



STRATEGIC RISK PROFILE

Failure to successfully prevent a major cyber attack

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|  | Current Profile | 25 | Target Profile | 6 | Trend |  |
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The assessment score remains at the same level due to the heightened possibility at this time - Critical Impact 5 and Very Likely 5. It will always be possible to suffer from a cyber attack and it would always have a critical impact on the Council, SLHD and DCST. What is important is how we deal with this threat through mitigating actions. These include:

- Continuous monitoring for threats using the relevant products;
- Taking all required technical actions;
- Ensuring all services have business continuity plans relating to this type of scenario;
- Ensuring all staff and Councillors undertake necessary training and are vigilant at all times; and
- Maintaining communication and links with relevant advisory bodies and networks.

The combined impact of managing concurrent risks eg: floods, EU transition arrangements, Covid

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Current Position:

Covid response continues in line with the Governments Roadmap- TCG meetings are now taking place fortnightly and are in sync with LRF meetings. T&R is being reviewed constantly to ensure the document is relevant and reflects cell positions.

EU transition work is ongoing in the background with monthly strategic meetings chaired by Debbie Hogg and as a service, R&E is managing work pressures at the airport.

Flood risk has now eased given the season and preparations/lessons learned from the last incident are ongoing.

Mitigating actions:

Outlined above.

Failure to safeguard children and young people across the partnership may result in children and young people being vulnerable and susceptible to risk

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Measures to mitigate against this risk are as follows:

- DSCP Business Plan approved with priority areas - The DSCP Business Plan was approved by the DSCP on 26th May. this is now being embedded in the partnership sub structure for taking forward in line with key milestones

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- DSCP sub group structure enables accountability and reporting - the sub groups are accountable to the DSCP through Chair Summary Reports relating to progress against the DSCP Delivery Plan. In addition, the Quality Sub group presents a Quality and Performance highlight report with identifies performance, key themes and trends for the partnership to receive and make recommendations on. The partnership is also updated on the work of the Partnership Improvement Board and the Recovery response to Covid-19 for assurance purposes.
- Key areas being developed to improve outcomes, e.g Neglect Strategy - key areas to improved outcomes for Children are set out in the DSCP Delivery Plan in terms of Neglect and Child Exploitation. Strategies are being revised and will be launched through the partnership during 2021-22 in line with the priorities set by the DSCP
- EduLog sent into schools weekly
- Regular safeguarding updates provided
- Sharpening of safeguarding checks in relation to out of authority placements
- Auditing of current independent provisions in Doncaster.
- Monthly performance Trust meetings in place – 100% ATTENDANCE by schools for the 6th month running
- Case File Audits
- Early Help expansion of service – 12 new workers
- No schools judges ineffective for safeguarding
- New working group established for sexual harassment (Education/schools)
- CYP Mental Health Group (Schools/Education) LADO meetings attended by LOCYP Safeguarding Manager – with school actions completed 21 LADO meetings Jan-JUNE 2021
- Parental Alcohol Misuse Group Action Plan – Development work with Huddersfield University to engage schools
- Safeguarding Policy and Whole School Training to be revised for Sept 2021
- New DSCP L3 training in place

Current experience

Complexity of cases has increased resulting in the increased reliance of out of borough placements. This is in the context of a national shortage of suitable placements.

Demand and short supply is driving up placement costs and the need to source education for these out of borough placements is putting increasing pressure on the Dedicated Schools Grant

The requests for Education Health plans have increased dramatically which provides an indicator of the impact of challenging needs of school aged children.

Safeguarding concerns have been raised in relation to specific accommodation provision within the borough and this is subject to a multiagency investigation being undertaken by the safeguarding partners. In addition the safeguarding arrangements are being reviewed and strengthened.

There needs to be a broad range of service delivery which supports people in the community and in other settings (depending on their needs), without which makes it more difficult for people to live healthy, independent lives



Current Profile

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Target Profile

10

Trend



Current Position: No change to risk level at this time or mitigating actions.

The Covid-19 pandemic continues to affect services and service delivery and work with the Public Health & Strategic Commissioning and Adults, Health and Wellbeing directorates continues. Programmes and Projects continue to be reviewed and monitored regularly and updates given to and received from Directors meetings to

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ensure the focus remains on the impact any programmes or projects work have on service delivery. We will continue to monitor and update, as required, as and when the Covid-19 restrictions are lifted.

