

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

**STRATEGIC RISK UPDATE**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision</b>
Mayor Ros Jones	N/a	No

**EXECUTIVE SUMMARY**

1. The purpose of this report is to provide an update on Quarter 4 2016/17 strategic risks and the review process for 2016/17.
2. There are currently 18 risks within the Strategic Risk Register, these have been profiled for Quarter 4, attached as Appendix A.
3. A review of Strategic Risks was undertaken as part of the Quarter 4 challenge process to ensure that the strategic risks reflected the priorities in the Corporate Plan for 2016/17. As a result 6 risks have been nominated for demotion (paragraph 7), 5 new strategic risks have been proposed (paragraph 8) and 2 have been re-worded (paragraph 9).
4. Strategic risks will be mapped against the corporate reporting schedule for 2016/17. Audit Committee may call strategic risk owners to account for the management of any risks they feel do not have adequate visibility within the corporate reporting process.

**RECOMMENDATIONS**

5. The Audit Committee members are asked to:
  - a) Note and comment on:
    - The review of the Quarter 4 Strategic Risk profile in Appendix A;
    - The review of the Strategic Risks for 2016/17 (paragraphs 8-10)
    - The proposed approach to mapping and reporting strategic risks throughout 2016/17
    - Note and comment on the Quarter 4 Strategic Risk profiles in Appendix A;

**EXEMPT REPORT**

6. Not Applicable

**WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

7. 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.

## BACKGROUND

8. As a result of the Corporate Plan review for 2016/17 the following risks have been identified for demotion:
  - Lack of capacity from house builders to build affordable properties;
  - 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 local authority.
  - DN17 Programme does not deliver the level of savings required and this impacts on the services the council can offer to the public;
  - Poorly developed early help services could result in children and young people failing to maximise their opportunities and the council failing to improve or ameliorate health, education and life inequalities across the Borough;
  - Failure to comply with the Data Protection Act 1998;
  - Low staff motivation/morale and low performance;
  
9. As a result of the Corporate Plan review for 2016/17 the following new risks have been identified:
  - Failure to adequately implement effective joint working arrangements which could lead to ineffective delivery of children's services across the wider partnership system;
  - Failure of partnership to engage in effective early intervention leading to inappropriate referrals to statutory services and unnecessary escalation of need and risk;
  - Failure to adequately address a sufficient number of Children's Trust PIs (as defined in the service delivery contract);
  - Failure by the Council and the Trust to agree and set a realistic annual budget target;
  - Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic benefit from the devolution deal.
  
10. As a result of the Corporate Plan review for 2016/17 the following risks have been reworded
  - 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;
  - Failure to achieve the budget targets for 2016/17 and 17/18.
  
11. Audit Committee requested a process be implemented that would allow a 'deep drive' approach to challenge strategic risk owners and strengthen assurance that mitigating action are capable of delivering the target risk profile. It is proposed that strategic risks are mapped to highlight where they will be reported and challenged across the 2016/17 corporate meeting cycle. The completed map will be presented to Audit Committee to review and, if further clarification is required, strategic risk owners may be invited to attend Audit Committee.

## 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**

Reports generated via Covalent for Directorate Q4 challenge meetings  
Corporate Plan 2016/17

## **REPORT AUTHOR & CONTRIBUTORS**

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**Simon Wiles**  
**Director of Finance and Corporate Services**

## Strategic Risks

**Current austerity measures result in increased poverty in Doncaster, causing deprivation for citizens and restricting the borough's ability to improve and grow**

Simon Wiles

Current Risk		Target Risk
<p><b>20</b></p>	<p><b>Current position:</b> Score = 20 (impact 5 likelihood 4). The impacts of poverty and welfare reform continue to affect local people and are a risk to the achievement of Council and partnership objectives.</p> <p><b>Mitigating actions:</b> The partnership Anti-Poverty Strategy Group is delivering &amp; co-ordinating actions to address the causes and effects of poverty within the borough. An Anti-Poverty Summit in June will highlight the achievements and progress that is being made. Attendees will be asked to share information, good practice and learning points with colleagues from across all sectors. They will also be asked to help identify or acknowledge new or worsening issues within Doncaster's communities, identify gaps in provision and propose solutions.</p>	<p><b>12</b></p>

