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City Plan Theme	City Plan Priority actions	ID	Strategic Risk Description	Cause	Impact	Current Controls	Impact	Likelihood	Rating		Impact	Likelihood	Rating	Mitigating Actions	COG Lead	Overall Assurance	Management Assurance	Risk and Assurance	Internal Audit	External Assurance
	A lower carbon city with greater digital connectivity for all.	R06	Unable to maximise the opportunities created by the Smart City Infrastructure.	Smart City Programme including strategic joint venture is unsuccessful.	Businesses and residents are not attracted to the City. Unable to access faster speeds and more reliable connectivity. Unable to take advantage of new digital and data solutions.	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. Additional infrastructure and digital and data solutions continually being developed.	3	2	6		2	2	4	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"> <li>Manufacturing and logistics.</li> <li>Intelligent traffic mapping and air quality</li> <li>Education, including digital skills.</li> <li>Health Social Care.</li> <li>Public Sector Reform and Public Safety</li> </ul> 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. Successful bid announced of £5.7m for next generation connectivity with Sunderland AFC and ESports. Additional £3.8m awarded for 5G use case deployment. Work underway for prepare the digital landscape across the LA7 aligned to devolution.	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		4	2	8	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. Significant investment is needed across the City to accelerate progress in relation to the 2040 city wide target in this challenging context.	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	ILACS 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, CQC & HMICFRS) 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. A further Ofsted Focused Visit in October 2023 referenced that for children in need and those subject to a child protection plan, receive timely and effective support when they need it. Their needs are assessed by highly skilled and committed workers, who develop clear plans to make children safer. QA and performance management systems ensure that leaders have a firm grip on the quality of practice, and know their service well. First registered provider nationally (2023) of supported accommodation for over 16 year olds is evidence of the continued focus on doing what's best for children whilst securing high levels of regulatory compliance. TfC also allowed Ofsted to pilot the supported lodgings inspection framework in Sunderland which provided an early opportunity to test current provision against the new framework. 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. 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).	Sunderland Health Protection Board	4	2	8		4	1	4	Any changes to national guidance on the management of respiratory illness and infectious disease, including in response to new variants of concern of Covid-19, will be actioned accordingly. Ongoing surveillance is undertaken by UKHSA. Management of an outbreak of any communicable disease will be managed in accordance with agreed national and local processes and ways of working, working closely with UKHSA. This would include the establishment of Outbreak Control Teams, if required. Sunderland Health Protection Board has oversight and governance for health protection and an annual Health Protection Assurance Report is produced. The NHS (ICB) has lead responsibility for the winter vaccination programme, working with local partners, and will provide updates on programme delivery to the Health Protection Board.	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	NHS and local authorities have 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. The Integrated Care Board are currently restructuring and reducing management costs by 30% over two years. This will amalgamate Sunderland and South Tyneside teams.	A regional ICS Health and Care Partnership, covering the North east and Cumbria, may prioritise areas outside of Sunderland	Health & Wellbeing Board.	3	4	12		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.	3	2	6	4	1	4	<p>Deliver better integrated care through promotion and support for self-care. Implementing a multi agency neighbourhood mangement 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, (Cabinet Approved and moving on to implementation)</p> <p>Continue to expand the use of technology enabled care solutions to support peoples independence.</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>Reduce backlog for assessments, reviews, DFG, therapies.</p> <p>Implement new model of residential care over next 18 months, Cabinet approval in place (Oct 23).</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 approved by HWBB in Sept 2023.</p> <p>Continue work with Ageing Well Amabassdor to make Sunderland a dementia friendly City.</p> <p>Introduce TotalMobile solution to release more staff capacity for customer facing activity.</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</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 mechnical 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. Continue to consider different and smart solutions to providing services.</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. Revamp of Sunderland's Central Train Station - South entrance is now open. 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					
	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.	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					
VIBRANT SMART	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.	3	2	6	3	1	3	<p>Sunderland continued to promote the tourism offer through the ongoing, award-winning 'City of Surprises campaign,' connecting both residents and visitors with scenic walks, attractions and events. We are working alongside city partners on a new 10-year tourism strategy for the Sunderland, one that will create an environment in Sunderland where tourism and the visitor economy can continue to recover, develop and prosper. The strategy will bring together all aspects that contribute to the reimagined visitor experience, while taking account of the needs of local residents, businesses and the environment. The strategy will be drafted in Q1 2024 and implementation will begin in the early summer.</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 The Knife Angel to be located in Sunderland in 2024 as a means of creating awareness of knife crime , with a view to a reduction of incidents and weapons in the community . A comprehensive review of CCTV across Sunderland is being undertaken to enhance the detection and identification of crime and perpetrators to improve the quality of life in neighbourhoods.</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) Capital proposal supported by Cabinet.</p>	Executive Director of Health, Housing & Communities					

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	More people feeling safe in their homes and neighbourhoods.	R21	Unable to implement the aspirations set out in the Housing Strategy and Homelessness and Rough Sleeper Prevention Strategy and unable to develop the city's rough sleeper accommodation that meets the needs and aspirations of individuals	Unable to identify and secure suitable accommodation Unable to recruit the required support provider/s Lack of funds to fund the above Local objections / concerns Increase in service demands meaning that more accommodation is needed than can be provided	Increases in the cost of using hotels and B&Bs to house those found homeless. This would effect both the short and long term Increased demands placed on the staff team when dealing with service provision. Poor morale and increased staff turnover More persons forced to sleep rough and at risk Poorer health of those found homeless More people put at risk by staying in unsuitable accommodation/s or situations or by sleeping rough Criticism from partners, the public and government for not being able to provide the service required Failure to meet duties of the Homeless Reduction Act	Integration of systems to confirm direction of travel regards service demands Development of Action Plan to improve the procedures and actions around all aspects of service delivery Use of the Development Team to identify potential schemes Ongoing conversations internally with officers and members to ensure the issues with lack of accommodation/s are highlighted. Secure support to deliver schemes, initiatives and secure funding Strong relationship with DLUHC backed up by bidding history and spend of funds	4	2	8		4	1	4	Continued monitoring of data to ensure increases in service demands are identified and the ability to meet these demands met Continue work to secure accommodation opportunities, backed up with the necessary support Monitoring of workload and type of potential new ways to support the client group identified and staff are equipped to deal with (increasing and varied) service demands Development and enaction of Action Plan to improve all aspects of service provision. This has been developed with Partners and Members, which has ensured buy in Continue to work with partners to ensure the best supply of accommodation and support to meet demand/s Work to appraisal senior officers and members of the ongoing pressures on the service	Executive Director of Health, Housing & Communities					
	More resilient people.	R22	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	2	8	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. <i>With the on going cost of living crisis demand for food banks and food aid providers have increased significantly, donations are at risk due to financial pressures and with the recent Governemnt policy change with the Household Support Fund ending whilc had previously provided financial support to foodbanks it puts the foodbank position in a difficult situation and were the Council now need to explore options to support in the future</i>	Executive Director of Health, Housing & Communities					
ENABLING	Finance.	R23	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.	R24	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					