

## STRATEGIC RISK PROFILE 2016-20

| Risk Likelihood    | Risk Impact     |            |                 |   |   |   |
|--------------------|-----------------|------------|-----------------|---|---|---|
| 1 = Unlikely       | 1 = Minor       | Likelihood | 4               |   |   |   |
|                    |                 |            | 3               |   |   |   |
| 2 = Possible       | 2 = Moderate    |            | 2               |   |   |   |
| 3 = Likely         | 3 = Significant |            | 1               |   |   |   |
| 4 = Almost Certain | 4 = Critical    |            |                 | 1 | 2 | 3 |
|                    |                 |            |                 |   |   | 4 |
|                    |                 |            | Negative Impact |   |   |   |

## Appendix 2

[illegible]



| Corporate Plan<br>Priority actions  | ID   | Strategic<br>Risk Description  | Cause   | Impact  | Current Controls  | Impact<br>Likelihood | Rating | Impact<br>Likelihood | Rating | Mitigating Actions | Action Lead | Timescale  | Impact<br>Likelihood                                  | Rating   | Overall<br>Assurance | Management<br>Assurance | Law and<br>Governance | Financial<br>Resources         | Programmes<br>and Projects | Performance | ICT | HR and OD | Business<br>Continuity | Risk and<br>Assurance | Internal audit | External<br>Assurance |  |
|---|------|--|---|---|---|----------------------|--------|----------------------|--------|--------------------|-------------|--|---|--|----------------------|-------------------------|-----------------------|--------------------------------|----------------------------|-------------|-----|-----------|------------------------|-----------------------|----------------|-----------------------|--|
| Transform Key Children's Services - Looked After Children, Early Help and Social Care | R018 | Inability to change the structures (ie workforce, technology, processes, customer engagement), service capacity, and culture of the company to deliver the improved outcomes to vulnerable children. | Lack of capacity, resources, will or expertise to effect change.<br>Lack of adequate planning.<br>Poor management of change | Children remain at risk<br>Children do not realise their full potential<br>Children and families do not receive the support and care they need<br>Council may have to provide further financial resources to support children's services. | Improvement Plan<br>Business Plan for company approved by both Company and Council (commissioner) to ensure aligned to delivery of Council priorities and objectives.<br>Monitoring of performance by Company and Council.  | 3                    | 3      | 9                    | 3      | 2                  | 6           | Delivery and close scrutiny of Improvement Plan and act on any areas for improvement identified during each Ofsted monitoring visit.<br><br>Delivery and close scrutiny of Business Plan for Company.<br><br>Implementation of recruitment & retention strategy.<br><br>Directors to manage budgets with appropriate support from Finance. This includes monthly meetings with Budget Holders and formal reporting arrangements to TIC Board, OCG and the Council. A Base Budget review exercise will be completed to inform options available | Director of Children's Services                       | March 2018   | 3                    | 3                       | 9                     |                                |                            |             |     |           |                        |                       | X              |                       |  |
| Choice and Independence in Care   | R019 | Activity to improve the care options for adults does not meet the needs of individuals or result in reduced costs to the Council   | Solutions do not provide for increased independence and therefore require more expensive provision                          | Unable to provide vulnerable adults with effective choice over their care<br>Savings not achieved<br>Significant additional cost to the Council   | Assistive technology delivery plan in place<br>Technology Forum set up to consider ideas for solutions<br>Capital invest to save bid submitted<br>De-registration of homes for adults with physical and mental health problems almost complete<br>Review of more flexible service delivery methods being undertaken                                   | 3                    | 2      | 6                    | 3      | 1                  | 3           | Deliver the assistive technology delivery plan including pilot testing of technological solutions. Secure capital resources to support assistive technology developments<br>Develop assessment criteria for considering options brought to the technology forum<br>Consider options for providing electronic needs assessments   | Executive Director of People Services                 | December 2017<br><br>September 2017<br><br>July 2018 | 3                    | 2                       | 6                     | Protecting Vulnerable Adults   |                            | X           |     |           |                        |                       | X              |                       |  |
| Community Safety & Cohesion   | R020 | Agitators use national issues / incidents to heighten tensions in local communities in Sunderland  | Terrorist incidents are blamed on specific ethnic / faith groups, raising anxiety in areas where they live in Sunderland    | Sections of the community become isolated. Young people become radicalised through fear.  | Safer Sunderland Partnership<br>Citywide Prevent Action Plan<br>Monthly cohesion meeting with lead Superintendent from Northumbria Police chaired By Director of Strategy, Partnerships and Transformation.<br>Regular consideration of Community Tension Assessments from Northumbria Police.<br>Significant issues raised weekly with Chief Officer | 4                    | 2      | 8                    | 4      | 1                  | 4           | Support Partners to improve community safety and maintain high levels of feelings of safety for all  | Director of Strategy, Partnerships and Transformation | September 2018                                       | 4                    | 2                       | 8                     | Building Resilient Communities |                            |             |     |           |                        |                       | X              |                       |  |
| Welfare Reform  | R021 | Individuals do not maximise their access to welfare benefits   | Individuals do not understand the support available following benefit reforms   | Increased poverty and homelessness  | Health & Wellbeing Board<br>Priority Delivery Plans   | 4                    | 3      | 12                   | 4      | 2                  | 8           | Challenge practice and systems at a national level<br>Work with partners to support people to help themselves to minimise impact of welfare reform   | Head of Integrated Commissioning                      | March 2018   | 4                    | 2                       | 8                     |                                | 6                          |             | X   |           |                        | X                     |                |                       |  |