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

Damian Allen

Current Risk		Target Risk
<p><b>16</b></p>	<p><b>Current Position:</b> Provisional Key Stage 2 Level 4 results for reading, writing and Maths combined have shown a disappointing drop in performance for 2015 putting Doncaster in the bottom quartile nationally. 2015 GCSE 5 A*-C inc English and Maths indicate a decline in line with the National trend but remain below the national average. Under the new Ofsted framework and inspection arrangements very few Doncaster schools have been subject to inspection, but those that have are improving their grades and the vast majority of interim Ofsted monitoring visits report positive progress The Key Stage 2 rapid improvement strategy has been approved by the Minister for schools and has engaged the vast majority of schools in Doncaster. All interim targets so far have been reached. An indicative projection for outcomes based on standardised tests in year 6 is encouraging and a range of very focused initiatives are in place to raise standards according to the new framework of tests. A Key stage 4 strategy is planned with the Academies and a variety of challenging curriculum groups are in place led by the LA and supported by the Teaching School Alliance</p> <p><b>Mitigating Actions:</b> Continue to deliver School Improvement 3 year Post Ofsted action plan which is currently midway through its implementation – with an improving picture regarding the quality of 'Leadership &amp; Performance' which will have an effect on the overall Ofsted outcomes.</p> <ul style="list-style-type: none"> <li>. Challenge Schools Commissioner and Sponsors of Academies on underperformance.</li> <li>. Ensure School Improvement Strategy is delivered, taking into account new Ofsted Measures.</li> <li>. Improve pupil attendance via enhanced early help</li> <li>. deliver the aspects of the education and skills strategy to include:             <ul style="list-style-type: none"> <li>Key Stage 2 and 4 rapid improvement initiatives</li> <li>Academy exploration and growth strategy for schools at risk of decline and those wishing to join Multi-Academy Trusts</li> <li>Revision support in the community for students and parents</li> <li>Leadership succession and recruitment support initiatives in partnership with the Teaching School Alliance</li> </ul> </li> </ul>	<p><b>12</b></p>

**Lack of capacity from house builders to build affordable properties**

Peter Dale

Current Risk		Target Risk
<p><b>16</b></p>	<p><b>Current Position:</b> The proposed changes to planning definitions and introduction of the new Starter Home product are still not finalised so the impact cannot yet be fully assessed.</p> <p><b>Mitigation Action:</b> The Council have a continuous process of investigating alternative solutions through the Delivery Model and other funding solutions.</p>	<p><b>6</b></p>

**Failure to achieve the budget target for 2015/16 and 16/17**

**Simon Wiles**

Current Risk	Current Position: For 2015/16 the council has a challenging programme of savings to deliver, which is being robustly managed by programme leads and reviewed by AD's & Directors on a quarterly basis. The overall overspend forecast is £xm (to be updated following outturn 29/05/16); this includes a number of pressures which have been taken into account in the 2016/17 budget process and funding allocated accordingly.	Target Risk
<p><b>16</b></p>	<p><b>Mitigating actions:</b> Developing other savings or utilising one off funds for any delays in the savings for 2015/16.</p>	<p><b>9</b></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: Poor quality data may seriously hamper the ability for the Council' to transform and poor data and information will also reduce the effectiveness of the decisions that the Council makes. There are specific examples that demonstrate this including adult social care client management system that at the moment does not provide the quality of data that is required to support and add value that is needed. There is also the ability of the council to maximise the opportunities of linking up data automatically and supporting the digital council agenda which can be seriously hampered if the quality of the data in our systems is not up to standard.	Target Risk
<p><b>16</b></p>	<p><b>Mitigating actions:</b> To improve the quality of data across the organisation it will take time as we establish new processes and identify issues and links across the plethora of systems and data we currently hold. A new Data Quality Strategy will be developed and agreed by September 2016 which will set out the vision for data quality over the next few years and provide specific actions that will improve the quality of data across the council. Engagement across all Council departments will be required to ensure improvements are made quickly and appropriately. A register for all returns to central government will be updated and monitored to ensure the data supplied nationally is of good quality and ownership is clear. A business intelligence model which will support 'open data' across Doncaster is being discussed and will, once established help to support good and where appropriate automated information flows between systems improving the quality of data available in Doncaster. This risk links to all existing council plans, since the data we use informs all actions and decisions.</p>	<p><b>8</b></p>

