



STRATEGIC RISK PROFILE

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

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

Assurance

Current Score (Sept 2023)

Target score

1st Line

2nd Line

3rd Line

City Plan Theme	City Plan Priority actions	ID	Strategic Risk Description	Cause	Impact	Current Controls	Current Score (Sept 2023)			Target score			Mitigating Actions	COG Lead	Overall Assurance	Management Assurance	Risk and Assurance	Internal Audit	External Assurance
							Impact	Likelihood	Rating	Impact	Likelihood	Rating							
DYNAMIC SMART	More and better jobs.	R01	Unable to attract commercial / manufacturing interest to our development sites.	Developments in other areas of the country may be more attractive to investors. Uncertainty arising from a range of economic factors leading to greater caution by investors. Firms may review their plans due reduced turnover and increased home working.	Delay in regenerating the City and delivering the City Plan. Inability to grow Business Rate Income.	City Plan. City Board. IAMP LLP Board.	4	2	8	4	1	4	Monitor and review the actions being undertaken to incentivise / support industries to prosper in the City to achieve targets and outcomes. Sunderland has been chosen as the base of Nissan 36Zero, a flagship Electric Vehicle (EV) Hub that will create a world-first EV manufacturing ecosystem. Comprised of three interconnected initiatives, Nissan EV36Zero brings together electric vehicles, renewable energy and battery production. The projects represent 6,500 jobs at Nissan and its UK suppliers, including more than 900 new Nissan jobs and 750 new jobs at a second Envision-AESC Gigafactory	Executive Director of City Development					
	More and better jobs.	R02	The city, its residents and businesses do not emerge from the Covid-19 pandemic and economic challenges in a strong and competitive position.	Reduction in footfall due to the cost of living crisis. Other interacting factors contributing to commodity, logistical issues, including driver shortages and inflation	Adverse economic impact on local businesses. Delay in regenerating the City and delivering the City Plan.	City Plan. City Board. University Enterprise Zone	4	3	12	4	2	8	Reassess support that is available to different sectors and communicate widely. Encourage entrepreneurship utilising the business incubators to support business establishment, growth and job creation. Lobby Government for additional support nationally for self-employed. Delivery planning to take into account, potential shortages and delays. Sunderland continues to facilitate development in these challenging times	Executive Director of City Development					
	More and better housing.	R03	Unable to meet the aspirations set out in the Local Plan to generate a variety of property types and tenures that meet the needs and aspirations of families and individuals	Traditionally a difficult market to incentivise. High number of empty properties. High % of homes in low Council Tax bands. Limited Green space to attract continued development	Outward migration continues.	Housing Strategy. City Plan. City Board.	4	2	8	4	2	8	Incentivise the market to progress key housing sites including, Riverside Sunderland, existing Civic Centre site, Northern Spire Park, Washington Meadows and Potters Hill (South Sunderland Growth Area). Whilst new homes continue to be built in the City, future developments may be restricted by the limited green space and increased cost of developing on brownfield sites. Options available to the council include opening up more green space or supporting developments on brownfield sites.	Executive Director of City Development					
	More local people with better qualifications and skills.	R04	The qualifications and skills which Sunderland's residents have may not match the needs of industry in the City.	Employer entry level qualification requirements not clearly understood. Schools are performance / league table driven with very little scope to tailor curriculum or follow vocational routes. High attainment at Primary School falls off at Secondary Level. City has comparatively fewer residents with degrees.	Sunderland residents are less able to access all of the employment opportunities that are created in the City and on average earn less than non-resident Sunderland workers.	City Plan. City Board	4	3	12	4	2	8	Facilitate collaborative working between employers, education/skills providers and students. The North East Automotive Alliance (NEAA), is an industry-led cluster group, which supports, the economic sustainable growth and competitiveness of the sector. Its role includes cohesive workforce planning, helping to forecast future skills demand and informing providers so that they can make relevant courses available. Skills Strategy to form part of the Local Industrial Strategy with a heavy digital bias. Developing a City Skills Board including University and College Proposed North East devolution deal announced. The Council will continue to focus on tackling the barriers for those least able to access employment through initiatives such as Community Local Led Development. Sunderland City Council, Education Partnership North East and MOBIE have secured funding from the Government's Levelling Up Fund (LUF) to develop a Housing Innovation and Construction Skills Academy (HICSA) - a ground-breaking facility that will educate, train and upskill the people of Sunderland to create innovative factory-built new homes, the first of which will be assembled at Riverside Sunderland. The Sunderland Education, Training & Employability Online Directory has been developed in partnership with Together for Children, Sunderland Information point and local partners. An easy to use on-line resource bringing together local providers and organisations that offer a wide variety of education, training and employability courses to the people of Sunderland. It will support those who are planning their career, wanting to gain new qualifications or improve their employability skills.	Executive Director of City Development / Director of Children's Services					
	A stronger City Centre with more businesses, housing and cultural opportunities.	R05	Sunderland City Centre fails to drive transformational economic growth.	Declining retail, economic and service functions due to cost of living crisis. Independent traders struggling. Peripheral but accessible employment locations - e.g. Doxford Business Park. Fragile viability of the City Centre.	Delay in regenerating the City and delivering the City Plan. Continued decline of the City Centre. Migration out of the City continues.	City Plan. City Board. Riverside Sunderland Development.	4	3	12	4	2	8	Progress the Riverside Sunderland development which aims to double the residential population and increase the number of jobs by 50% by 2030 Support development of the central business district, which will increase footfall and act as a showcase to attract further investment. There are 12 game-changing projects set out in the recently published Riverside Sunderland 2024, comprising Vaux Neighbourhood & Expo Sunderland, Sunderland New Wear Crossing, The Stables, Housing Innovation & Construction Skills Academy, Maker & Faber, St Mary's Boulevard, Sunderland Eye Hospital, Keel Square Hotel, The Yard, Culture House, Farringdon Row South, Galley's Gill. The projects comprise phase 2 of Riverside Sunderland and are due to be completed by 2024	Executive Director of City Development					

