

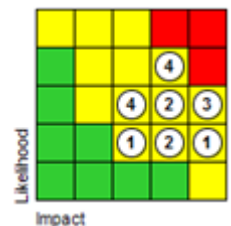
**To the Chair and Members of the
AUDIT COMMITTEE**

Q1 2017/18 STRATEGIC RISK UPDATE

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

EXECUTIVE SUMMARY

1. The purpose of this report is to provide an overview of the Strategic Risks profiles in Quarter 1 2017/18.
2. There are 17 Strategic Risks and all have been updated as part of the Quarter 1 reporting process. The Heat Map shows a summary of the scores. The complete strategic risk register is attached at Appendix A.
3. No current strategic risks have been identified for demotion.
4. The following 3 risks have been proposed for inclusion in the strategic risk register and will be profiled for Q2:
 - 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 and internal governance and delaying plans for joint health and social care commissioning.
 - 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, leading to an inability to modernise services sufficiently to achieve the requirements of the Place Plan and Medium Term Financial Forecast.
 - 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.
5. 14 risk profiles have remained the same during the quarter.
6. Effective mitigating actions have reduced 2 profiles:
 - The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation;
 - Failure to identify and manage Health & Safety Risks



7. 1 profile has increased during the quarter:
- Failure to achieve the budget targets for 16/17 and 17/18.

RECOMMENDATIONS

8. The Audit Committee members are asked to:
- a) Note and comment on the report
 - b) Note the proposed creation of 3 new Strategic (paragraph 4)

EXEMPT REPORT

9. Not Applicable

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

10. 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

- 12.

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 Q1 challenge meetings.

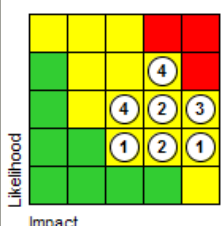
REPORT AUTHOR & CONTRIBUTORS

Sennette Wroot, Senior Strategy & Performance Manager
01302 862533 sennette.wroot@doncaster.gov.uk

Steve Mawson
Chief Financial Officer &
Assistant Director of Finance

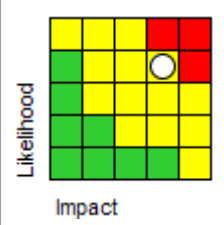
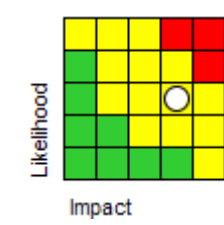
Strategic Risk Register

APPENDIX A

Current Risk	<p>There are currently 17 Strategic Risks and all have been updated as part of the Q1 reporting process. The heat map shows a summary of the scores and a more detailed update is included in Appendix A.</p>  <p>No current strategic risks have been proposed for demotion.</p> <p>The following new strategic risks have been proposed:</p> <ul style="list-style-type: none"> As a result of insufficient capacity and skills in AHWb commissioning, contract management and monitoring is not effective, leading to non-compliance with legislation and internal governance and delaying plans for joint health and social care commissioning. Workforce issues in AHWb and support services, including vacancies, recruitment, staff development and sickness, reduce the ability to transform at the pace required in current plans, leading to an inability to modernise services sufficiently to achieve the requirements of the Place Plan and Medium Term Financial Forecast. 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.
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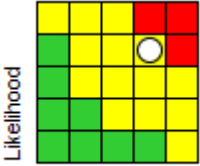
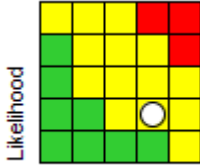
Children and Young People do not achieve in line with national expectation

