

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
Negative Impact	

Corporate Plan Priority actions	ID	Strategic Risk Description	Cause	Impact	Current Controls	Original score			Target score			Current Score		
						Impact	Likelihood	Rating	Impact	Likelihood	Rating	Impact	Likelihood	Rating
1) 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 leading to greater caution by Investors. Reduction In Public Sector Budgets/Funding 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	Economic Masterplan 3,6,9 Vision Council officers attend ELB	4	3	12	4	2	8	4	3	12
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 not accept that our growth aspirations are supported by appropriate evidence and consultation.	Land is not allocated for the appropriate type of development eg 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	9	3	1	3	3	3	9
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 in place to attract business	Fail to grow the local economy, create jobs	Economic Masterplan 3,6,9 Vision	4	3	12	4	2	8	4	2	8
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	12	4	2	8	4	2	8
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.	Decline of the City Centre and loss of business rates	Siglon business plan City Centre Masterplans Sunderland BID (Business Improvement District)	4	3	12	4	2	8	4	2	8
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	Local economy is not expanded by new and developing businesses.	SSTC programme MAKE it Sunderland	3	3	9	3	2	6	3	3	9
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	Fail to improve the housing offer to retain and attract residents to Sunderland	Housing Strategy Siglon business plan	3	3	9	3	2	6	3	3	9
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	3	2	6	3	1	3	3	3	9

Appendix 2

Assurance												
Overall Assurance	1st Line	2nd Line								3rd Line		
	Management Assurance	Law and Governance	Financial Resources	Programmes and Projects	Performance	ICT	HR and OD	Business Continuity	Risk and Assurance	Internal audit	External Assurance	
Growing the Economy	X			X	X				X			
	X				X				X			
	X		X	X	X				X			
	X		X		X				X			
	X				X				X			
	X			X	X				X			
	X				X				X			
	X				X				X			



Corporate Plan Priority actions	ID	Strategic Risk Description	Cause	Impact	Current Controls	Impact Likelihood	Rating	Impact Likelihood	Rating	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	Internal audit	External Assurance	
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 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	16	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	April 2017	4	4	16										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	Director of Children's Services	April 2017	4	4	16										
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	Unable to support vulnerable adults Savings not achieved Significant additional cost to the Council	Contract Company Board Contract management arrangements	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.	Head of Integrated Commissioning	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		