**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 local authority**

**Damian Allen**

Current Risk	Current Position: The formal arrangements to monitor and review the effectiveness and input of services to children provided by the Trust and the council are believed to provide assurance against this risk. Trust and Council performance has shown an overall improvement against the key indicators since the establishment of the contract. Ofsted commented that formal systems for the Council to monitor and challenge performance by the Trust exceed the requirements set out in the contract between the organisations.	Target Risk
<p><b>15</b></p>	<p><b>Mitigating Actions:</b> The Council has formally agreed the results of the Annual Contract Review which includes a revised suite of performance indicators, which have been subject to extensive joint development between the Council and the Trust. The new indicators are believed to provide more effective assurance against this risk, alongside additional Quality Assurance reporting, and this new approach has been agreed; which taken together will contribute towards the establishment of a continuous improvement framework. The formal variations to the contract await the Secretary of State's directions.</p> <p><b>Target Risk Score:</b> Impact 5 X Likelihood 3= 15</p>	<p><b>15</b></p>

**Health and social care services do not change fast enough , impacting on quality, accessibility and affordability of services for people who need them most**

Kim Curry

Current Risk	Target Risk
<p style="text-align: center; font-size: 24px; font-weight: bold;">15</p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p style="text-align: center; font-size: 24px; font-weight: bold;">15</p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>
<p><b>Current Position:</b> The work required to Transform Adult Social care services has not happened quickly enough in the past. Improved service outcomes, financial savings and ambition levels have not been where they need to be to ensure that services are effective and efficient now and into the future. Much progress has been made in the past 6 months and outcomes from the business improvement element of the transformation programme are starting to be delivered. Work on business cases for the 5 transformation themes will start in April 2016.. Due to the recent positive action the likelihood score has been reduced from 4 (likely) to 3 (possible).</p> <p><b>Mitigating Actions:</b> The new Adults Health and Wellbeing Transformation Programme has been approved by Cabinet and is now being delivered. The cross council Improvement Board chaired by the Chief Executive is continuing to oversee key work and govern the transformation process, meeting on a three weekly basis. 10 Immediate Business Improvement projects are now in progress with support and governance arrangements firmly in place to ensure outputs and outcomes are being delivered. Ernst and Young have been appointed to drive the transformation and will rapidly develop business cases for the 5 key transformation themes from April 2016. The National Development Team for Inclusion has been commissioned to help to develop a community focused and person centred model of social care.</p>	

