STRATEGIC RISK PROFILE 2016-20

Risk Likelihood

Risk Impact			7							
·	g	4				1				
1 = Minor	elihoc	2								
2 = Moderate	ž	1								
3 = Significant	1		1	2	: :	3	4			
4 = Critical		Ne	gati	ve I	mpa	ct				Assurance

Score (Sept 2016) Planning City Growth Councils contribution to the 3,6,9 Uncertainty following BREXIT Vision fails to deliver the required Delay in regenerating the city and its key themes of 3,6,9 Vision Develop and implement a process to monitor and review progress of the 3,6,9 Vision Executive Director of Place and Economy From the 3 6 9 Plan Council officers attend ELB Economy, Housing, Connectivity, Culture and delivery plan. Key milestones are reflected in the Corporate Plan and monitored through Investors. Reduction In Public Sector Budgets/Funding leading to a project governance and performance management arrangements. Proposed projects and actions d R002 Sunderland is not fully aligned with the approach and aspiration of regional working and is therefore unable to take advantage of the opportunities Realignment of Sunderland position and understanding of the impacts of recen developments Officer and Members to be fully aligned with Chief Executive / Planning City Growth oundertand continues to carry
out activities in isolation in areas
where there is a regional
approach supported by regional
funding
Supported by regional
strategies. presented by growing the North East Economy, to benefit the nle of Sunderland City and individuals will not have the skills to take Facilitate collaborative working between employers, education/skills providers and required skills to take advantage of the growing North East educational/vocational provision in the city to fulfil the needs of Planning City Growth Partnerships and Transformation advantage of economic Inform and influence education/skills provide regarding the priorities for employers Identifying the knowledge and skills required anning City Growth R004 The Local Plan produced by the The Planning Inspectorate do not Land is not allocated for and consultation to provide the evidence base to the Planning Inspectorate to show that our Plan is sound. Key milestones are reflected in accept that our growth aspirations are supported by appropriate evidence and the appropriate type of development eg housing development.

Framework

DCLG

Project Plan, Place and Economy/Head of Planning & Council is not accepted by the Planning Inspectorate inspection. (date TBD by Gov.) Project Plan, Project Board the Corporate Plan and monitored through Project Board and performance management We are unable to take land and governance arrangeme out of the greenbelt Regular Liaison with PINS out of the greenbelt Loss of New Homes Bonus if plan not agreed by March 17 Executive Director of Place and Economy December 2017
DCO submission la 2017
Enterprise Zone 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 Monitor and review the actions being undertaken to incentivise / support industries to prosper in the city to achieve targets and outcomes. LAMP project and Vaux project (Siglion) have robust project governance Unable to attract commercial Fail to grow the local economy, create jobs manufacturing interest to our development sites angements. Phases 1B and 2 infrastructure works complete Septembe 2018 Sunderland as a Place to Invest R006 Failure to provide appropriate conditions to support viable / sustainable investment stors requirements are not Fail to grow the local 3.6.9 Vision Executive Director of 01 March 2018 Obtaining external funding to develop infrastructure Effective marketing to encouraging a diverse satisfied in relation to; land, skilled workforce, housing, physical and digital connectivity economy, create jobs and increase business rates. Place and Economy 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 oncerance arrangements. Bild Developer uncertainty as to the return they will receive on their investments due to macro Vaux Building 1 handed over to Council Summer 2018 Holmeside economic issues
Delays in obtaining planning
permission to develop the sites. Masterplan Octobe 2017 Minster Quarter 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 Masterplan agreed March 2017 Sunderland Station project reinvigorated funding bid Autumn bridge Contraction
f completion date
February 2018
SSTC3 Planning
application Dec 16
New Road completed
Nov 19 Engage with landowners and key stakeholders to support development of targeted sites. Robust governance for SSTC2 project. SSTC3 scoping work underway to achieve project within budget. SSTC 485 -funding bid submitted July 2016. Chief Operating Officer Place/Head of Infrastructure & Transport 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 See above re Local Plan. 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 preparation. f Delivery Plan to be produced Septembe 2016 Seaburn planning application determined June 2017. Housing More and Better Housing Developmen Strategy agreed by Cabinet June 2017 an increasing rental sector Delays in agreeing a Local Plan Failure to obtain Coastal Unable to increase the housing offer, develop businesses, increase Seaburn phase 1 to deliver apartments and 10) Regenerating the nber 2019 R010 Opportunities are not taken to regenerate the coast in a timely manner or development is restricted by lack of resources Place and Economy/Planning Implementation Technical Manager Communities CC4 funding mercial space visitors or add to the cultural offer of the City

