






Appendix 2







1 = Minor
2 = Moderate
3 = Significant
4 = Critical






1 = Unlikely
2 = Possible
3 = Likely
4 = Almost Certain







Likelihood	4				
	3				
	2				
	1				
		1	2	3	4
Negative Impact					






[illegible]






										Assurance																	
Risk Code	Strategic Risk Description	Original Score			Target Score			Mitigating Actions	Action Lead	Due Date	Current Score			Strategic Risk Area	Overall	1st Line	2nd Line								3rd Line		
		Impact	Likelihood	Rating	Impact	Likelihood	Rating				Impact	Likelihood	Rating			MGT	Legal	Financial	Projects	Performance	ICT	HR&OD	BCM	Risk	Internal Audit	External Audit	
R005	Unable to attract commercial / manufacturing interest to our development sites							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.	Peter McIntyre	31-Mar-20				Growing the Economy													
		4	3		4	2					4	2															






										Assurance																			
Risk Code	Strategic Risk Description	Original Score			Target Score			Mitigating Actions	Action Lead	Due Date	Current Score			1st Line		2nd Line								3rd Line					
		Impact	Likelihood	Rating	Impact	Likelihood	Rating				Impact	Likelihood	Rating			Strategic Risk Area	Overall	Legal	Financial	Projects	Performance	ICT	HR&OD			BCM	Risk	Internal Audit	External Audit
R006	Failure to provide appropriate conditions to support viable / sustainable investment opportunities in the City, including effective marketing.							Developing the appropriate infrastructure	Peter McIntyre	31-Mar-20				Growing the Economy															
								Obtaining external funding to develop infrastructure		31-Mar-20																			
		4	3		4	2		Effective marketing to encouraging a diverse range of investors		31-Mar-20	4	2																	






		Original Score			Target Score						Current Score			Assurance													
Risk Code	Strategic Risk Description	Impact	Likelihood	Rating	Impact	Likelihood	Rating	Mitigating Actions	Action Lead	Due Date	Impact	Likelihood	Rating	Strategic Risk Area	Overall	1st Line	2nd Line					3rd Line					
R007	Failure to attract investment to support regeneration of the City Centre							Masterplanning underway in further areas (Holmeside, Minster Quarter, Sheepfolds, Sunnyside).	Peter McIntyre	31-Dec-19				Growing the Economy													
								Continue to engage and consult with developers and other stakeholders at the pre-app stage to streamline the process.		31-Dec-19																	
								Bid submitted for balance of Station funding.		31-Dec-19																	
								Funding team horizon scanning and preparing funding bids.		31-Dec-19																	
								Consultants appointed to develop Sunderland City Centre Strategy and Investment Plan		31-Mar-20																	
								New Civic Centre to be developed on Vaux site		31-Mar-20																	
4	3		4	2				4	2																		






										Assurance																
		Original Score			Target Score						Current Score					1st Line	2nd Line						3rd Line			
Risk Code	Strategic Risk Description	Impact	Likelihood	Rating	Impact	Likelihood	Rating	Mitigating Actions	Action Lead	Due Date	Impact	Likelihood	Rating	Strategic Risk Area	Overall	MGT	Legal	Financial	Projects	Performance	ICT	HR&OD	BCM	Risk	Internal Audit	External Audit
R008	Failure to realise the economic regeneration / benefits, arising from the investment in the SSTC programme.							Engage with landowners and key stakeholders to support development of targeted sites. SSTC2 Northern Spire now open. SSTC 3 Construction due to be completed July 21. SSTC 4 business case in development and a re-design of SSTC 5 is being considered.	Les-Clark	31-Mar-20				Growing the Economy												
		3	3		3	2					3	2														







											Assurance															
Risk Code	Strategic Risk Description	Original Score			Target Score			Mitigating Actions	Action Lead	Due Date	Current Score			Strategic Risk Area	Overall	1st Line	2nd Line							3rd Line		
		Impact	Likelihood	Rating	Impact	Likelihood	Rating				Impact	Likelihood	Rating			MGT	Legal	Financial	Projects	Performance	ICT	HR&OD	BCM	Risk	Internal Audit	External Audit
R009	Housing developers are not attracted to Sunderland	3	3		3	2		Incentivise developers and put in place enabling infrastructure.	Peter McIntyre	31-Dec-19	3	2		Promoting Better Living and Working												
								Programme activity so that developers are ready to submit planning applications as soon as the Local Plan is adopted.		31-Mar-20																
								Siglion housing sites in progress.		31-Mar-20																