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	A lower carbon city with greater digital connectivity for all.	R06	Unable to maximise the opportunities created by the Smart City Infrastructure.	Unable to agree an appropriate solution. Unable to attract funding to develop the required infrastructure.	Businesses and residents are not attracted to the City. Unable to access faster speeds and more reliable connectivity than existing 3G and 4G networks.	City Plan. Contract with City Fibre. Virgin Media upgrades and extension. Deployments by Netomnia and Grain Connect in the city. Several significant funding bids delivered and more in train. Digital Careers and Education Partnership with Digital Catapult. MOU in place with Microsoft.	3	2	6	3	2	6	Sunderland City Council has awarded a 20-year strategic partnership to Boldyn Networks (formerly BAI Communications) to design, build and operate next generation digital infrastructure including a private 5G small cell network. Project areas include; <ul style="list-style-type: none"> Manufacturing and logistics. Intelligent traffic mapping and air quality Education, including digital skills. Health Social Care. Public Sector Reform and Public Safety Council continues to work with Boldyn to progress the significant and extensive Delivery Plan. SAFC and Sunderland University have signed contracts for infrastructure services and discussions continue with the Hospital Trust, the College and Property Developers. Successful UKSPF bid being delivered to support Digital Hubs in communities and digital inclusion activities. Successful Innovate UK bid being delivered for autonomous city centre shuttles. Further successful bid due to be announced in September. Work underway for prepare the digital landscape across the LA7 aligned to devolution.	Assistant Director of Smart Cities and Enabling Services					
	A lower carbon city with greater digital connectivity for all.	R07	Resources and critical infrastructure are not in place to enable the Council to become carbon neutral by 2030 and Sunderland to be carbon neutral by 2040 .	Measures are not in place to meet the aspirations of the Council and City to become carbon neutral. Limited business take-up of low carbon initiatives	Fail to reduce greenhouse gas emissions and make related financial savings.	Carbon Management Plan. City Plan.	4	4	16	3	2	6	Implement the Low Carbon Framework and Delivery plan to reduce individual carbon footprints, improve energy efficiency of existing homes and buildings, develop low carbon and active transport modes, develop renewable energy generation / storage grow the city's green economy, reduce the volume of all consumption and waste, increase opportunities to reuse materials and recycle waste. Sunderland's Low Carbon framework sets an ambition for the Council becoming carbon neutral by 2030 and the City to become carbon neutral by 2040. Carbon Action Plan is being refreshed. However inflation and financial pressures may slow the take up of carbon reduction initiatives	Executive Director of City Development					
	Access to equitable opportunities and life chances.	R08	The Council is not able to fulfil its statutory responsibility for Children and Young People and also ensure families are resilient to enable them to achieve their desired outcomes.	Resources are not sufficient to protect children and young people from harm or exploitation by others. Families in need of support do not have the financial or emotional stability to respond to challenges and achieve the best possible outcomes for their children	Adverse impact on vulnerable children at both an educational and safeguarding perspective. Children and young people are at risk and harm or exploitation by others.	TfC contract monitoring arrangements. City Plan. Outstanding Ofsted outcome	4	1	4	4	1	4	Ofsted Report August 2021 "Leaders and managers are confident, ambitious and influential in changing the lives of local children, young people and their families including cared for children and care experienced young people." "A new and vibrant culture is now widespread across children's services in Sunderland. This successful approach has resulted in children's voices and influence being central to assessments, planning and interventions. Staff across the council and the multi-agency partnerships are hugely focused on seeking to identify vulnerabilities and needs, providing support for children and families before problems escalate. JTAI Ofsted report January 2023 reinforces the view that Ofsted continue to see evidence of high quality service interventions from TfC providing assurance therefore that the service has not deteriorated since the full ILACS judgement in 2021. Monitor commissioning arrangements and outcomes, including the priority areas of Safeguarding, the development of life skills and support for families, which enhance access to the same opportunities and life chances. Joint work between TfC and SCC on MTFP to ensure joined up financial planning	Director of Children Services					