Damian Allen

Current Risk	<p>16</p>  <p>Current Position: The rapid improvement strategy is continuing and in addition to this a new reading strategy is now in place as an additional focus in this area. Indications from schools are positive and training attendance has been good. Feedback from STEPs report is positive and we are anticipating an uplift in outcomes in this area. To date the reading strategy has targeted 55 schools with results of less than 60% (which is 6% below the national average). Of the 55 schools, 43 have demonstrated improved outcomes and 8% are at either the same level or have had a slight drop. Reading strategy schools have improved performance by an average of 12% which is much higher than the national average. The new Raising Achievement Strategy is in place and work is continuing on drafting a Raising Achievement Plan to deliver the strategy. A 3rd meeting is due to be held on 13th July 2017 for the new Ofsted Leadership Network, the aim of which is to facilitate schools having an increased understanding of the Ofsted framework. Plans are continuing for a Secondary Teaching School Alliance (part of PiL), with the focus on transition, reciprocal reading and subject leader networks.</p> <p>Mitigating Actions:</p> <ul style="list-style-type: none"> Continue to deliver the School Improvement 3 year Post Ofsted Action Plan Challenge Schools Commissioner and Sponsors of Academies on underperformance A revised School Improvement Strategy is being delivered Deliver aspects of the One Doncaster Education and Skills Commission report - including KS2 and KS4 initiatives Academy exploration and growth strategy for schools at risk of decline and those wishing to join Multi Academy Trusts Revision support in the community for students and parents - MOMU programme is now in its 2nd year and has been expanded to include KS2 and to improve reading outcomes. Early indications are that attendance is similar to last year Leadership succession and recruitment support initiatives in partnership with the Teaching School Alliance 	Target Risk
		<p>12</p> 

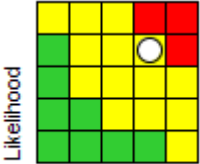
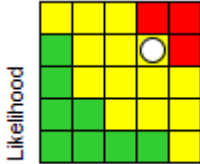
Failure to improve Data Quality will prevent us from ensuring that data relating to key Council and Borough priorities is robust and valid.

Simon Wiles

Current Risk		Target Risk
<p>16</p> 	<p>Current Situation: 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. Self assessments across the council for statutory returns have been completed, policy management and sign off to acknowledge the strategy and e-learning training completion have been a focus for this quarter. A huge task to ensure we can respond effectively to the GDPR by May 2018 is required and training for information asset owners has taken place to establish responsibilities and raise awareness</p> <p>Mitigating Actions: Adopt data quality standards across our key systems, enhance the self assessment process to all Information Asset Owners on the data they are responsible for, joined up working for the General Data Protection Regulation (GDPR) changes, explore the idea of data quality champions.</p>	<p>8</p> 

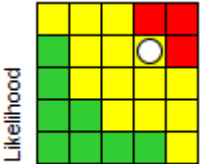
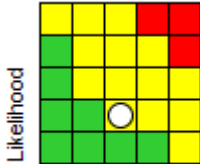
Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal

Peter Dale

Current Risk		Target Risk
<p>16</p> 	<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. 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>	<p>16</p> 

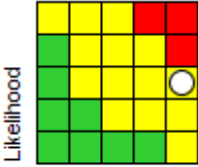
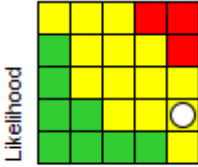
As a result of the decision for the UK to leave the European Union there is increased uncertainty across a number of policy and funding areas that could lead to disruptions in funding and/or projects locally in Doncaster.

Simon Wiles

Current Risk		Target Risk
<p>16</p> 	<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>	<p>6</p> 

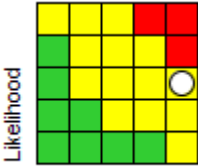
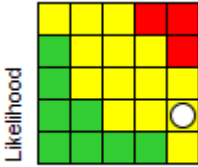
Failure by the Council and the Trust to agree and set a realistic annual budget target

