STRATEGIC RISK PROFILE 2016-20

Appendix 2

						legative Impa																	
					1	Original so (Sept 20:		ore			Current Score	1	1st Line				2nd	Line				3rd L	ine
Corporate Plan Priority actions	ID	Strategic Risk Description	Cause	Impact	Current Controls	Impact	Rating Impact Likelihood	ਲੇ Mitigating Actions ਛੇ ਛੇ ਛੇ	Action Lead	Timescale	Impact	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
Planning City Growth	R001	Councils contribution to the 3,6,9 Vision fails to deliver the required outcomes	Uncertainty following BREXIT leading to greater caution by Investors. Reduction In Public Sector Budgets/Funding leading to a reduction in resources Proposed projects and actions do not deliver sustainable benefits	Connectivity, Culture and Education	3,6,9 Vision Council officers attend ELB	4 3	12 4 2	Develop and implement a process to monitor and review progress of the 3,6,9 Vision delivery plan. Key millestones are reflected in the Corporate Plan and monitored through project governance and performance management arrangements.		of Year one actions y from the 3 6 9 Plan delivered: March 17	4 3	12 Growing the Economy				х	х				х		
Planning City Growth	R002	Sunderland is not fully aligned with the approach and aspirations of regional working and is therefore unable to take advantage of the opportunities presented by growing the North East Economy,to benefit the people of Sunderland.	Sunderland continues to carry out activities in isolation in areas where there is a regional approach supported by regional funding	could be at risk due to activity co-ordinated	Corporate Plan	4 4	16 4 2	Officer and Members to be fully aligned with regional opportunities and work proactively to develop the region whilst protecting the interests of Sunderland	Partnerships and	 Sunderland position and understanding of 	4 3	12									x		
Planning City Growth	R003	Local workforce does not have the required skills to take advantage of the growing North East economy.	There is insufficient educational/vocational provision in the city to fulfil the needs of employers	City and individuals will not have the skills to take advantage of economic development	Education and Skills Partnership	4 4	16 4 3	Pacilitate collaborative working between employers, education/skills providers and students Inform and influence education/skills providers regarding the priorities for employers Identifying the knowledge and skills required by employers	Transformation		4 4	16									х		
Planning City Growth	R004	The Local Plan produced by the Council is not accepted by the Planning Inspectorate	The Planning Inspectorate do no accept that our growth aspirations are supported by appropriate evidence and consultation.	the appropriate type of development eg housing development. We are unable to take	Framework	ts 3	9 3 1	Undertake the appropriate research, analysis and consultation to provide the evidence base to the Planning Inspectorate to show that our Plan is sound. Key milestones are reflected in the Corporate Plan and monitored through Project Board and performance management arrangements.	Place and Economy/Head of	inspection. (date TBD	3 2	6	х				х				х		
Sector Growth	R005	Unable to attract commercial / manufacturing interest to our development sites	Target sectors including automotive, low carbon, and offshore engineering, do not prosper under Brexit (we are no longer seen as a route into Europe) Supporting infrastructure is not in place to attract business		Economic Masterplan 3,6,9 Vision	4 3	12 4 2	Monitor and review the actions being undertaken to incentivise / support industries to prosper in the city to achieve targets and outcomes. IAMP project and Vaux project (Siglion) have robust project governance arrangements.	Executive Director of Place and Economy	of IAMP adoption y December 2017 DCO submission late 2017 Enterprise Zone Phases 1B and 2 infrastructure works Construction complete September 2018	4 2	8			x	x	x				×		
Sunderland as a Place to Invest	R006	sustainable investment	Investors requirements are not satisfied in relation to; land, skilled workforce, housing, physical and digital connectivity	economy, create jobs and increase business rates.	3.6.9 Vision	4 3	12 4 2	8 Developing the appropriate infrastructure Obtaining external funding to develop infrastructure Effective marketing to encouraging a diverse range of investors	Executive Director of Place and Economy		4 2	8			х		x				х		
Regenerating the City Centre	R007	Failure to attract investment to support regeneration of the City Centre	Developer uncertainty as to the return they will receive on their investments due to macro economic issues Delays in obtaining planning permission to develop the sites.			4 3	12 4 2	Masterplanning underway in further areas (Holmeside, Minster Quarter, Sheepfolds, Sunniside). Continue to engage and consult with developers and other stakeholders at the pre planning application stage to help streamline the process. Siglion projects have robust project governance arrangements. Bid submitted for balance of Station funding. Other capital projects monitored and reported. Funding team horizon scanning and preparing funding bids.	Place and Economy/Head of	handed over to	4 2	8											