	Access to equitable opportunities and life chances.	R09	Families are not sufficiently resilient and resourceful to respond to challenges and achieve the best possible outcomes for their children.	Families unable to support children at home with educational progress. Families do not have financial stability due to the cost of living crisis. Parents do not have emotional stability to support their families.	Adverse impact on vulnerable children at both an educational and safeguarding perspective. Children and young people are at risk from harm or exploitation by others.	TfC City Plan. Outstanding Ofsted outcome	4	2	8	4	1	4	Monitor commissioning arrangements and outcomes, including the priority areas of Safeguarding, the development of life skills and support for families, which enhance access to the same opportunities and life chances. Joint work between TfC and SCC on MTFP to ensure joined up financial planning	Director of Children Services					
	Reduced health inequalities enabling more people to live healthier longer lives.	R10	Unable to improve the historically poor Health outcomes in Sunderland and reduce Health inequalities.	Adverse impact of Covid 19 and the cost of living crisis on health inequalities. The Sunderland Joint Strategic Needs Assessment identified high level health challenges for Sunderland including: Long term health problems- excessive alcohol, smoking, poor diet and low levels of physical activity. Poor mental health and wellbeing. Increased health risks of people with a physical or learning disability.	Life expectancy and healthy life expectancy are below the national average. Ill health continues to present an unsustainable burden on the health and care system and wider City economy.	Joint Strategic Needs Assessment. Health & Wellbeing Board. H&WB Priority Working Groups City Plan. Altogether Better Alliance	4	4	16	4	2	8	Healthy City Plan agreed to address the major issues identified in the Joint Strategic Needs Assessment The Health & Wellbeing Board oversees the Delivery Plan and Workstreams including, Best Start in life, Young people aged 11-19, Smoke free Sunderland, Addressing alcohol harms, Healthy economy, Mental health and wellbeing, Ageing well. There is also a Covid -19 health inequalities workstream to address the health inequalities amplified during the pandemic. Council has prioritised its ways of working in developing an approach to tackling inequalities. The Health, Housing & Communities Directorate, provides greater scope to address long term health issues in the community.	Executive Director of Health, Housing & Communities					
	Reduced health inequalities enabling more people to live healthier longer lives.	R11	Unable to control variants of the Covid virus, and other communicable diseases, which could increase the spread of the infection across Sunderland.	Complexities in controlling the spread of the virus / variants. Individuals do not adhere to guidance. Fewer people are having their seasonal boosters	Adverse impact on peoples health, both short and long term (including council employees). People are asked to self isolate.	Sunderland Health Protection Board Sunderland Outbreak Control Board	4	3	12	4	1	4	Mitigation will be based on the COVID-19 Control Plan.	Executive Director of Health, Housing & Communities					
	Reduced health inequalities enabling more people to live healthier longer lives.	R12	The introduction of a statutory Integrated Care System with a regional Integrated Care System (ICS) Health and Care Partnership, covering the North east and Cumbria may reduce the resources available in Sunderland for Health and Social Care	Under new proposals NHS and local authorities will be given a duty to collaborate with each other under a statutory Integrated Care Systems (ICSs). These will include an ICS Health and Care Partnership, bringing together the NHS, local government and partners,	A regional ICS Health and Care Partnership, covering the North east and Cumbria, may prioritise areas outside of Sunderland	Health & Wellbeing Board.	3	3	9	3	2	6	Local partners to work together to promote Sunderland interests at a regional level. Assistant Director of Integrated Commissioning jointly appointed (CCG) to develop Sunderland Based Place Arrangements. National changes to the NHS may be delayed and this may impact on local arrangements. Integrated Care System is live. High level Place Based arrangements have been agreed, with work on-going to develop the supporting requirements.	Executive Director of Health, Housing & Communities					

