

Overview of Risk Status:

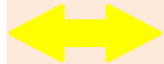
- One risk in the Corporate Risk Register has increased to 'red' since April 2016 - "Failure to maintain business as usual / appropriate levels of service at the same time as transformation". This reflects difficulties in recruitment which are delaying the restructure of adult social care services in the south of the county. A dedicated social work recruitment team is being established.
- One risk continues to be rated as red - "demographic changes lead to changed demand for services". There are significant pressures on Council services because of demographic factors such as the ageing population. Demand Management (e.g. prevention services) has been agreed as a major area of focus for the Council and a number of strategies are being put in place.

CORPORATE RISK PROFILE

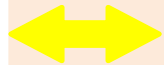
A Corporate Risk is a risk that has an impact across all areas of the Council such that it could prevent the Council delivering its corporate priorities. There are currently ten Corporate Risks - eight are RAG-rated as amber and two are RAG-rated as red.



Corporate Risk 1: Failure to maintain business as usual / appropriate levels of service at the same time as transformation



Corporate Risk 2: Failure to deliver financial savings identified in Medium Term Financial Plan



Corporate Risk 3: Failure to deliver a major project leading to increased costs, reputational damage to the Council and/or failure to realise savings



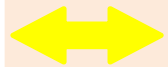
Corporate Risk 4: Serious harm or death due to a failure on the part of the Council



Corporate Risk 5: Failure to comply with legislation and statutory duties

CORPORATE RISK PROFILE

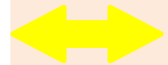
A Corporate Risk is a risk that has an impact across all areas of the Council such that it could prevent the Council delivering its corporate priorities. There are currently ten Corporate Risks - nine are RAG-rated as amber and one is RAG-rated as red.



Corporate Risk 6: Failure to effectively store, manage and process information and maintain the security of the personal data we hold, (or our partner agencies and commissioned providers hold on our behalf) in compliance with the Data Protection Act



Corporate Risk 7: Demographic changes lead to changed demand for services



Corporate Risk 8: Failure to effectively manage the Council's premises



Corporate Risk 9: Ineffective Emergency Response arrangements



Corporate Risk 10: Ineffective Business Continuity arrangements

CORPORATE RISK

INCREASED TO RED SINCE LAST REPORT

FAILURE TO MAINTAIN BUSINESS AS USUAL / APPROPRIATE LEVELS OF SERVICE AT THE SAME TIME AS TRANSFORMATION

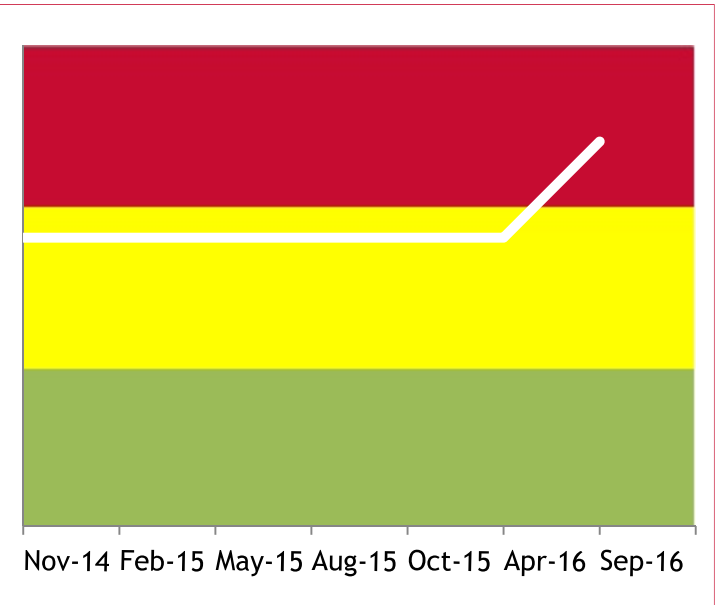
Q2 2016/17

WHY IS THE RISK RED?