**Failure to obtain assurance as to the safeguarding of children in the borough**

Damian Allen

Current Risk	Target Risk
<p style="text-align: center; font-size: 24px; font-weight: bold;">15</p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p style="text-align: center; font-size: 24px; font-weight: bold;">15</p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>
<p><b>Current Position:</b> 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. Overall the safeguarding indicators specific to children are now performing better than they were this time 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.</p> <p><b>Mitigating Actions:</b> The draft Ofsted improvement plan was submitted to Ofsted on 9th February 2016. Ofsted responded positively stating that the draft Improvement Plan addressed the identified areas for development from the inspection and that it was clear that progress had been made across a range of aspects and where action is completed, arrangements are in place to ensure this is maintained. The finalised plan was submitted to Ofsted on 26th April 2016 and was along with attendant actions, subject to consultation and feedback at the 'Getting to Good' seminar on 29th April 2016.</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; font-size: 24px; font-weight: bold;">12</p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p style="text-align: center; font-size: 24px; font-weight: bold;">8</p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>
<p><b>Current Position:</b> The Year Two action plan is reviewed and monitored by the Equalities Steering Group and Portfolio Holder Deputy Mayor Glyn Jones. The final year action plan is being developed and is focusing more on the outcomes for the borough</p> <p><b>Mitigating Actions --</b> We have strengthened the governance arrangements and reviewed membership of the Steering Group to ensure the most appropriate colleagues are onboard and that Directorates are adequately represented.</p> <ul style="list-style-type: none"> <li>- Q4 see's the round up of the updates for the Year 2 Action Plan that was mainly focused on process activity, awareness and embedding. The Action Plan for Year 3 will be more outcome based and will capture activities being delivered and developed throughout the council and with our partners.</li> <li>- Additional assistance will be provided by the Strategy and Performance Unit to support the delivery of the actions;</li> </ul>	

**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

Current Risk	Target Risk
<p style="text-align: center; font-size: 24px; font-weight: bold;">12</p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p style="text-align: center; font-size: 24px; font-weight: bold;">6</p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>
<p><b>Current Position:</b> The Doncaster 2017 Programme outturn position for 2015/16 is £4.21m slippage. This is mostly attributable to Appropriate Assets (£1.23m), Modern &amp; Productive Workforce (£2.17m) and Digital Council (£0.71m). In order to achieve the savings targets of some projects, it has been necessary to extend them beyond the original deadline of 2016/17. Appropriate Assets £2m re-profiled into 2017/18 and an overall gap of £0.45m. Modern and Productive Workforce £1m now profiled beyond 2016/17. Early Help £1.4m savings profiled beyond 2016/17 which rely on service transformation and other efficiencies. Fleet Management &amp; Pool Cars £0.12m re-profiled into 2017/18.</p> <p><b>Mitigating Actions:</b> Work continues to embed the Digital strategy into the culture of the Council as it is recognised as a key enabler for the transformation of the council. The Implementation Boards, which form part of the Doncaster 2017 governance, have been reviewed to ensure that they are fit for purpose as the programme moves forward. In recognition of the continuing work of both the Adults Improvement Programme and the Children's Trust – now outside the DN17 programme – separate highlight reports will go to the Directors' meeting as part of the quarterly challenge and to ensure appropriate assurance.</p>	



**Failure to comply with the Data Protection Act 1998**

**Simon Wiles**

<b>Current Risk</b>	<p><b>Current Position:</b> For the second quarter running, there have been no data protection breaches reported. Mitigating actions such as training, awareness, targeting where related incidents occur. Due to the nature of this requirement, the target risk will always remain major and possible with mitigating actions required continuously.</p>	<b>Target Risk</b>
<p style="text-align: center;"><b>12</b></p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>		<p style="text-align: center;"><b>8</b></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**

**Kim Curry**

<b>Current Risk</b>	<p><b>Current Situation:</b> A Peer review action plan has been developed and endorsed by the Doncaster Safeguarding Adults Board and significant progress has been made implementing this, including the creation of a multi-agency safeguarding hub to manage all safeguarding cases and clarify safeguarding pathways. The safeguarding board will receive regular reports on the implementation of the peer review actions plan</p> <p><b>Mitigating Actions:</b> A multi-agency guidance document is currently being developed with partners which will provide clear guidance on when the criteria for a safeguarding concern has been reached. This will enable independent providers to make decisions on actions with areas of concern.</p> <p>The Council is currently working to develop local safeguarding policies aligned to South Yorkshire procedures, which will be accompanied by a mandatory training programme for key staff.</p>	<b>Target Risk</b>
<p style="text-align: center;"><b>10</b></p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>		<p style="text-align: center;"><b>10</b></p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