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HEALTHY SMART	People enjoying independent lives.	R13	Current model of social care cannot be sustained in the future, due to increasing pressures within the social care environment.	Increase in the level of long term conditions, including increasing proportions of people with multiple long term conditions. Potential market failure in the supply chain. Difficulties in keeping supply and demand in equilibrium. Work force issues. Increased requests to support the NHS around hospital discharges.	Care options for adults do not meet the needs of individuals or result in increased costs to the Council.	Health & Wellbeing Board. City Plan.	4	2	8	4	1	4	<p>Deliver better integrated care through promotion and support for self-care. Implementing a multi agency neighbourhood management approach to better co-ordinate health and care services.</p> <p>Reviewing approach to services in peoples homes to remodel what home care, reablement and telecare services need to be for future demand,</p> <p>Continue to expand the use of technology enabled care solutions to support peoples independence. The greater reach and capacity of new connectivity being developed through our joint venture with BAI Communications will enable existing deployment of assistive technologies for vulnerable people to scale significantly.</p> <p>The Sunderland Voluntary Sector Alliance has been launched to build on the outstanding contribution made by the city's voluntary and community sector in supporting communities during the pandemic. It will improve support for the sector and expand their role, working with partner organisations across the city to meet the city's strategic needs.</p> <p>Using local intelligence with our Partners, through the Ageing Well Delivery Board. We have identified key areas of targeted work that will contribute to reducing falls, and the impact of falls, on our residents. New falls strategy for the City is in development.</p> <p>Continue to work with the Association of Directors of Adult Social Services (ADASS) on market sustainability for social care including DHSC Fair Cost of Care exercise. Arrangements in place through ADASS to manage the Social Care Reform Agenda.</p> <p>Put in place new multi agency Front Door service to more effectively triage customers to get the help they need more quickly and in a co-ordinated way.</p> <p>Expand use of Direct Payments as alternative to traditional services at home.</p>	Director of Adult Services & SCAS Chief Operating Officer								
	Cleaner and more attractive City and neighbourhoods.	R14	Council resources and the input of residents are not fully optimised to tackle environmental issues in neighbourhoods.	The level of services delivered by the council does not always meet customer expectations. Recycling bins are often contaminated. Increased fly tipping.	Fail to achieve cleaner and greener streets across the City. Recycling rates are not increased.	City Plan.	4	2	8	4	1	4	<p>Environmental issues are a concern to residents and are therefore included in the Service Plans. CLEAN and GREEN promotion encouraging volunteers to tackle local environmental issues. New mechanical brushes purchased and investment in litter bins. Introduced no side waste policy and new team of Waste awareness officers created. New communications plan to regularly communicate waste and recycling messaging to encourage correct behaviour. Close working with enforcement to tackle environmental issues. New littering campaign to be launched.</p>	Director of Environmental Services								
	A City with great transport and travel links.	R15	The City cannot meet the challenge to develop an active and green transport system in response to Covid19 and other economic pressures.	Enhanced electric infrastructure required. Limited pedestrian and cycling routes. Winter maintenance programme may be impacted by the availability of resources (grit and drivers)	Fail to change the use of cars as the primary source of travel. Restricted connectivity between different areas of the City.	Transport Movement Plan for Sunderland. City Plan.	3	2	6	3	1	3	<p>Review the Transport Movement Plan for Sunderland to reflect new opportunities. Plans have been agreed to revamp Sunderland's Central Train Station, beginning with the demolition of the current south entrance. SSTC3 link road from Northern Spire to City Centre opened November 2021 High Level Footbridge project ongoing. A submission has been made to the Levelling Up Fund LUF for a multi million pound investment in green travel across the city</p>	Executive Director of City Development								
