

STRATEGIC RISK PROFILE 2016-20

Appendix 2

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Corporate Plan Priority actions	ID	Strategic Risk Description	Cause	Impact	Current Controls	Impact Likelihood Rating	Impact Likelihood Rating	Mitigating Actions	Action Lead	Timescale	Impact Likelihood Rating	Overall Assurance	Management Assurance	Law and Governance	Financial Resources	Programmes and Projects	Performance	ICT	HR and OD	Business Continuity	Risk and Assurance	Internal audit	External Assurance	
Ready for School, Ready for Work, Ready for Life	R013	The Council is not able to fulfil its statutory responsibility and/or achieve desired outcomes for Children and young people	Local authorities no longer control, direct or dictate education provision but they still have a statutory duty to "promote fulfilment of potential" There are further challenges and opportunities arising from the creation of Together for Children	Children and young people do not have the skills, attributes, qualifications and experiences to release their full potential	Contract clearly sets out what is to be delivered by together for Children Ltd, managed monthly through the operational Commissioning Group and Performance clinics Member reference group being established to review the position after the first 6 months Provision of nursery places for 3 year olds will be in place for September apart from Barnes which will be completed by November 2017	4 4 16	3 2 6	Review of the contract monitoring arrangementsand the operation of the Operational Commissioning Group. Review of Together for Children governance arrangements. Base budget review.	Executive Director People Services	March 2019	3 4 12	Improving Education and Skills	X				X				X	X		
Improving Health and Wellbeing - review and transform key public Health outcomes.	R014	Partner's resources and priorities are not aligned to achieving common outcomes of the Health and Wellbeing Board	Financial pressures on public services results in a move away from prevention to short term fixes Effective early interventions are not taking place to reduce long term health problems	Health and wellbeing standards are not raised	Health & Wellbeing Board Priority Delivery Plans Joint Strategic Needs assessment	4 3 12	4 2 8	Review of the priorities to be delivered by the Health & Wellbeing Board.	Director of Public Health	March 2019	4 3 12	Improving Health and Wellbeing			X		X				X			
Transform Key Children's Services - Looked After Children, Early Help and Social Care	R015	Safeguarding practice does not substantially improve to make children safer.	There is not a clear understanding of what "Good" looks like. Lack of swift and appropriate decision making	Children are not adequately safeguarded	Ofsted Inspections Scrutiny Improvement Plan Together for Children, Culture and Policies.	4 4 16	4 2 8	Deliver the improvement plan that has been agreed with Ofsted Embed a culture of good performance and quality	Director of Children's Services	September 2018	4 3 12	Protecting Vulnerable Children					X						X	
Transform Key Children's Services - Looked After Children, Early Help and Social Care	R016	Timely interventions are not undertaken to deliver early help/support to vulnerable children	Children's needs are not clearly understood and effectively addressed Issues are often complex requiring a multi agency response	Children become increasingly at risk Increased number of Children in care	Ofsted Inspections Performance management Improvement Plan	4 4 16	4 2 8	Children and families in need of help are identified and multi-agency services act together to improve outcomes	Director of Children's Services	September 2018	4 3 12													
Transform Key Children's Services - Looked After Children, Early Help and Social Care	R017	Timely and sustainable solutions are not implemented for looked after children to improve the life chances for the most vulnerable children in the city	Assessments and Care Plan reviews do not provide the right help at the right time	Children remain in care for longer periods than necessary and are at a higher risk of becoming NEET	Ofsted Inspections Adoption Process Scrutiny Performance management Improvement Plan	4 4 16	4 2 8	Looked-after children have access to high quality care planning, review and support. They are supported in stable care placements and have access to and attend good schools	Director of Children's Services	September 2018	4 3 12							X				X		X
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. Lack of adequate planning. Poor management of change	Children remain at risk Children do not realise their full potential Children and families do not receive the support and care they need Council may have to provide further financial resources to support children's services.	Improvement Plan Business Plan for company approved by both Company and Council (commissioner) to ensure aligned to delivery of Council priorities and objectives. 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. Delivery and close scrutiny of Business Plan for Company. Implementation of recruitment & retention strategy. 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 2019	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 Savings not achieved Significant additional cost to the Council	Assistive technology delivery plan in place Technology Forum set up to consider ideas for solutions Capital invest to save bid submitted De-registration of homes for adults with physical and mental health problems almost complete Review of more flexible service delivery methods being undertaken	3 2 6	3 1 3	Liquid Logic social care system is now live. Phase 2 is to deliver customer/citizen portal. Joint work with NHS regarding continuing healthcare. Review of telecare service provision.	Executive Director of People Services	March 2019	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 Citywide Prevent Action Plan Monthly cohesion meeting with lead Superintendent from Northumbria Police chaired By Director of Strategy, Partnerships and Transformation. Regular consideration of Community Tension Assessments from Northumbria Police. 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 1 4	Building Resilient Communities									X			
Welfare Reform	R021	Opportunities are not taken to enable individuals to mitigate the impact of welfare reforms	Individuals do not understand the support available following benefit reforms	Increased poverty and homelessness	Health & Wellbeing Board Priority Delivery Plans	4 3 12	4 2 8	Challenge practice and systems at a national level Work with partners to support people to help themselves to minimise impact of welfare reform. NEW ACTIONS FEB 18 The Council and Health & Well-being Board had both agreed for mitigations to concentrate on the following 3 priority areas and with specific and staged responses to welfare reforms being planned and delivered closer to the time of the actual changes themselves. • Digital inclusion (DI): provides greater customer choice, increased opportunities and social inclusion. • Financial inclusion (FI): enables better money management, planning for the future and coping more effectively with financial pressures and distress. • Crisis Support (CS): helps residents respond more effectively to changes in their financial circumstances, or unforeseen financial emergencies.	Head of Integrated Commissioning	March 2019	4 3 12				6		X				X			