Appendix 2

STRATEGIC RISK PROFILE 2016-20

Risk Likelihood	Risk Impact									
			4							
1 = Unlikely	1 = Minor	_ B	3							
1 - Offikely	1 - Millor	Likelihood	2							
2 = Possible	2 = Moderate	- ×	1							
3 = Likely	3 = Significant			1	2	3	4			
4 = Almost Certain	4 = Critical		Negative Impact							

Original score (Sept 2016) Planning City Growth Councils contribution to the 3,6,9 Uncertainty following BREXIT 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 Vision fails to deliver the required leading to greater caution by Economy, Housing, Connectivity, Culture and Council officers attend ELB delivery plan. Key milestones are reflected in the Corporate Plan and monitored through Investors.
Reduction In Public Sector une Corporate Plan and monitored throproject governance and performance management arrangements. Budgets/Funding leading to a reduction in resources Proposed projects and actions do not deliver sustainable benefits Education The creation of a new North of Tyne Combined Authority, could adversely impact on Sunderland's where there is a regional Officer and Members to be fully aligned with regional opportunities and work proactively to develop the region whilst protecting the Chief Executive / Director of Strategy, Partnerships and Sunderland's ambitions could be at risk due to approach supported by regional funding the impacts of rece future economic growth and through regional strategies.
Missed opportunities for investment and development of skills December 2018 Lity and individuals will not have the skills to take advantage of consens. Local workforce does not have the There is insufficient 01 March 2019 Director of Strateg Facilitate collaborative working between racilitate coilaborative working between employers, education/skills providers and students Inform and influence education/skills provider regarding the priorities for employers identifying the knowledge and skills required by employers Planning City Growth required skills to take advantage educational/vocational provision Partnerships and of the growing North East in the city to fulfil the needs of advantage of economic development Transformation The Planning Inspectorate do n accept that our growth aspirations are supported by appropriate evidence and consultation. 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 f Local Plan passes inspection. (date TBD by Gov.) ecutive Director of Place and conomy/Head of Planning & The Local Plan produced by the Council is not accepted by the Framework
DCLG
Project Plan, Project Board
and governance arrangement
Regular Liaison with PINS Sunderland's needs for nexct 15 yrs. 2) The council will not lanning Inspectorate have a planning framework to determing planning applications 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 Target sectors including automotive, low carbon, and offshore engineering, do not prosper under Brexit (we are no Fail to grow the local economy, create jobs Economic Mas 3,6,9 Vision Place and Economy 2018
Enterprise Zone
Phases 1B and 2
infrastructure works anufacturing interest to our longer seen as a route into Construction complete Septembe Supporting infrastructure is not in place to attract business 2018
Executive Director of 01 March 2019 Investors requirements are not satisfied in relation to; land, Failure to provide appropriate conditions to support viable / sustainable investment opportunities in the City, Fail to grow the local economy, create jobs and increase business rates. Sunderland as a Place R006 3.6.9 Vision Developing the appropriate infrastructure Obtaining external funding to develop Place and Econ infrastructure
Effective marketing to encouraging a diverse skilled workforce, housing, physical and digital connectivity luding effective marketing. Decline of the City Centre | Siglion business plan Regenerating the City Failure to attract investment to 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. support regeneration of the City return they will receive on their and loss of business rates City Centre Masterplans Sunderland BID (Business Place and investments due to macro Economy/Head of Planning & economic issues

Delays in obtaining planning
permission to develop the sites Local economy is not expanded by new and developing to Chief Operating Bridge completion Officer Place/Head of date 2018 Infrastructure & STC3 Planning application Oct17 New Road comple 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 4&5 - funding bid submitted July 2016. Failure to realise the economic regeneration / benefits, arising from the investment in the SSTC programme. Connecting the City Failure to realise the economic SSTC programme MAKE it Sunderland Uncertainty following BREXIT leading to greater caution by See above re Local Plan. Incentivise developers and put in place enabling infrastructure. Fail to improve the Housing Strategy housing offer to retain and Siglion business plan ousing Developmen Place and developers in opening new sites Diverse housing market requirement including student attract residents to Sunderland Economy/Chief Operating Officer Programme activity so that developers are ready to submit planning applications as soor as the Local Plan is adopted. SCC property accommodation better care disposal programme. Siglion housing sites in progress. SCC Housing Delivery Plan complete housing and executive homes Reduction in home owners and neduction in forther which is and an increasing rental sector Delays in agreeing a Local Plan which sets out the areas available for development Failure to obtain Coastal Seaburn phase 1 to deliver apartments and commercial space Place and Economy/Planning Implementation Technical Manager nunities CC4 funding 11) Developing the The Partnership is not successful Reduced opportunity to Culture Company supports cul;ture programme and key cultural events such as City's cultural offer does not Cultural strategy Executive Director of March 2019 Il Reduced opportunity to attract additional tourism, lack of contribution to the wellbeing of citizens

Successful fundraising bid for National Portfolio Organisation funding Shortlisted for City of Culture

Lack of contribution to the will agreed remit and areas of focus Successful fundraising bid for National Portfolio Organisation funding Shortlisted for City of Culture contribute to the city being an attractive and vibrant place to invest, work, learn, live and visit the Cultu Cultural Offe delivering cultural ambitions People Services nents of the Tall ships High Quality and Unable to commission / procure
A restrictive contract may not allow future changes to services
A restrictive contract may not allow future changes to services
A restrictive contract may not allow future changes to services
A restrictive contract may not allow future changes to services
A restrictive contract may not allow future changes to services larch 2019 ions appraisal complete. Service delivery Chief Operating Office Unable to commission / procure
A restrictive contract may only
Restrictive contract may offer
delivery of Place services, that will
continue to respond to changing
stakeholder requirements and
deliver required efficiency
and Trade Unions
A restrictive contract may offer
whilst continuing to deliver
savings
away Trade Unions
and Trade Unions
A restrictive contract may offer
A restrictive contra otions to be considered for a number of targeted Place expectations including Members and Trade Unions

Corporate Plan Priority actions	ID Strategic Risk Description	Cause	Impact	Current Controls	Impact Likelihood Rating	Impact	Mitigating Actions	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
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 "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 e and experiences to releas their full potential		s g s	3 2	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 1	2 Improving Education and Skills	x				х				х	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 & Wellbeing Board Priority Delivery Plans Joint Strategic Needs assessment	4 3 12	4 2	Review of the priorities to be delivered by the Health & Wellbeing Board.	Director of Public Health	March 2019	4 3 1	Improving Health and Wellbeing			х		х				х		
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	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 1	2 Protecting Vulnerable Children					х						х
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	increasingly at risk Increased number of Children in care	Ofsted Inspections Performance management Improvement Plan	4 4 16	4 2	Children and families in need of help are identified and multi-agency services act together to improve outcomes	Director of Children's Services			2											
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	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	Adoption Process Scrutiny Performance management Improvement Plan		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								х				х		х
Transform Key Children's Services - Looked After Children, Early Help and Social Care	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.	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 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 !										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	it.	3 1	Liquid Logic social care system is now live. Phase 2 is to deliver oustomer/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			х						x		
Community Safety & Cohesion	R020 Agitators use national issues / incidents to heighten tensions in local communities in Sunderland	specific ethnic / faith groups,	become isolated. Young	by Safer Sunderland Partnership Citywide Prevent Action Plan and 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	h	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									х		
Welfare Reform	R021 Opportunities are not taken to enable individuals to mitigate the impact of welfare reforms	Individuals do not understand th support available following benefit reforms	e 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 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 emergencies.	Head of Integrated Commissioning	March 2019	4 3 1				6		х				х		