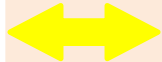


CORPORATE RISK PROFILE

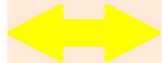
A Corporate Risk is a risk that has an impact across all areas of the Council such that it could prevent the Council delivering its corporate priorities. There are currently ten Corporate Risks - eight are RAG-rated as amber and two are RAG-rated as red.



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



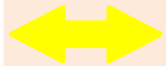
Corporate Risk 4: Serious harm or death due to a failure on the part of the Council



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

CORPORATE RISK PROFILE

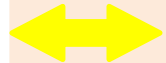
A Corporate Risk is a risk that has an impact across all areas of the Council such that it could prevent the Council delivering its corporate priorities. There are currently ten Corporate Risks - nine are RAG-rated as amber and one is RAG-rated as red.



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

SERIOUS HARM OR DEATH DUE TO A FAILURE ON THE PART OF THE COUNCIL

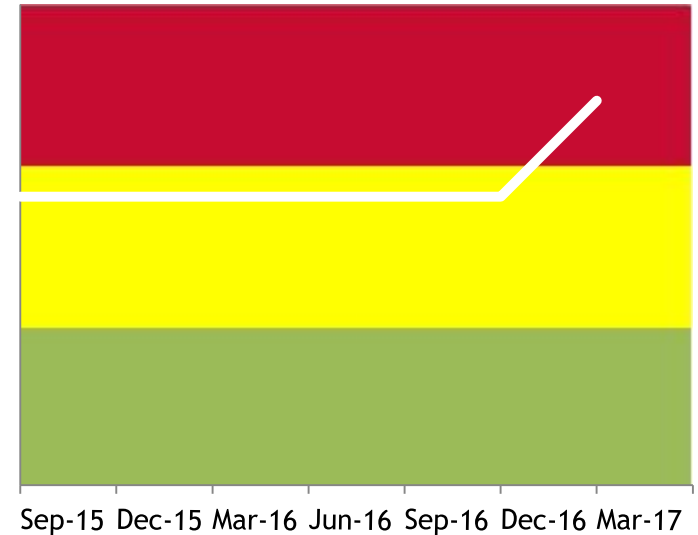
Q4 2016/17

WHY IS THE RISK RED?

- This risk has been increased to Red due to the recent identification of issues around safeguarding children.

MITIGATING ACTIONS

- The Council is implementing a detailed Improvement Plan to address the issues identified in the Ofsted report. The Plan incorporates learning from other Councils. Services across the Council are involved in supporting this work.
- Cabinet has approved £1.5m in permanent revenue funding alongside a £1m capital allocation for systems development, with additional temporary transformation funding for 2017/18 (£1.256m) and 2018/19 (£1m).
- An Improvement Board with an independent chair has been set up to oversee progress in improving services. This has cross-party involvement and Ofsted representation.
- Key posts at Group Manager level have been filled
- A number of immediate actions have been taken including:
 - Ensuring sufficient capacity within safeguarding teams to deliver an effective service
 - Increase in administrative support to free up frontline social workers to focus on safeguarding activity
 - Robust review of performance information and case file audit to ensure no child is at risk of significant harm.



WHAT NEXT?

Focus on Improvement Plan themes:

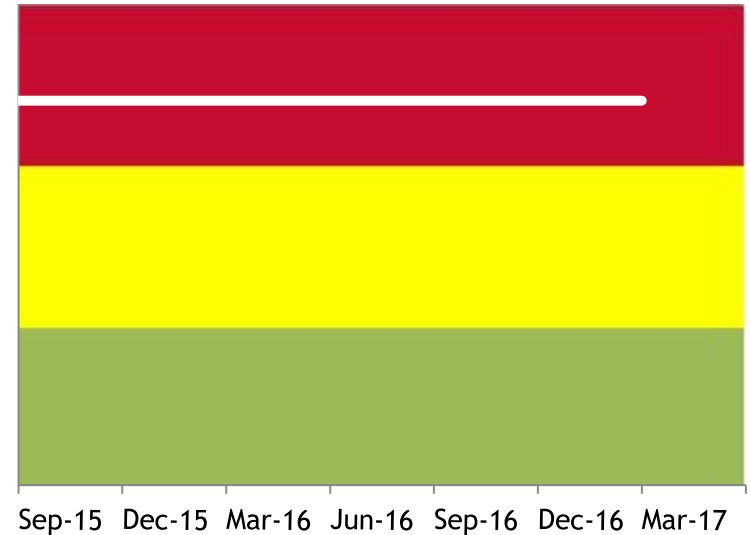
- Supporting and developing the workforce
- Improving quality of practice
- Commitment to continuous improvement
- Listening to the voice of the child
- Making the right decisions at the right time
- Delivering good outcomes for children
- Focus on permanency
- Providing early access to support

DEMOGRAPHIC CHANGES LEAD TO CHANGED DEMAND FOR SERVICES

Q4 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 taking place but at the moment the risk remains rated as 'red'.



MITIGATING ACTIONS

- A locally driven model for predicting demographic changes has been developed.
- The Three Conversations model has been introduced by Adult Social Care. This is a new way of working designed to use community assets to help individuals achieve greater independence, rather than immediately resorting to paid for packages of care
- As part of the Service Improvement Plan, processes are being reviewed and redesigned in Children's social care to ensure that appropriate thresholds are in place so that children are safe and that demand is managed appropriately
- An approach is being developed to use "nudge" techniques in relation to waste reduction
- Other work taking place to mitigate pressures includes Connecting Families programme, All-age prevention policy, social impact bond for loneliness, redesign of Your Life Your Choice website as part of Digital Strategy development.

WHAT NEXT?

- Work to be tendered for external validation of predictive model and support in application to council services.
- Review of impact of Three Conversation model and extension to additional areas.
- Implementation of other current demand management projects e.g. launch of revised Your Life Your Choice website.