A failure to have, and proportionate, an evidence based mix of interventions and services in place that will plausibly support a narrowing of the gap in inequalities and a reduction in levels of deprivation across the Borough



Current Profile

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Target Profile

6

Trend



Economy and Businesses

Need to attract a diverse range of inward investors and new opportunities in growth companies who are offering jobs at all levels. Communication of such opportunities needs to reach all residents in Doncaster with targeted recruitment in deprived areas and areas of high unemployment. Education and training availability needs to be closely aligned to future employment.

Mitigation

Business Doncaster continues to work hard at attracting new investment and we have seen several new companies wanting to set up in Doncaster which is positive news given all the challenges that Covid has brought. We also have a specific performance indicator to focus on attracting businesses which create high salary jobs. We have developed and implemented several employment initiatives. The Advance programme is geared up to getting people into employment and improving their career path, whilst the youth Hub initiative has been specifically set up to target challenges around youth unemployment. In addition to these programs we have also established employment academies at the iPort, Gateway East and soon to be Unity Project, to ensure we maximise the employment opportunities at these key investment sites the local Doncaster residents.

Communities

Through the localities model work has commenced to produce Locality Plans that reflect the strengths and priorities for local people. These will start from an understanding of community strengths and assets, what communities have already told us about their needs and priorities and what plans and investment are already in place to address these. Throughout the summer, a programme of Appreciative Inquiry will take place in the top 20 most deprived areas to intensely engage with members of the community and in other areas specific engagement will take place where there are gaps in local intelligence and understanding. Around 70 people have so far been trained to carry out this local research which includes communities themselves. Alongside this other data and existing plans will be brought together to shape the Locality priorities going forward. Local Solutions teams and Bronze Groups continue to address immediate issues, particularly responding to Covid and working together to address the impact of Covid on our communities.

Individuals

Current Position: COVID continues to expose and amplify underlying inequalities (poverty, poor housing, etc). Doncaster has seen higher rates of deaths from COVID than many other areas with high rates of deaths in the elderly, those from ethnic minorities and people in key worker roles. People suffering the largest impacts of inequality also require more support to self-isolate than others, are more likely to suffer the impacts of long COVID and have lower uptake of the COVID vaccine. As 'Furlough' comes to an end there is a likelihood for increased unemployment and financial hardship. As recovery continues the Borough strategy approach needs to address this.

Key mitigation – Continue to work towards zero/low COVID through COVID control plan; utilise community development approaches including MHCLG funded community connectors to support households; promote grants to support isolation; updating COVID vaccination approach to focus on inequalities – those population most adversely impacted; renewal board escalating work on poverty; developing the Borough strategy in a way that ensures no one is left behind. Use of COVID control monies to support clinically extremely vulnerable, respond to domestic violence and alcohol misuse. Secure additional monies from PHE and MHCLG to support public mental health, weight management and rough sleeping.

Failure to implement the Partnership priorities across the Team Doncaster Partnership



Current Profile

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Target Profile

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Trend



Risk Likelihood Unchanged. We continue to function well as a partnership with a Response and Recovery Model with engagement from Team Doncaster which currently meets on a fortnightly basis. We have clear strategies in place for the short term but also will continue to support the development of our response to the big issues such as climate change and the formulation of a new Borough Strategy. We continue to make sense of national guidance related to Covid and we review regularly the Team Doncaster Strategy to ensure the partnership priorities are updated across our TCG, Renewal Board and Team Doncaster Gold meetings.

We anticipate that this risk will reduce once an agreement on the New Borough Strategy and Team Doncaster Operating Model is agreed in autumn 2021

Mitigation

- Clearly articulated response and recovery models for Team Doncaster
- Regularly review the partnership strategy linked to Covid Response
- Threat and Risk assessment for Winter 20-21 in place.
- Continuation of longer term plans.
- Renewal Board Priorities agreed
- Borough Strategy Development
- TD Health check Session April 21

Children & young people may not achieve national standards in educational attainment which may impact on their readiness for a fulfilling adult life.



Current Profile

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Target Profile

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Trend



Schools have fully reopened although the Delta variant has caused an increase in infections leaving large number of pupils self-isolating and accessing remote education.

The assessment of risk has not changed but this will need to be reviewed in the light of the further easing of restrictions from 19 July and potential impact on school attendance in September 2021.