VIBRANT SMART	More residents participating in their communities.	R17	Pathways are not in place to encourage / support more residents to participate in making their neighbourhoods more desirable.	Residents are not fully aware of opportunities to participate in their neighbourhoods.	Neighbourhoods become less attractive. Outward migration continues.	City Plan. Vibrancy Board.	3	2	6	3	2	6	<p>Implement Neighbourhood Plans, which incorporate input from residents. Develop and implement a Volunteers Strategy. Strategy completed and Volunteer Sunderland website launched. Community Support Workers are now in post supporting the Sunderland Voluntary Sector Alliance and external funding has been secured to grow its capacity across the city.</p>	Executive Director of Health, Housing & Communities								
	More people visiting Sunderland and More residents informing and participating in cultural events programmes and activities.	R18	Sunderland may not be recognised as a cultural destination of choice.	The developing cultural offer is not fully understood. Limited number of City centre hotels.	City's cultural offer does not contribute fully to the City being an attractive and vibrant place to invest, work, learn, live and visit. Adverse impact of Covid restrictions.	City Plan. Vibrancy Board.	3	2	6	3	1	3	<p>Develop a wider Vibrancy Partnership to promote new events and increase cultural activity. Vibrancy Board set up. Board to develop a Delivery Plan to promote Sunderland as a cultural destination of choice. Tourism offer and City Brand being reviewed. Sunderland continues to promote its tourist attractions to take advantage in the upsurge in "staycations" A Tourism recovery plan is in place to promote and sustain the return of visitors and participation of residents in cultural events, programmes and activities. A new Cultural Strategy to address the Council's Cultural priorities and the Cities Cultural priorities. A cultural regeneration team has been established to take forward the Council's priorities</p>	Executive Director of City Development								
	More people feeling safe in their homes and neighbourhoods.	R19	Reduced trust in public protection.	Significant local crime events. Vulnerable residents are exploited by organised crime syndicates. Community Engagement has indicated that fear of crime is an issue although crime statistics are low. Young People's survey Nov 19 indicated that Knife crime and Hate crime are issues of concern.	Localised community tensions. Vulnerable individuals have their lives controlled by criminal organisations.	Safer Sunderland Partnership. City Plan.	4	2	8	4	1	4	<p>Support Partners to improve community safety and maintain high levels of feelings of safety for all. Criminal activity to be disrupted through increased Policing and other Agency intervention and enforcement activity. Promote Sunderland more positively as a City that welcomes all, with neighbourhoods that are attractive, safe, inclusive and cohesive. Targeted engagement to be undertaken with communities to establish the cause of concerns and actions that can be taken to reduce the level of concern. Sunderland Domestic Abuse Safe Accommodation Strategy agreed</p>	Executive Director of City Development								
	More people feeling safe in their homes and neighbourhoods.	R20	Council fails to provide support for victims of domestic abuse as required by the Domestic Abuse Act 2021.	New legislation imposing duties on the Council to provide accommodation-based support for victims of domestic abuse	Individuals / Families continue to suffer from the adverse impacts of domestic abuse	Domestic Abuse Act 2021 Health & Wellbeing Board	4	2	8	4	1	4	<p>Domestic Abuse Local Partnership Board, developing a strategy for the provision of accommodation based support. Cabinet approved the Sunderland Domestic Abuse Safe Accommodation Strategy, which aims to improve the lives of victims, survivors and their children describing how safe accommodation and support for domestic abuse victims-survivors will be provided over the next three years. Views have been obtained from residents and survivors to develop a wider strategy to protect people from Domestic Abuse (not just the provision of accommodation as required by Statute)</p>	Executive Director of Health, Housing & Communities								
	More resilient people.	R21	Opportunities are not taken to enable families and individuals to support themselves, to mitigate the impact of indebtedness and welfare reforms and progress their ambitions.	Ongoing austerity and welfare reform changes have exposed many more residents to the effects of poverty – including food insecurity. Impacts of Covid 19 and the cost of living crisis have reduced the value of income.	Increase in the number of families falling into debt and requiring welfare support. Increase in the number of children being able to achieve at school.	Sunderland Foodbank. City Plan.	4	4	16	4	1	4	<p>Sunderland City Council, in partnership with the voluntary and community enterprise sector has; Published our Statement of Intent for fuel energy measures to address fuel poverty/energy efficiency in privately owned homes. An Internal Task Group is reviewing how further support can be provided, working with Partners and the Voluntary Sector in response to the cost of living crisis</p>	Executive Director of Health, Housing & Communities								