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Connecting the City R008	Failure to realise the economic regeneration / benefits, arising from the investment in the SSTC programme.	The land adjoining the transport corridor is in private ownership and the Council has no direct control over investment activity		SSTC programme 3 MAKE it Sunderland	3 9	3 2	stakeholders to support O	Chief Operating Ifficer Place/Head of Infrastructure & Transport	f completion date	3	9	х		х	х				х		
More and Better Housing R009 Development	Housing developers are not attracted to Sunderland	Uncertainty following BREXIT leading to greater caution by developers in opening new sites Diverse housing market requirement including student accommodation better care housing and executive homes Reduction in home owners and an increasing rental sector Delays in agreeing a Local Plan which sets out the areas.	Fail to improve the housing offer to retain and attract residents to Sunderland	Siglion business plan	3 9	3 2	Incentivise developers and put in place enabling infrastructure. Programme activity so that developers are ready to submit planning applications as soon as the Local Plan is adopted. SCC property disposal programme. Siglion housing sites in progress. SCC Housing Delivery Plan in	Place and Economy/Chief	Delivery Plan to be produced September 2016 Seaburn planning application determined June 2017. Housing Strategy agreed by Cabinet June 2017	2	6 Promoting Better Living and Working										
10) Regenerating the Coast R010	Opportunities are not taken to regenerate the coast in a timely manner or development is restricted by lack of resources	Failure to obtain Coastal Communities CC4 funding	Unable to increase the housing offer, develop businesses, increase visitors or add to the cultural offer of the City	Seaburn Masterplan 3	2 6	3 1	apartments and commercial space	Executive Director of Place and Economy/Planning Implementation Technical Manager	December 2019 3	3	9										
11) Developing the Cultural Offer R011	City's cultural offer does not contribute to the city being an attractive and vibrant place to invest, work, learn, live and visit	The Partnership is not successful in delivering cultural ambitions	attract additional tourism,	Cultural strategy Culture Company established with agreed remit and areas of focus Successful fundraising bid for National Portfolio Organisation funding Shortlisted for City of Culture 2021	2 6	3 1		executive Director of People Services	April 2017 3 January 2017	2	6 Maximising the Cultural Offer								×		
High Quality and Sustainable Envir R012	Unable to commission / procure flexibl arrangements for the delivery of Place services, that will continue to respond to changing stakeholder requirements and deliver required efficiency savings.	future changes to services whilst continuing to deliver savings Unable to meet all stakeholder		Options appraisal Cabinet report	4 2	8 4 1	Options appraisal to take into account Changing future requirements and budget envelope.	nief Operating Officer	- Dec-17	4 2	8 Leading Place Shaping								PD?		
Ready for School, Ready for Work, Ready for Life	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 "promot fulfilment of potential" There are further challenges and opportunities arising from the creation of Together for Children	do not have the skills, attributes, qualifications and experiences to release their full potential	e 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	4 11	6 3 2		Executive Director People Services	March 2018 3	3	Improving Eduaction and Skills	x			х				x	х	
Imroving Health and Wellbeing - R014 review and transform key public Health outcomes.	Partner's resources and priorities are not aligned to achieving common outcomes of the Health and Wellbeing Board	services results in a move away	Health and wellbeing standards are not raised	Health & Wellbeing Board Priority Delivery Plans Joint Strategic Needs assessment	3 1:	4 2	Undertake a review of the priorities to be delivered by the Health & Wellbeing Board. Meetings to be arranged between the Health and Wellbeing Board and Economic Leadership Board	Director of Public Health	March 2018 4	3	Improving Health and Wellbeing		х		х				x		
Transform Key Children's Services - Looked After Children, Early Help and Social Care	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		Scrutiny Improvement Plan Together for Children, Culture and Policies.	4 1	6 4 2	has been agreed with Ofsted Embed a culture of good performance and quality	Services		3	Protecting Vulnerable Children				х						х
Transform Key Children's Services - Looked After Children, Early Help and Social Care	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 1	6 4 3	Children and families in need of help are identified and multi-agency services act together to improve outcomes	Pirector of Children's Services	March 2018 4	3	12										

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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	r Ofsted Inspections Adoption Process Scrutiny Performance management Improvement Plan	4 4	16	4 2	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		March 2018	4 3	12					х				х		х
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 do not realise their full potential	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			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	Director of Children's Services	March 2018	3 3										х		
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	consider ideas for solutions Capital invest to save bid	3 2	6	3 1	3 Deliver the assistive technology delivery plan Develop assessment criteria for considering options brought to the technology forum Consider options for providing electronic needs assessments	Executive Director of People Services	December 2017 September 2017 July 2018	3 2	6 Protecting Vulnerable Adults			x						х		
Community Safety & Cohesion	R020	Agitators use national issues / incidents to heighten tensions in local communities in Sunderland		become isolated. Young	Asier 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	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									×		
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	weekly with Chief Officer Health & Wellbeing Board Priority Delivery Plans	4 3	12	4 2	Challenge practice and systems at a national level Work with partners to support people to help themselves to minimise impact of welfare reform		March 2018	4 3	12			6		х				х		