Damian Allen

Current Risk		Target Risk
<p>15</p> 	<p>Current position: The Q4 Finance report, set out the provisional outturn for the financial year, subject to external audit, a surplus of (£23k). Under the 75/25 risk share mechanism in the contract for 2016/17, DMBC was entitled to (£17K) of the surplus but has agreed to waive claiming this back from the Trust. The provisional outturn figure included in the year contract variations providing DCST with additional funding of £3.5m, mainly in relation to children placed in care costs. The main pressure on budgets is placements, transport and legal costs for children and young people. The repatriation of children placed out of area policy should help wherever this is achievable, given the need to balance financial considerations with the health, education and social care needs of children. The other presenting issue is the level of demand from the community at the 'front door' for possible early help / social care provision. It is pleasing to note that there has been underspend on pay costs due to reduced engagement of Agency workers.</p> <p>Mitigating actions: Regular (monthly) performance and financial monitoring meetings take place between DCST and the Council to keep the forecast under review. Additional information, mainly with regard to volume and prices of the care ladder, were requested to inform the Annual Review process and achieve a realistic budget target for 2017/18.</p>	<p>10</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		Target Risk
<p>15</p> 	<p>Current Position: The formal arrangements to monitor and review the effectiveness and input of services to children provided by the Trust are believed to provide assurance to this risk and go beyond contractual requirements. Overall the safeguarding indicators specific to children are now performing better than last year. Ofsted did not -raise any concerns as to the safety of children in the borough, but did recommend improvements to social work practice which are being addressed through the Ofsted Improvement Plan. This is regularly challenged with the Trust and at individual Head of Service level. The first Ofsted Monitoring visit took place in August 2016 and concentrated on management of demand at the front door and quality of practice and found that significant progress is being made to improved services for children and that no children were deemed to be at risk of significant harm. The quality of provision was found to be better and that prompt and appropriate action is taken to address safeguarding concerns this is evident in the quality of assessments and ensuring children are seen alone and their views heard. However, there remain inconsistent quality of assessments and timeliness is deemed variable. In addition, more work is needed to ensure that thresholds for social care intervention are understood across the partnership. The second monitoring visit took place in October 2016 with a focus on quality of practice in particular the quality and effectiveness of plans for CIN of help and protection reviews and work to reduce risk to this cohort; the quality of pre – proceedings work. The conclusion of the visit was that the Trust had made 'significant progress' in improving the quality of work since the inspection in November 2015. Inspectors highlighted the continued pace of improvement and reaffirmed the conclusion of the previous visit that no children were found to be in situations of unassessed, unmanaged or unacceptable risk. The third monitoring visit took place in March 2017 and identified significant progress in the quality of services provided for look after children since the full 2015 inspection; that both the Council and the Trust have responded thoroughly to the actions required and that children and young people are placed at the heart of strategic planning and operational work, with welcome recognition of</p>	<p>10</p> 

the ambition of both parties for this vulnerable cohort. Ofsted is visiting the Trust for a final stock-take meeting in July 2017, pending the likely re-inspection of social care and safe-guarding which is expected to take place in September 2017.

Safeguarding in schools and DMBC interdependent services

Audit / Inspection Outcomes:

- Ofsted - 94% of Doncaster schools / academies inspected during the period June 2016 to June 2017 were judged effective for safeguarding
- S175/157 annual safeguarding reports show year on year improvements to safeguarding in Doncaster schools
- S11-19 Heads of Service and Managers have completed a full S11 audit and action plans shared with DSCB. This demonstrates how safeguarding is strengthening across all service areas
- S11 - Dip sampling of schools and academies has taken place (July 2017) this demonstrates how schools are meeting S11 statutory duties (in addition to S175)

Mitigating actions: Social work practice is challenged with the Trust at each meeting and at individual HoS level. The Joint strategic Inspection Group regularly reviews the Improvement Plan as to actions required to improve quality of practice and attendant progress. The High level challenge meetings review specific audits and all challenge meetings review the basket of contractual PIs, which include bellwether PIs in respect of CIN plans; the care pathway – especially front door management; assessment completion and quality of audits. In addition, reference is made to volumetric measures and the wider context in order to provide reassurance as to caseload management; geographical / team pressures; deployment of staffing resources etc.

