APPENDIX 1

STRATEGIC RISK PROFILE 2016-20

Risk Likelihood	Risk Impact	-	4						
1 = Unlikely	1 = Minor	Likelihood	3						
1 - Officery	I - WIIIOI	_ =	2						
2 = Possible	2 = Moderate		1						
3 = Likely	3 = Significant		-						
4 = Almost Certain	4 = Critical		2 - 50	1	2	3	4		
		_	Negative Impact						

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Corporate Plan Priority actions	Strategic Risk Description	Cause	Impact	Current Controls	Impact Likelihood	Target si	Rating	Mitigating Actions	Action Lead	Timescale	1st Line Management Assurance	Law and Governance	Financial Resources	Programmes and Projects	2nd Performance	Line ICT	HR and OD	Business Continuity	Risk and Assurance	3rd L	External Assurance
Growing the Economy																					
Maximising the opportunities from the Economic Leadership Board	Councils contribution to the 3,6,9 Vision fails to deliver the required outcomes		Delay in regenerating the city and its key themes of Economy, Housing, Connectivity, Culture and Education	Economic Masterplan 3,6,9 Vision Council officers attend ELB	4 3	2 4 2	2 8 P	Develop and implement a process to monitor and review rorgerss of the 3,6,9 Vision delivery plan. Key milestones are reflected in the Corporate Plan and monitored through project governance and performance management arrangements.	Executive Director of Place and Economy												
2) Planning City Growth (Local Plan)	The Local Plan produced by the Council is not accepted by the Planning Inspectorate	The Planning Inspectorate do not accept that our growth aspirations are supported by appropriate evidence and consultation.	Land is not allocated for the appropriate type of development ag housing development. We are unable to take land out of the greenbelt Loss of New Homes Bonus if plan not agreed by March 17	National Planning Policy Framework DCLG Project Plan, Project Board and governance arrangements Regular Liaison with PINS	3 3	3 1	re con er lir P a a P P P	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.	Executve Director of Place and Economy/Head of Planning & Regeneration	Local Plan passes inspection. (date TBD by Gov.)											
3) Sector Growth IAMP Enterprise Zones	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	Fail to grow the local economy, create jobs	Economic Masterplan 3,6,9 Vision	4 3	2 4 2	b ir to a 1/	Monitor and review the actions being undertaken to ncentivise / 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												
4) Sunderland as a Place to Invest R004	Failure to provide appropriate conditions to support viable / sustainable investment opportunities in the City, including effective marketing.	Investors requirements are not satisfied in relation to; land, skilled workforce, housing, physical and digital connectivity	Fail to grow the local economy, create jobs and increase business rates.	3.6.9 Vision	4 3	2 4 2	ir C d E e	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	31 March 2017											
5) Regenerating the City Centre (Key sites)	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.	Decline of the City Centre and loss of business rates		4 3	2 4 2	find M S end d state of the sta	Masterplanning underway in further areas (Holmeside, Minister 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 unding bids.	Executive Director of Place and Economy/Head of Planning & Regeneration	Vaux Building 1 handed over to Council September 2017 Holmeside Masterplan March 2017 Minster Quarter Masterplan December 2016 Station funding bid Autumn 2016.											
6) More and Better Infrastructure SSTC	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	Local economy is not expanded by new and developing businesses.	SSTC programme MAKE it Sunderland	3 3	3 2	2 6 W	Engage with landowners and key stakeholders to support development of targeted sites. Robust givernance for SSTC2 project. SSTC3 scoping work underway to achieve project within budget. SSTC 4&5 - funding bid submitted July 2016.	Chief Operating Officer Place/Head of Infrastructure & Transport	Bridge Contraction completion date February 2018 SSTG3 Planning application Dec 16 New Road completed Nov 19											
7) More and Better Housing R007 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 available for development	Fail to improve the housing offer to retain and attract residents to Sunderland	Housing Strategy Siglion business plan	3 3	3 2	Ir ir P d ss 2 6 a a d h	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 nousing sites in progress. SCC Housing Delivery Plan in preparation.	Place and Economy/Chief Operating Officer Place	Delivery Plan to be produced September 2016 Seaburn planning application to be submitted Sept 16											