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



Current Profile

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Target Profile

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Trend



Risk Unchanged. Politicians and officers continue their ongoing dialogue with SCR colleagues to ensure the best outcomes for our residents and a growing collaborations emerging around key areas of work e.g. gainshare and Community Renewal Fund that increase the connections and maximise the benefit for Doncaster.

Continued participation at MCA meetings, LRF learning and development sessions and close local collaboration all help to bring closer and more effective collaboration moving forward.

Workforce capacity and resilience issues across the council result in reduced ability to deliver and transform services at the pace required in current plans



Current Profile

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Target Profile

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Trend



Current Position: Workforce numbers have remained relatively stable and all service areas are covered. Overall sickness absence has slightly increased this quarter across all directorates and relevant support activity is in place to manage this without any major disruption to services. Although the resilience, health and wellbeing of staff continues to be monitored.

Mitigating Actions:

- Short term agency and temporary staff are employed to support gaps in the workforce to deliver organisational objectives.
- Extensive wellbeing provisions in place to support workforce during challenging times with enhanced resources particularly mental health support
- Continued review of staffing absence and relevant support measures in place
- Regular supervision, team meetings and communications provide support and build resilience through quick identification of emerging issues

Failure to safeguard adults may result in adults being vulnerable and susceptible to experiencing harm or abuse



Current Profile

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Target Profile

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Trend



Current position: no change to the Risk level or the mitigating actions.

Failure to deliver the Medium Term Financial Strategy would result in a alternative budget being required with consequential service reductions. ; covering failure to manage expenditure and income within the annual approved budget and balance the budget



Current Profile

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Target Profile

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Trend



Current situation

The month 3 position shows a shortfall against the £10m 2021/22 savings targets. Some of the shortfalls are due to delays as a result of the COVID-19 pandemic.

Mitigating actions

The above shortfall can be mitigated in part by government grant provided to help deal with COVID-19. The Council's overall position is currently a projected overspend but, should this projection remain the same later in the year, there are measures available that mean a balanced position can be achieved (i.e. releasing earmarked reserves, use of corporately held contingencies and in-year savings).

Failure to maintain and improve the management of health and safety may impact on the councils ability to mitigate risk to both colleagues and members of the public and our inability to deliver effective services



Current Profile

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Trend



The council's health and safety team continues to work with HR and Public Health supporting council services to ensure that current Government guidance on covid control measures are communicated and implemented effectively.

The H&S team continue to support services through the Governments 4 step road map and with preparation for ongoing Government announcements, this includes:

- . Review of Service H&S requirements in line with Govt Road Map requirements,
- . Continued support with the review of service COVID-19 secure risk assessments,
- . General H&S advice in relation to coronavirus, work activities, events and dealing with the public,
- . Provision and advice on H&S training,
- . Regular partnership meetings with SLHD, DCLT and DCST.

The Health and Safety Team are currently undertaking site H&S and Fire Safety audits at schools, under covid secure risk assessment, giving schools an additional layer of assurance that suitable and sufficient mitigating controls are in place.

The Civic Building had a second unannounced visit from the HSE to audit covid secure control measures. The visit went very well with no issues found and positive feedback.

H&S Training continues to be predominantly delivered through MS Teams or for essential face-to-face training under a covid secure risk assessment at the Mary Woollet Centre. Due to the limited numbers of staff that can be trained under social distancing measures, demand is very high for some face-to-face training. Plans are being put in place to increase candidate numbers when Govt guidance allows so the H&S training team can increase supply to meet the current demand.

The council's health and safety manager continues to have regular partnership meetings with DCLT and DCST to share H&S practices and to address any significant issues.

The councils Fire Safety Advisor and Health and Safety Manager continue to attend the SLH Building Safety Group to support and provide advice on any building safety compliance issues. The councils Fire Safety Advisor has undertaken site visits to premises where actions are outstanding as an additional level of assurance and provide advice where needed, no areas of concern have been raised at this time. The Councils H&S Manager continues to have regular partnership meetings with SLH to share H&S information and experiences during the pandemic. This includes regular updates for the ongoing works to remove and replace EWI on some blocks of flats.

Residential Caravan Sites - St Leger Homes (SLH) continue to lead on fire safety action plans with input and advice from the Council's Environmental Health Officers (EHO's), South Yorkshire Fire and the Councils Fire Safety Advisor, progress is being made on designs and sourcing suppliers for fire mitigation measures.