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.

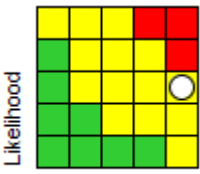
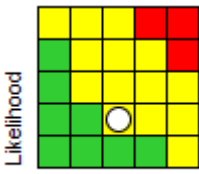
DMBC is clear that the three most pressing impediments to this risk remain demand management, placement policy and quality of practice and is pleased that Ofsted in its second monitoring visit found that 'significant progress had been made in the quality of work since the 2015 inspection and that , overall the quality of provision was better and prompt and that appropriate actions was .taken to address safeguarding concerns with improvements evident in the quality of assessments and enquiry; that children are seen alone and their views are heard and Ofsted noted the pace of improvement. DMBC focus continues to be 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.

Safeguarding in Schools and DMBC Interdependent Services:

- Annual safeguarding report to be submitted to the DSCB
- New Ofsted complaints linked to safeguarding handling, monitoring in place, analysis is provided and lessons learned implemented
- New part-time safeguarding officer post to commence August 2017 to support the LA Safeguarding Manager and develop effective anti-bullying strategies.

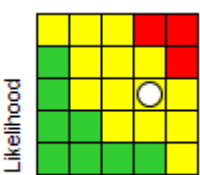
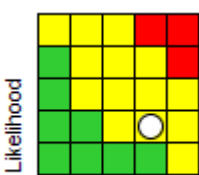
Failure to successfully prevent a major cyber attack

Simon Wiles

Current Risk	Current Position:	Target Risk
<p>15</p>  <p>Likelihood</p> <p>Impact</p>	<p>The score remains the same however we are in a good place to respond to a cyber-attack. Our system patching process and regime remains strong and we now have a completed Cyber Incident process document. The threat remains real but we are in a stronger position than most of our counterparts.</p> <p>Mitigating Actions: We are constantly evaluating the strength of our perimeter security and internal processes and procedures to ensure we are adequately protected. Due to the nature of virus outbreaks and the constant variation of these we will still carry a risk.</p>	<p>6</p>  <p>Likelihood</p> <p>Impact</p>

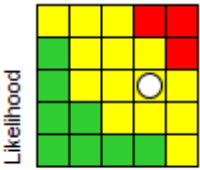
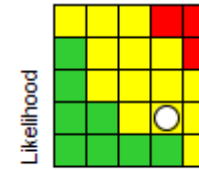
Failure to adequately implement effective joint working arrangements which could lead to ineffective delivery of children’s services across the wider partnership system

