					Risk Likelihood	Risk Impact												
STRATEGIC RISK PROFILE 2020/21			1 = Unlikely	1 = Minor	elihood									Appen	dix 2			
					2 = Possible	2 = Moderate	ž II.											
		-			3 = Likely 4 = Almost Certain	3 = Significant 4 = Critical		ive Impact										
		_					Current Sc			1st Line			2nd Line				3rd L	ine
							(Sept 202											
City Plan Theme	Corporate Plan Priority actions	ID	Strategic Risk Description	Cause	Impact	Current Controls	Impact Likelihood	Mitigating Actions	COG Lead	Management Assurance	Law and Governance	grammes Perfo Projects	mance	ICT	Business Continuity	Risk and Assurance	Internal audit	External Assurance
	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 following BREXIT leading to greater caution by Investors. Firms may review their plans due to the impacts of Covid (including reduced turnover and increased home working).	Inability to grow Business Rate	City Board.	4 2	Monitor and review the actions being undertaken to incentivise / support industries to prosper in the City to achieve targets and outcomes.										
		R02	Sunderland is very good at attracting inward investment but is less successful at growing Sunderland businesses and local start ups.	Lack of appropriate skills in the City. Lack of aspiration of local residents.	Delay in regenerating the City and delivering the City Plan. Business start-ups continue to be low. Outward migration continues.	City Board.	3 3	Encourage entrepreneurship utilising the business incubators to support business establishment, growth and job creation.	Executive Director of City Development									
	More and better housing.	R03	Unable to develop the housing market to generate a variety of property types and tenures that meet the needs and aspirations of current and prospective residents.	Traditionally a difficult market to incentivise. High number of empty properties. High % of homes in low Council Tax bands.	Outward migration continues.	Housing Strategy. City Plan. City Board.	4 2	Incentivise the market to progress key housing sites. Promote improved and better quality housing offer in the privately rented sector. Use enforcement powers to increase the number of empty homes brought back into use. Support the delivery of more affordable housing across the City. 8 Progress work with Sunderland Housing Services, Gentoo and Thirteen group to reduce empty homes. Housing Strategy to be signed off by Cabinet in February 2020 (SIGNED OFF) Housing Services developing a mixture of empty properties and new bungalows	Neighbourhoods									
DYNAMIC	More local people with better qualifications and skills to enable them to participate in and benefit from a stronger economy.		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	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	Facilitate collaborative working between employers, education/skills providers and students. Skills Strategy to form part of the Local Industrial Strategy with a heavy digital bias. Developing a City Skills Board including University and College NECA developing plan to grow the local Economy which includes skills and qualifications										
	A stronger City Centre with more businesses, housing and cultural opportunities.	R05	Sunderland City Centre is not functioning as an economic motor.	Declining retail, economic and service functions. Independent traders struggling. Peripheral but accessible employment locations – e.g. Doxford Business Park. Fragile viability of the City Centre.	and delivering the City Plan. Continued decline of the City Centre.	City Plan. City Board. Riverside Sunderland Development.	4 3	which aims to double the residential population and increase the number of jobs by 50% by 2030	City Development									
	A lower carbon City with greater digital connectivity for all.	/ R06	Unable to maximise the opportunities to advance wired and wireless connectivity.	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.	3 3	<ul> <li>SG now operational in the City Centre, Hudson Road Primary school and Roker area including the beach - this was showcased, for example DMCS visited in February 2020. Business Case for the City-wide scheme approved as part of the 2020/21</li> <li>budget (Council March 2020) and procurement has started, being overseen by the Smart Cities Board. External legal services engaged and commenced in Feb 2020. Additional funding bids have been submitted and successful, including Riverside area (E4.5m through Cetting Building</li> </ul>										
		R07	Resources and critical infrastructure are not in place to enable the Council to become carbon neutral.			Carbon Management Plan. City Plan.	3 3	Establish the ambition of the Council and City to become Carbon Neutral and refresh the Carbon Management Plan accordingly. Key steps towards our ambitions will be set out in the Low Carbon Strategy – expected to be completed by March 2020.	City Development									