Appendix 2

Corporate Plan Priority actions	Strategic Risk Description	Cause	Impact	Current Controls	Impact Likelihood Rating	Impact Likelihood Rating	Mitigating Actions	Action Lead	Timescale	Impact	Overall Assurance		Law and Governance	Financial Resources	Programmes and Projects	Performance	ICT HR and O	Business Continuity	Risk and Assurance	Internal audit	External Assurance
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,		3 2 6	3 1 3	Further develop the role of the Culture Company in terms of delivering the cultural offer, potentially through the management of cultural venues Submit final bid for City of Culture 2012 Support the Culture Company as a partner to fulfil remit in relation to City of Culture Bid, NPO, programming and fundraising	Executive Director of People Services	April 2017 January 2017	3 2	6 Maximising the Cultural Offer								x		
	Unable to commission / procure flexible arrangements for the delivery of Place services, that will continue to respond to changing stakeholder requirements and deliver required efficiency savings.	allow future changes to services whilst continuing to deliver savings Unable to meet all stakeholder expectations including Members and Trade Unions	and cost effective Place services	Cabinet report	4 2	8 4 1	changing future requirements and budget envelope.	Officer - Place	December 2017	3 2	6 Leading Place Shaping										
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	control, direct or dictate education provision but they still have a statutory duty to "promote	do not have the skills, attributes, qualifications and experiences to release their full potential			3 2 6	Contract monitoring arrangements with Together for Children to continue to monitor delivery and performance	Executive Director People Services	March 2018	3 3	9 Improving Education and Skills	x				x			х	x	
Wellbeing - 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 from prevention to short term fixes Effective early interventions are not taking place to reduce long term health problems		Health & Wellbeing Board Priority Delivery Plans Joint Strategic Needs assessment	4 3 12	2 4 2 8	Undertake a review of the priorities to be delivered by the Health & Wellbeing Board. Two meetings 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			х		
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	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 OSted Embed a culture of good performance and quality	Director of Children's Services	March 2018	4 3	12 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 4 16		Children and families in need of help are identified and multi-agency services act together to improve outcomes	Director of Children's Services	March 2018	4 3	12										
	Timely and sustainable solutions are not implemented for looked after children to improve the life chances for the most vulnerable children in the city	reviews do not provide the right	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 11	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	March 2018	4 3	12					х			х		x

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Transform Key Children's Services - Looked After Children, Early Help and Social Care	Ro18 Inability to change the structures (le workforce, technology, processes, customer engagement), service capacity, and culture of the company to deliver the improved outcomes to vulnerable children.	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 9	3 2	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 appropriat 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	±	March 2018	3 3										x		
Choice and Independence in Care	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	plan in place Technology Forum set up to consider ideas for solutions Capital invest to save bid		3 1	Deliver the assistive technology delivery plan including pilot testing of technological solutions. Secure capital resources to suppor assistive technology developments. Develop assessment criteria for considering options brought to the technology forum. Consider options for providing electronic needs assessments.	People Services	December 2017 September 2017 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	become isolated. Young	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 1	and maintain high levels of feelings of safety for all	Partnerships and Transformation	September 2018	4 2	8 Building Resilient Communities									х		
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 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 welfar reform	Commissioning	March 2018	4 2	8			6		х				х		