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 which has now been formally launched and disseminated extensively through partnerships. The Participation and Engagement strategy is pending formal sign-off and dissemination.</p> <p>Mitigating Actions: 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.</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		Target Risk
<p style="text-align: center;">12</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>Current Position: Failure to respond adequately to borough emergencies is a possibility in the event of a major incident which requires mutual aid activation from partners in the emergency services and other local authorities. This due to the current national responses and recovery arrangements which are ongoing and the mutual aid arrangements which are currently active to support the terrorist attacks in Manchester and London.</p> <p>Resilience and Emergency Planning have supported the response to 20 incidents since April 2017.</p> <p>Preparedness arrangements</p> <ul style="list-style-type: none"> • Following the Manchester and London attacks the UK Threat Level for International Terrorism remains at Severe. There is no specific intelligence of threats to South Yorkshire. • Resilience and Emergency Planning are continuing to liaise closely with SY Police on planned events in Doncaster to ensure that they can consider the details and attendance profile of each individual event. • Resilience and Emergency Planning supported the delivery of a strategic terrorist fire arms incident exercise in June 2017. The exercise received full support of DMBC on-call Gold Officers and Local Resilience Forum Partners. The exercise provided the ability to rehearse the South Yorkshire strategic arrangements for command, control, coordination, consequence and impact management, public reassurance, recovery and organisational resilience. • Locally an exercise to rehearse the response to incident at the Scottish Power Control of Major Accident Hazards (COMAH) site at Hatfield Woodhouse was also held in June 2017 with partners from the emergency services. The exercise aimed to ensure that the consequences of a major accident at the COMAH were responded to both onsite and off-site. • Resilience and Emergency Planning have been providing updates to local communities as part of the • Tenth anniversary of the floods in Doncaster in June and July. The aim is to give people in the borough a chance to reflect on the floods of 2007 and find out about the range of improvement works that have taken place, as well as helping them guard against future flooding. <p>Response arrangements</p> <p>Doncaster Council has activated its Corporate Emergency Response arrangements to respond to the attacks in Manchester at Strategic and Tactical level and has worked closely with partners and emergency services in South Yorkshire to put arrangements in place to reflect the threat level increase and provide information and support to staff, members, event venues, schools and those affected by the attacks.</p> <p>Doncaster Council has been providing support to the Local Authorities and partners working within the Grenfell Response and Recovery Group.</p>	<p style="text-align: center;">8</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</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		Target Risk
<p style="text-align: center;">10</p>	<p>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.</p> <p>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>The Safeguarding Adults Hub was formed in April 2016 and has been in operation for 14 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.</p> <p>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. As at 5th July 55 out of 64 actions were complete with 6 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.</p> <p>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</p> <p>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.</p> <p>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.</p>	<p style="text-align: center;">10</p>

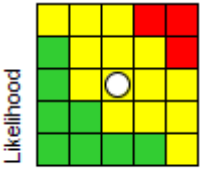
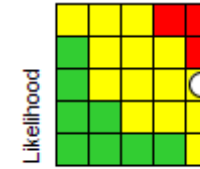
Failure to achieve the budget targets for 2016/17 and 17/18.

Simon Wiles

Current Risk		Target Risk
<p style="text-align: center;">9</p>	<p>The outturn position for 2016/17 was an overspend of £2.3m. Any changes required to the targets have been incorporated into the 2017/18 budget proposals.</p> <p>The budget targets for 2017/18 have been approved by Council on 2nd March and allocated to individual budgets; these will be monitored and the position reported during the year.</p> <p>2017/18 Q1 forecast is currently being produced and will be updated. The target title will be amended for Q2.</p>	<p style="text-align: center;">9</p>

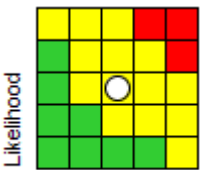
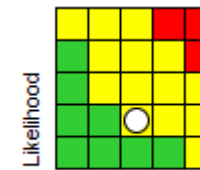
The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation

Simon Wiles

Current Risk		Target Risk
<p style="text-align: center;">9</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<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: is the commissioning of an independent child poverty commission. This will put the voice of children and young people at the heart of the local debate around child poverty. It will gather evidence from a range of sources through interviews and committee style inquiry, and produce an up to date assessment of child poverty in Doncaster, along with a final report which provides specific and realistic local recommendations for change which can seek to alleviate the impact of poverty.</p> <p>The result of this will mean that we are able to effectively co-ordinate activity across the partnership and better understand the local picture for child poverty.</p>	<p style="text-align: center;">15</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

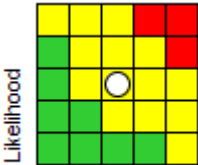
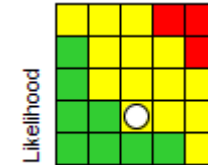
Failure of partnership to engage in effective early intervention leading to inappropriate referrals to statutory services and unnecessary escalation of need and risk

Damian Allen

Current Risk		Target Risk
<p style="text-align: center;">9</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>Current Position: Although contacts into DCST had been reducing these are again showing an increase 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. 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. 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 style="text-align: center;">6</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