**Failure to set robust assumptions on pensions deficit recovery and future contribution rate for the 2016 valuation**

**Simon Wiles**

<b>Current Risk</b>	<p><b>Current Position:</b> Initial discussions have taken place with the actuary for South Yorkshire pensions and it is hoped that increase in pension cost can be maintained within the current estimates included within the Medium term financial plan.</p> <p><b>Mitigating Actions:</b> The Council will be reviewing and challenging the assumptions made by the Actuary with SYPA and other LA's in South Yorkshire. The Actuary will be attending a meeting of the South Yorkshire Finance Directors to explain the position. The Council will be working with other LA's at a local and at a national level through the LGA to minimise any additional costs arising from the 2016 Valuation. Final results will be known early September 2016.</p>	<b>Target Risk</b>
<p style="text-align: center;"><b>9</b></p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>		<p style="text-align: center;"><b>4</b></p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

**Poorly developed early help services could result in children and young people failing to maximise their opportunities and the council failing to improve or ameliorate health, education and life inequalities across the Borough**

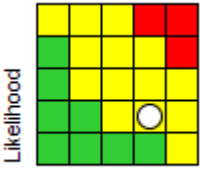
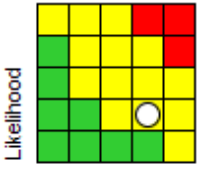
**Damian Allen**

<b>Current Risk</b>	<p><b>Current Position:</b> The Early Help Hub has now been in operation for 6 months and is nearly fully staffed with a multi-agency compliment.</p> <p><b>Mitigating Actions:</b> The Early Help hub moved into management by Doncaster Children's Service Trust . Strategic risk remains the same as transfer is affected and new reporting and quality assurance systems are put into place. This will be fed back to the partnership via the Early Help Implementation Task Group and will challenge colleagues in terms of contribution and quality of input.</p> <p>The Early Help Implementation Plan will set out specific plans to increase engagement and quality of Early Help Assessments. EHITG oversees partnership engagement and subgroups are actively progressing specific work streams improving performance reporting and engagement of partnerships so as to ensure implementation and pace.</p>	<b>Target Risk</b>
<p style="text-align: center;"><b>9</b></p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>		<p style="text-align: center;"><b>6</b></p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>



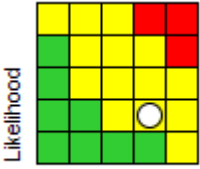
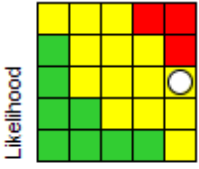
**Failure to identify and manage Health and Safety risks**

Peter Dale

Current Risk	Current Position: This risk has been reviewed and remains unchanged. Health and Safety Training for Managers continues to be mandatory across all Directorates. The new Health and Safety Advisor post for Construction Services continues to work well. Risks have been identified at Hatfield Colliery and work is ongoing to mitigate risks to public safety. This includes proposals to demolish and secure buildings. Intensive work, with the assistance of competent advisors and mining engineers has taken place during quarter 3. Separate reports on this work are being provided to the Chief Executive and Leadership Team to update on progress.	Target Risk
<p style="text-align: center;"><b>8</b></p>  <p style="text-align: center;">Impact</p>	<p><b>Mitigating Actions:</b> A further Health and Safety Training post is being developed as part of a review and restructure of the Regulation and Enforcement Service within Environment. A substantial amount of work has also been undertaken to identify and mitigate the health and safety risks within the Council's Markets with appropriate action plans now in place. Work has been undertaken within the Assets Team regarding health &amp; safety risks on Council land. A programme of unannounced 'drop in' audits across a range of service areas has also commenced and will continue throughout 2016. Action plans will be developed with managers where appropriate to drive and monitor improvements against the audit findings.</p>	<p style="text-align: center;"><b>8</b></p>  <p style="text-align: center;">Impact</p>

