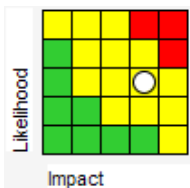
Resilience and Emergency Planning have also responded to 38 incidents since April 2014 in order to minimise the impact to our residents, businesses and infrastructure, these have included response to on-going wide spread power outages, large scale fires and severe weather events.



As a result of sickness not being effectively managed, there is a risk that the council target of delivering national average sickness levels by 2015/16 would not be achieved

Simon Wiles

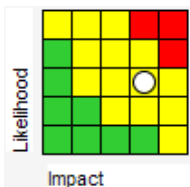
Directorate Targets have been set:- A&C - 12 days; CYPS - 9.8 days, F&CS - 6.5 days; PH - 4.5 days; R&E - 7.6 days. Performance for directorates for Q2 A&C - 12.19 days; CYPS - 9.99 days; F&CS - 4.75 days; PH - 2.55 days; R&E - 8.7 days. The CYPS action plan is to be revisited following the creation and transfer to the DCST. A&C and R&E have agreed action plans in place.



Failure to achieve the budget target for 2014/15 - 16/17

Simon Wiles

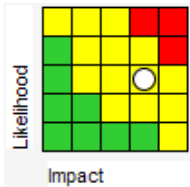
Considerable risk that savings will not be achieved without mitigations being put in place (i.e reserves). The overall financial position and delivery against the main projects are reported in the quarterly monitoring reports to Cabinet.



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

The Council continues to be at risk of making decisions using data that is not always as robust as it should be. In order to commission properly, make good decisions and ensure vulnerable people are safe, then the quality of data within its systems must be of good quality.

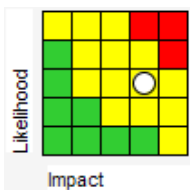


Mitigating actions to improve data quality include: - 1) Implementation of the Data Quality Strategy. 2) Raising data quality issues in all appropriate forums and reports. 3) New policy compliance arrangements, 4) Review and implementation of Policy, Performance and Research structures and functions (Phase 2), 5) Refreshed Data Observatory arrangements

Failure to comply with the Data Protection Act 1998

Simon Wiles

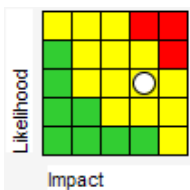
The number of breaches is down to 6 for quarter 2 which is a significant improvement, there were 15 in quarter 1. This is whilst Children's Social Care still exists within the authority, therefore this should naturally reduce from quarter 3. The Trust will still need to ensure breaches do not occur and performance in this area will be monitored. On-going training and awareness is still the main mitigation to this risk.



Low staff motivation/morale and low performance

Simon Wiles

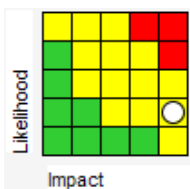
Changes to structures, service delivery, further staff reductions, budget implications etc. all continue, plus the newly launched Improvement programme and associated review of 22 services, so the risk to morale and motivation remained high over the last year. However, due to the results of the recent Peer Review and the work in progress on a corporate Engagement Strategy the likelihood for this risk has been changed from 4 down to 3 giving the over risk a profile of 12 (from 16).



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

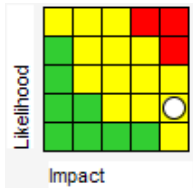
Dave Hamilton

New Safeguarding Adult Risk Assessment Matrix has been implemented and revised process documentation published on the website, Case File Audits measuring adherence to the safeguarding process and action plans ongoing to address shortfalls, commissioned work investigating reasons behind high Unsubstantiated cases, validation of Health partner performance figures, and review of South Yorkshire procedures now complete and accessible to all staff. There are changing structures of partner agencies, capacity and accountability for Safeguarding Adults but risk remains unchanged.'



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

Simon Wiles



Team Doncaster and its Partnerships appear to have a healthy relationships, the second Team Doncaster Summit scheduled for the 21st November 2014, will attract over 120 partners with all participants keen to build on the momentum that is bringing about successful partnership working within Doncaster, recent examples of the decision by Government to award the Rail Academy within Doncaster is one example to the collective power of the Team Doncaster ethos.