											Assurance																
Risk Code	Strategic Risk Description	Original Score			Target Score			Mitigating Actions	Action Lead	Due Date	Current Score			Strategic Risk Area		Overall	1st Line	2nd Line								3rd Line	
		Impact	Likelihood	Rating	Impact	Likelihood	Rating				Impact	Likelihood	Rating				MGT	Legal	Financial	Projects	Performance	ICT	HR&OD	BCM	Risk	Internal Audit	External Audit
R010	Opportunities are not taken to regenerate the coast in a timely manner or development is restricted by lack of resources	3	2		3	1		Seaburn phase 1 to deliver apartments and commercial space	Peter McIntyre	31-Dec-19	3	4		Promoting Better Living and Working													







										Assurance																
Risk Code	Strategic Risk Description	Original Score			Target Score			Mitigating Actions	Action Lead	Due Date	Current Score			Strategic Risk Area	Overall	1st Line	2nd Line							3rd Line		
		Impact	Likelihood	Rating	Impact	Likelihood	Rating				Impact	Likelihood	Rating			MGT	Legal	Financial	Projects	Performance	ICT	HR&OD	BCM	Risk	Internal Audit	External Audit
R011	City's cultural offer does not contribute to the city being an attractive and vibrant place to invest, work, learn, live and visit	3	2		3	1		Culture Company supports cul;ture programme and key cultural events such as elements of the Tall ships	Fiona Brown	31-Mar-19	3	1		Maximising the Cultural Offer												

										Assurance															
Risk Code	Strategic Risk Description	Original Score		Target Score		Mitigating Actions	Action Lead	Due Date	Current Score			1st Line		2nd Line							3rd Line				
		Impact	Likelihood	Rating	Impact				Likelihood	Rating	Impact			Likelihood	Rating	Strategic Risk Area	Overall	Legal	Financial	Projects	Performance	ICT	HR&OD	BCM	Risk
R013	The Council is not able to fulfil its statutory responsibility and/or achieve desired outcomes for Children and young people						Fiona Brown	31-Mar-19				Improving Education & Skills													
									Review of Together for Children governance arrangements.	31-Mar-19															
		4	4		3	2			Base budget review.	31-Mar-19	3														3

											Assurance														
Risk Code	Strategic Risk Description	Original Score			Target Score			Mitigating Actions	Action Lead	Due Date	Current Score			Strategic Risk Area	Overall	1st Line	2nd Line							3rd Line	
		Impact	Likelihood	Rating	Impact	Likelihood	Rating				Impact	Likelihood	Rating			MGT	Legal	Financial	Projects	Performance	ICT	HR&OD	BCM	Risk	Internal Audit
R014	The health of the population does not improve							Develop the Joint Health & Wellbeing Strategy with an action plan, to address the major issues identified in the Joint Strategic Needs Assessment.	Gillian Gibson	31-Mar-20				Improving Health & Wellbeing											
								Public Health function to effectively address major issues including alcohol, smoking and obesity, guided by the developing Public Health Strategy		31-Mar-20															
		4	3		4	2		The Council to incorporate an approach to health in all its policies		31-Mar-20	4	3													

		Original Score			Target Score							Current Score					Assurance										
Risk Code	Strategic Risk Description	Impact	Likelihood	Rating	Impact	Likelihood	Rating	Mitigating Actions	Action Lead	Due Date	Impact	Likelihood	Rating	Strategic Risk Area	Overall	1st Line	2nd Line							3rd Line			
																MGT	Legal	Financial	Projects	Performance	ICT	HR&OD	BCM	Risk	Internal Audit	External Audit	
R015	Safeguarding practice does not substantially improve to make children safer.							Deliver the improvement plan that has been agreed with Ofsted	Jill Colbert	30-Sep-18				Protecting Vulnerable Children													
		4	4		4	2		Embed a culture of good performance and quality		30-Sep-18	4	3															

		Original Score			Target Score						Current Score			Assurance												
Risk Code	Strategic Risk Description	Impact	Likelihood	Rating	Impact	Likelihood	Rating	Mitigating Actions	Action Lead	Due Date	Impact	Likelihood	Rating	Strategic Risk Area	Overall	1st Line	2nd Line							3rd Line		
																MGT	Legal	Financial	Projects	Performance	ICT	HR&OD	BCM	Risk	Internal Audit	External Audit
R016	Timely interventions are not undertaken to deliver early help/support to vulnerable children							Children and families in need of help are identified and multi-agency services act together to improve outcomes	Jill Colbert	30-Sep-18				Protecting Vulnerable Children												
		4	4		4	2					4	3														

											Assurance															
		Original Score			Target Score							Current Score			1st Line		2nd Line							3rd Line		
Risk Code	Strategic Risk Description	Impact	Likelihood	Rating	Impact	Likelihood	Rating	Mitigating Actions	Action Lead	Due Date	Impact	Likelihood	Rating	Strategic Risk Area	Overall	MGT	Legal	Financial	Projects	Performance	ICT	HR&OD	BCM	Risk	Internal Audit	External Audit
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							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	Jill Colbert	30-Sep-18				Protecting Vulnerable Children												
		4	4		4	2					4	3														