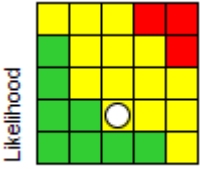
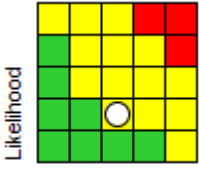
**Failure to respond adequately to borough emergencies or mitigate effectively against the effects of extreme weather conditions e.g. flooding**

Peter Dale

Current Risk	Current Position: This risk has been reviewed and is considered to remain appropriate. The Council's plans for preparedness and business continuity continue to be reviewed and maintained. The plans and arrangements have been rehearsed with partners from across South Yorkshire and a recent assessment of DMBC's emergency response capabilities by the Cabinet Office has demonstrated a high level of preparedness and compliance with Government expectations for Civil Contingencies.	Target Risk
<p style="text-align: center;"><b>8</b></p>  <p style="text-align: center;">Impact</p>	<p><b>Mitigating Actions:</b> A series of interactive Doncaster Council Corporate Exercise are being developed for 2016/17 which will involve all a partner agencies and organisations. Work continues to embed flood response awareness at a strategic level</p>	<p style="text-align: center;"><b>15</b></p>  <p style="text-align: center;">Impact</p>

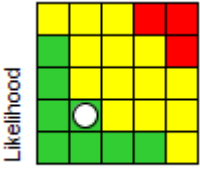
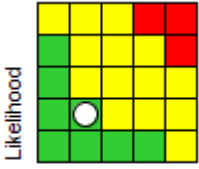
**Failure to implement the Council's key borough objectives in partnership**

Simon Wiles

Current Risk	Current Position: Following on from the recent health-check of Team Doncaster partners, analysis of responses showed all but two of the 15 questions asked showed increased positivity around partnership working. Slight reductions in mean scores (compared to 2013 responses on a 5-point scale) were found in "How well have we shared information between us" (-0.2) and "How well have we addressed the 'hard' issues" (-0.1). Future sessions are planned for Team Doncaster on the Education Commission's findings and also the Future Council work. The implementation of OBA has progressed significantly with the production of a Partnerships PMF – allowing Team Doncaster a clear snapshot of the partnership's 4 thematic boards' outcomes and indicators.	Target Risk
<p style="text-align: center;"><b>6</b></p>  <p style="text-align: center;">Impact</p>	<p><b>Mitigating Actions:</b> The Strategy and Performance Unit fed back to the Team Doncaster Strategic Partnership at the 6th April 2016 meeting, with the partnership identifying the need to tackle hard issues together. At the same meeting the Partnership's Performance Management Framework was presented to partners. The purpose of the Partnership PMF is to highlight performance from each other 4 theme boards, and allow Team Doncaster to challenge and make recommendations – allowing information to be shared and giving partners a clearer understanding of the 'hard' issues.</p>	<p style="text-align: center;"><b>6</b></p>  <p style="text-align: center;">Impact</p>

**Low staff motivation/morale and low performance**

Simon Wiles

Current Risk	Current Position: Morale, motivation and performance levels have remained steady throughout the year, despite on-going challenges particularly due to the transformation / improvement programme within Adults.	Target Risk
<p style="text-align: center;"><b>4</b></p>  <p style="text-align: center;">Impact</p>	<p>The overall attendance management target of 8.5 days per FTE was not met, but overall performance has continued to improve with a further reduction of 0.61 days from 9.72 days per fte to 9.11 days per fte.</p> <p>There is still a high proportion of service reviews being undertaken along with on-going organisational transformation that will impact on morale, but this remains manageable given the mitigating actions put in place, resulting in a further decrease in this risk level.</p> <p><b>Mitigating Actions:</b> Continue to monitor sickness trend and ensure action plans progress. Monitor impact on on-going organisation-wide transformation, particularly within Adults, Health and Well Being.</p>	<p style="text-align: center;"><b>4</b></p>  <p style="text-align: center;">Impact</p>