- This risk has been rated as Red by the Directorate of Adult Services because of issues in restructuring the social work service in the South of the County. This is due to difficulties in recruiting social work managers, with an impact on service delivery and likely impact on achievement of planned savings.

MITIGATING ACTIONS

- The risk to business as usual is being mitigated (short term) through the use of agency managers to cover some of the current vacancies. This is leading to additional costs.
- Options to create development opportunities for new managers are under development.
- Setting up of a dedicated Social Work Recruitment Team in Nov 2016 which will focus on all qualified social worker vacancies with a view to:
 - Improving the candidate experience in terms of quality but also with the aim of reducing the time taken from advert being placed to offer
 - Work with different agencies and regional groups to look at how vacancies can be advertised to maximum effect and on an ongoing basis versus ad hoc
 - Creation of a 'pool' of social workers
 - Utilise social media including Yammer, Facebook etc
 - Creation of a bespoke 'adults' microsite for all vacancies



WHAT NEXT?

- Set up SW Recruitment Team
- Advertise 5 locality manager posts
- Advertise 14 Social Work vacancies
- Human Resources Business Partner to report back to Directorate Leadership Team at 3, 6, 9 and 12 months on successes of recruitment team to monitor progress

CORPORATE RISK

REMAINS RED SINCE LAST REPORT

DEMOGRAPHIC CHANGES LEAD TO CHANGED DEMAND FOR SERVICES

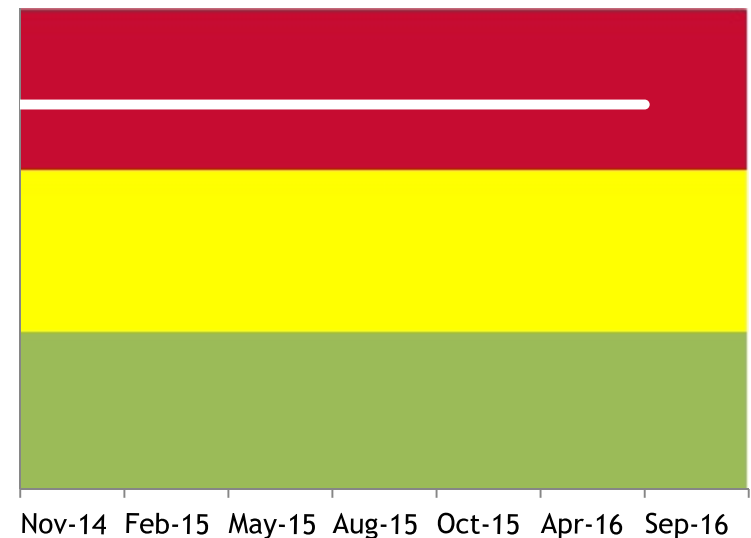
Q2 2016/17

WHY IS THE RISK RED?

- The changing demographic profile including an ageing population and changes to the needs of children and families is a challenge to the resources available to the Council. Work is underway but at the moment the risk remains rated as 'red'.

MITIGATING ACTIONS

- Demand management has been identified as a major theme for the Council and has been endorsed by a recent Peer Challenge.
- Work to create a locally driven model for predicting demographic changes is nearing completion. Phase 2 will use this model and apply it to sub-groups of the population
- Work is being led at Directorate level to mitigate pressures e.g. through the Family Front Door, Connecting Families, All-age prevention policy, social impact bond for loneliness.
- Cross-cutting workstreams are in place e.g. enabling communities
- Behavioral insight 'nudge' techniques are being developed to test from January 2017
- Council agreement to implement the Government driven 2% Council Tax precept for adult social care
- Digital Strategy implementation to help manage demand e.g. Your Life Your Choice.



WHAT NEXT?

- Undertake detailed modelling for high demand areas
- Implementation of future/ adjustment of current demand management projects e.g. Family Front Door.
- Continue to raise profile of volunteering e.g. planned events
- Increase scope and usage of Your Life Your Choice site.