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Regenerating the Coast Seaburn Phase 1 Roker Park restoration	R008	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	2 6	3 1	Develop a more robust bid, based upon feedback from our initial bid Consider actions to improve the attractiveness of the city. CCF round 4 bid has been submitted	Executive Director of Place and Economy/Planning Implementation Technical Manager	stage 1 CCF4 bid											
9) Developing the Cultural Offer	R009	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	Reduced opportunity to attract additional tourism, lack of contribution to the wellbeing of citizens	Cultural strategy Establish Culture company Bid for City of Culture	3 2	2 6	3 1	Establish the Culture company and develop a revised Culture Strategy 3 Bid for National Portfolio Organistion Funding	Executive Director of People Services	April 2017 January 2017											
10) Regional and Sub regional working	R010	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 the North East Combined Authority (NECA) to benefit the pe	Sunderland continues to carry out activities in isolation in areas where there is a regional approach supported by regional funding	activity co-ordinated	NECA Corporate Plan	4 4	4 16	4 2	Officer and Members to be fully aligned with the NECA arrangements and work proactively with the NECA to develop the region whilst protecting the interests of Sunderland Our priorities and actions to be aligned with regional and sub regional activities	Chief Executive / Director of Strategy, Partnerships amd Transformation	Realignment of Sunderland position and understanding of the impacts pf recent developments December 2017											
		·			·					Education and					·				<u> </u>	<u> </u>		
11) Maximising the opportunities from the Education and Skills Partnership	R011	Education and Skills Strategy Delivery Plan does not drive effective development of knowledge and skills	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 16	4 3	Facilitate relationships 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	Chief Executive - Together for Children	01 September 2017											
12) Ready for School, Ready for Work, Ready for Life aspirations and achievement	R012	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 "promote fulfilment of potential". There are further challenges and opportunities arising from the creation of Together for Children	and experiences to release their full potential	Commissioning and contract management arrangements		4 16	4 3	The Council's commissioning intentions are clearly set out in the contract with Together for Children Develop strong relationship and performance management arrangements to deliver the agreed outcomes Arrangements are put in place to facilitate positive relationships with and between the Council, Together for Children, maintained schools and academies	Chief Executive Together for Children Executive Director People Services	April 2017											
Attract and retain young people	R013	More highly skilled people leave to find employment out of the region	Young people leave the city to further their ambitions and aspirations	Increased outward migration	Economic masterplan 3,6,9 Vision Culture strategy	3 3	3 9	3 2	develop action plan to address issues	Chief Executive - Together for Children	April 2017											
13) Maximising the	R014	Partner's resources and priorities	Einancial proceures on public	Health and wellbeing	Health & Wellbeing				Improving	Health & Well	being May-17				ı						1	
opportunities from the Health and Wellbeing Board Support the development of delivery plans for the 8 Health and Wellbeing Board (HWBB) priorities for action		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	standards are not raised	Board Priority Delivery Plans Joint Strategic Needs assessment	4 3	3 12	4 2	Health & Wellbeing Board's Delivery Plans for its 8	Health												
14) Health and Social Care Integration and whole-system innovation	R015	Current and planned activity to integrate and commission services is not transformational enough to continually deliver required outcomes and budget savings	Insufficient engagement and missed opportunities to utilise alternative providers in order to reduce demand. Financial pressures on NHS and Council budgets and increasing demand for services and a reduction in early interventions	demand pressures negative impact on key	Health & Social Care Integration Board Health and Wellbeing Board Providers Board	3 3	3 9	3 2	Successful delivery of the Vanguard action plan Delivery of efficiency savings	Executive Director of People Services	April 2017											
						_			Supporting Vulne	rable Children	and Families					_				_		7
16) Transform Key Children's Services Establish the Company	R016	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	4 16	4 2	Deliver the improvement plan that has been agreed with Ofsted Embed a culture of good performance and quality	Chief Executive - Together for Children	April 2017											

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17) Looked After Children Improve the life chances for the most vulnerable children in the city	R017	Timely and sustainable solutions are not implemented 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 fo longer periods than necessary and are at a higher risk of becoming NEET	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	Chief Executive - Together for Children	April 2017											
19) Early Help and Social Care Reduce risk to vulnerable children	R018	Timely interventions are not undertaken to deliver early 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	4 3	Children and families in need of help are identified and multi agency services act together to improve outcomes		April 2017											
	I	•	1	•				Supporting Vul	nerable Adults	and Carers										I.	
20) Adult Social Care Further develop Sunderland Care and Support Ltd	R019	Unable to develop a sustainable business and there is an immature market to provide alternative delivery	Pension, tax and other costs are not accurately quantified. Business not in line with required expectations	vulnerable adults	Contract Company Board Contract management arrangements	4 4 16	4 2	Business plan is subject to scrutiny and challenge by appropriate specialists Consideration of opportunity to develop the market	Head of Integrated Commissioning	April 2017											
								Building Resilien		Communities											
21) Welfare Reform mitigate the impacts of welfare reform	R020	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 welfare reform	Head of Integrated Commissioning	March 2018											