

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

4	3	2	1
3	2	1	
2			
1			
	1	2	3
			4

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			

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	
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	6	3	1	3	Establish the Culture company and develop a revised Culture Strategy Bid for National Portfolio Organisation Funding	Executive Director of People Services	April 2017 January 2017	3	2	6		X						X		
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 people of Sunderland.	Sunderland continues to carry out activities in isolation in areas where there is a regional approach supported by regional funding	Sunderland's ambitions could be at risk due to activity co-ordinated through regional strategies. Missed opportunities for investment and development of skills	NECA Corporate Plan	4	4	16	4	2	8	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 and Transformation	Realignment of Sunderland position and understanding of the impacts of recent developments December 2017	4	4	16		X					X			
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	4	16	4	3	12	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		X		X			X			
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	Children and young people do not have the skills, attributes, qualifications and experiences to release their full potential	Commissioning and contract management arrangements	4	4	16	4	3	12	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.	Director of Children's Services Executive Director People Services	April 2017 September 2017	4	4	16		X		X			X		X	
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	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			
13) Maximising the opportunities from the Health and Wellbeing Board Support the development of delivery plans for the 8 Health and Wellbeing Board (HWBB) priorities for action	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 and wellbeing standards are not raised	Health & Wellbeing Board Priority Delivery Plans Joint Strategic Needs assessment	4	3	12	4	2	8	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		X		X			X			
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	Failure to achieve the benefits for citizens Continuing financial and demand pressures negative impact on key performance indicators of the Council and Health Continued inefficiencies within the system	Health & Social Care Integration Board Health and Wellbeing Board Providers Board	3	3	9	3	2	6	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	3	3	9		X		X			X		X	
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	16	4	2	8	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		X		X					X	

