STRATEGIC RISK PROFILE 2016-20				Risk Likelihood Risk Impact 1 = Unlikely 1 = Minor 2 = Possible 2 = Moderate 3 = Likely 3 = Significant 4 = Almost Certain 4 = Critical							Assurance									Appendix 2					
						Original sco	ore	Target scor	e			Curren Score			1st Line				2nd I	Line				3rd Line	
Corporate Plan Priority actions	ID	Strategic Risk Description	Cause	Impact	Current Controls	Impact Likelihood	Rating	Likelihood	Mitigating Actions	Action Lead	Timescale	Impact Likelihood	Rating	Overall Assurance	Management Assurance	Law and Governance	Financial Resources	Programmes and Projects	Performance	ICT	HR and OD	Business Continuity	Risk and Assurance		external surance
 Maximising the opportunities from the Economic Leadership Board 	R001	Councils contribution to the 3,6,9 Vision fails to deliver the required outcomes	Uncertainty following BREXIT di leading to greater caution by Investors. Reduction In Public Sector Budgets ^P unding leading to a reduction in resources Proposed projects and actions do not deliver sustainable benefits	Delay in regenerating the city and its key themes of Economy, Housing, Connectivity, Culture and Education	Masterplan 3,6,9 Vision	4 3	12	4 2 8	Develop and implement a process to monitor and review progress 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 or Place and Economy	off Year one actions y from the 3 6 9 Plan delivered: March 17	4 3	12	Growing the Economy	x			x	x				x		
2) Planning City Growth (Local Plan)	R002	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 land out of the greenbelt Loss of New Homes	Policy Framework DCLG Project Plan, Project Board and governance arrangements	3 3	9	3 1 3	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 o Place and Economy/Head of Planning & Regeneration	f Local Plan passes inspection. (date TBL by Gov.)	3 3 D	9		x				x				x		
3) Sector Growth IAMP Enterprise Zones	R003	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 i place to attract business		Economic Masterplan 3,6,9 Vision	4 3			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.				8		x		x	x	x				x		
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	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 o Place and Economy		4 2	8		x		х		x				x		
5) Regenerating the City Centre (Key sites)	R005	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.		i plan City Centre Masterplans Sunderland BID (Business Improvement District)	4 3		4 2 8	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.	Executive Director o Place and Economy/Head of Planning & Regeneration	handed over to Council September 2017 Holmeside Masterplan March 2017 Minster Quarter Masterplan December 2016 Station funding bid Autumn 2016.	4 2	8		x				x				x		
6) More and Better Infrastructure SSTC	R006	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 MAKE it Sunderland		9	3 2 6	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 485 - funding bid submitted July 2016.	Officer Place/Head of Infrastructure &	Bridge Contraction of completion date February 2018 SSTC3 Planning application Dec 16 New Road complete Nov 19		9		x			x	x				x		
7) More and Better Housing Development	R007	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	housing offer to retain and attract residents to Sunderland	Housing Strategy Siglion business plan	3 3	9	3 2 6	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.	Place and Economy/Chief Operating Officer Place	If Delivery Plan to be produced September 2016 Seaburn planning application to be submitted Sept 16		9		x				x				x		
8) 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	n 3 2	6	3 1 3	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			3 3	9		x				x				x		

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) Developing the Cultural R009 Iffer	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		Establish Culture	3 2	6 3	1 3	 Establish the Culture company and develop a revised Culture Strategy Bid for National Portfolio Organistion Funding 		April 2017 January 2017	3 2 6		x					x		
D) Regional and Sub regional R010 orking	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 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	NECA Corporate Plan	4 4	16 4	28	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	Transformation	Realignment of Sunderland position and understanding of the impacts pf recent developments December 2017			x					x		
I) Maximising the R011 oportunities from the ducation and Skills artnership	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 n have the skills to take advantage of economic development	ot Education and Skills Partnership	4 4	16 4	3 12	2 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	Director of Children's Services	01 September 2017	4 4 16	Improving Education and Skills	х			x		x		
2) Ready for School, Ready r Work, Ready for Life spirations and achievement	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 fuffiment of potential" There are further challenges and opportunities arising from the creation of Together for Children	and experiences to release their full potential	contract management arrangements	4 4	16 4	3 11	2 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 Work required to ensure the provision of nursery places for 3 year olds in line with the Governments timelines.	Services Executive Director People Services	April 2017 September 2017	4 4 16		x			×		x	x	
ttract 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	9 3	2 6	Understand the factors that would influence young people to remain in the City and develop action plan to address issues	Director of Children's Services	April 2017	3 3 9		x					x		
3) Maximising the pportunities from the Health nd Wellbeing Board upport the development of elivery plans for the 8 Health nd Wellbeing Board (HWBB) riorities for action	Partner's resources and priorities are not aligned to achieving common outcomes of the Health and Wellbeing Board		Health and wellbeing standards are not raised	Health & Wellbeing Board Priority Delivery Plans Joint Strategic Needs assessment	4 3	12 4	28	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	September 2017 May 2017	4 3 12	Improving Health and Wellbeing	x		x	x		x		
4) Health and Social Care tegration and whole-system novation	Current and planned activity to integrate and commission services is not transformational enough to continually deliver required outcomes and budget savings	alternative providers in order to reduce demand. Financial pressures on NHS and Council budgets and increasing	demand pressures negative impact on key performance indicators o the Council and Health	Health and Wellbeing Board	3 3	9 3	26	Successful delivery of the Vanguard action plan Delivery of efficiency savings Plans to deliver Multi Community Provider and revised approach to Better Care Fund will deliver change. In addition joint MTFS with health will also mitigate impact.	Executive Director of People Services	April 2017 April 2018	339		x			x		x	x	
6) Transform Key Children's R016 ervices Establish the ompany	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	28	Deliver the improvement plan that has been agreed with Ofsted Embed a culture of good performance and quality	Director of Children's Services	Dec-17	4 4 16	Supporting Vulnerable Children and Families	x			x				x

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17) Looked After Children Improve the life chances for the most vulnerable children in the city		Timely and sustainable solutions are not implemented to improve the life chances for the most vulnerable children in the city		Children remain in care foi 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	B 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	April 2017	4 4 16		x				x						x
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	12 Children and families in need of help are identified and multi agency services act together to improve outcomes		April 2017	4 4 16		x										
20) Adult Social Care Further develop Sunderland Care and Support Ltd	R019		Pension, tax and other costs are not accurately quantified. Business not in line with required expectations	vulnerable adults	Company Board Contract	4 4 16	4 2	8 Business plan is subject to scrutiny and challenge by appropriate specialists Consideration of opportunity to develop the market. SCAS to be part of Multi Community Provider and lead provider model for mental health & learning disabilities. Efficiency plan agreed and in place for 2017/18.		April 2017 April 2018	4 4 16	Supporting Vulnerable Adults and Carers	x		x						x		
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	8 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	4 3 12	Building Resilient Citizens and Communities	x				x				x		