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ENABLING	Finance.	R22	Aspirations to deliver the City Plan may be restricted by financial pressures.	Uncertainty as to the level of Government funding to be provided (1 year settlement only) and timing and impact of any Fair Funding Review. Lack of clarity and guarantees on long term funding position increases the uncertainty around future delivery in the medium to longer term. Progressive reduction in Government funding since 2010. Cessation of European Funding with UK Shared Prosperity Fund only confirmed up until March 2025. Changes to funding streams, changes in amounts of funding, high levels of inflation, pay awards, borrowing costs, potential liabilities etc.	Inability / delay in addressing Sunderland's challenges / priorities leading to City Plan outcomes not being delivered. Strategic financial plans do not align to Council priorities, objectives and direction as set out in the City Plan.	Medium Term Financial Plan (MTFP). Budget Plan. City Plan.	4	3	12	4	1	4	The 2023/24 budget and MTFP was approved by Council in February 2023. At the same time, the update to the City Plan ensured a joined up strategy and financial view for the council. In year budget monitoring is tracking delivery of the budget in light of significant inflationary pressures (contractual, pay, utilities etc). Budget for 2024/25 is currently being developed and to be considered by Council on 28th February 2024. Appropriate consultation and intelligence gathering is undertaken in assessing the Council's short to medium term financial position with residents, supplemented with the usual engagement with Trades Unions, Schools Forum and business community. Lobbying of Government around funding for local authorities undertaken jointly through ANEC, SIGOMA etc.	Director of Finance					
	Partnership Working.	R23	Objectives and priorities of Council and other Partner(s) may conflict or are not aligned to deliver the priorities in the City Plan.	Reducing resources may lead to partners concentrating on their own priorities at the expense of City priorities. Lack of understanding by each partner as to the contribution they can play to the delivery of the City Plan. Lack of partnership performance monitoring. Not all Partnership Boards across the City are aligned and may not have a full understanding of the varying priorities and delivery objectives.	Unable to achieve City priorities and support communities.	City Plan.	4	2	8	4	2	8	Partners represented on the City Board to support delivery of the City Plan. Partners to identify projects that support delivery of the City Plan.	Assistant Director of Strategy and Corporate Affairs					