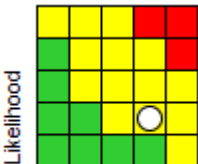
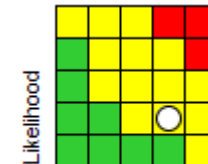
**Failure to adequately address a sufficient number of Children’s Trust PIs
(as defined in the service delivery contract)**

Damian Allen

Current Risk		Target Risk
<p style="text-align: center;">9</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>Current Position: 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 spilt 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. • Care Leavers in Employment, Education and Training • Re – referrals (new and emerging) • High numbers of CIN & CPP – 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.</p> <p>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 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.</p>	<p style="text-align: center;">6</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

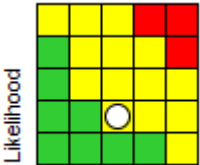
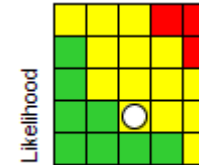
Failure to deliver the actions identified in the Equality and Inclusion action plan may impact our ability to effectively embed and delivery the equality agenda which could result in the council being exposed to public 'due regard' challenge

Simon Wiles

Current Risk		Target Risk
<p style="text-align: center;">8</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<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. Work to ensure the EDI board is established is underway.</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 style="text-align: center;">8</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

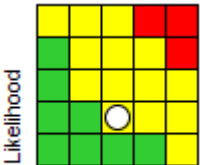
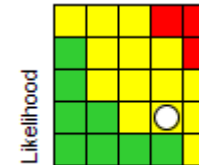
Failure to implement the Council's key borough objectives in partnership

Simon Wiles

Current Risk		Target Risk
<p style="text-align: center;">6</p>  <p style="text-align: center;">Impact</p>	<p>Work to develop a new four year partnership plan that sets out the key outcomes we need to achieve together for Doncaster. These are set against four policy themes, Living, Caring, Working and Learning and will frame what we do in this period. Team Doncaster have been regularly consulted and have shaped this plan along with political engagement. This will be launched at Full council along with the four year budget proposals in September 2017.</p> <p>Mitigating actions;</p> <p>Regular sessions to shape the plan with partners and Cabinet; robust governance arrangements to ensure we deliver against the plan and ensure the plan is embedded in the policy and strategy framework of the council and partners.</p>	<p style="text-align: center;">6</p>  <p style="text-align: center;">Impact</p>

Failure to identify and manage Health and Safety risks

Peter Dale

Current Risk		Target Risk
<p style="text-align: center;">6</p>  <p style="text-align: center;">Impact</p>	<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 is currently working closely with St Leger Homes (SLH) assisting with Fire Risk Assessments for all High Rise Flats. SYF have confirmed that they will be conducting full fire safety audits of high rise flats in the very near future, dates have yet to be confirmed. 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.</p> <p>Mitigating Actions: Doncaster Council Assets & Properties Service have collated a priority based list of Council walls that may fall within the scope of the Boundary Wall incident in Essex (in Basildon 2016), when a 6 year old girl was seriously injured. All of the 34 priority one walls have now been inspected, recommendations have been made by a competent person and Assets have arranged for remedial work/s to be undertaken by responsible persons for the assets in question. Assets and Properties have also put together a programme of inspections to ensure that any gaps are identified and actions implemented. The basis of this programme will form a strategic planned approach to implement a proactive inspection system to identify any potential dangerous wall conditions and take action accordingly. St Leger Homes have also developed a Boundary Wall inspection programme, corporate Health & Safety will be requesting monthly updates on this inspection progress, and will update accordingly. 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. Discussions between the Council and an agent acting on behalf of the bank that holds the debt on the land have recently progressed. These discussions take a positive shift towards working together, looking at future development of the area and a potential review of site and risk management. 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>	<p style="text-align: center;">8</p>  <p style="text-align: center;">Impact</p>