	Access to the same opportunities and life chances.		The Council is not able to fulfil its statutory responsibility for Children and Young People and enable them to achieve their desired outcomes.	Children and young people are at risk and harm or exploitation by others.	The level of vulnerable children at risk of abuse or other types of exploitation may not reduce. Individuals may not maintain control over their lives or make informed choices without coercion.	City Plan.	4 2	and life chances. Council (by the Chief Exec) represented at the new Performance Improvement Board which will										

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	More people living healthier longer lives.	R09	Health outcomes in Sunderland are still poor and health behaviours haven't yet changed sufficiently.	Long term health problems- excessive alcohol, smoking, poor diet and low levels of physical activity.	life expectancy are below the national average.	Joint Strategic Needs Assessment. Health & Wellbeing Board. H&WB Priority Working Groups City Plan. Altogether Better Alliance	4 4	Strategy with an action plan to address the major issues identified in the Joint Strategic Needs Assessment. Strategy initially planned to be consulted on in March 20 (delayed due to Covid). Working groups have been established as follows: Healthy Economy (addressing work and health), Smoke free Sunderland, Addressing Alcohol harms, Best Start in Life, Young people aged 11-19, Mental health and wellbeing.	Public Health and Joint Commissioning											
	More people living healthier longer lives.		Unable to control the Covid virus and reduce the spread of the infection across Sunderland.	Lack of knowledge about the virus. Response plans not being effective. Individuals do not adhere to the guidance.	Adverse impact on peoples health, including council employees. People are asked to self isolate. Unable to protect vulnerable people. Inability to deliver council services.	Outbreak Control Board. Sunderland Health Protection Board. Multi-Agency Strategic Co- ordinating Group. SCC Internal SCC and Silver Group.	4 4	implemented. 16 Council has developed and tested resilience and business continuity plans. Assurance is obtained regarding resilience in social care, e.g. Care Homes.	Executive Director Public Health and Joint Commissioning											
НЕАLTHY	People enjoying independent lives.	R10	Current model of social care cannot be sustained in the future, due to a growing population of older people and fewer younger working age adults.	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.	Care options for adults do not meet the needs of individuals or result in increased costs to the Council.	Board.	4 2	Further integration of Health & Social Care in Sunderland. Deliver better integrated care through promotion and support for self-care. Continue to investigate the use of technology to support the independence of older people. Delivery of the Assistive Technologies Test Bed programme. Continue to work with the Association of Directors of Adult Social Services ADASS on market sustainability for social care. The integration of health and social care is being addressed through the Altogether Better Alliance.	Executive Director of Neighbourhoods											
	Cleaner and more attractive City and neighbourhoods.	R11	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	Environmental issues are a concern to residents and are therefore included in the Neighbourhood Improvement Plans. CLEAN and GREEN promotion introduced supported by the Sunderland Echo encouraging volunteers to tackle local environmental issues. Implement a Waste Management Strategy to tackle environmental issues. A new Enforcement Delivery model has been introduced with a greater focus on Environmental issues.	Executive Director of Neighbourhoods											
	A City with great transport and travel links.	R12	Unable to develop and maintain a sustainable / integrated transport infrastructure across the City.	High cost of maintaining existing infrastructure. Limited pedestrian and cycling routes.	Restricted connectivity between different areas of the City.	Transport Movement Plan for Sunderland. City Plan.	3 2	Implement developments through the Transport Movement Plan for Sunderland for the period 2019 2030. 6 Projects in development to deliver above.												
	More creative and cultural businesses.		The approach to developing creative and cultural businesses is not integrated.	Partners have varied roles and engage at different levels with the diverse range of individuals / businesses.	attractiveness, vibrancy and economic development of the City.	Action. Plan. City Plan. Vibrancy Board.	3 2	Plan to support new enterprises and innovation, as well as stronger, more successful businesses. Provide clear development paths and support for emerging artists and cultural businesses.												
	More residents participating in their communities.		to encourage / support more residents to participate in making their neighbourhoods more desirable.	neighbourhoods.	Neighbourhoods become less attractive. Outward migration continues.	Vibrancy Board.	3 2	Implement Neighbourhood Plans, which incorporate input from residents. Develop and implement a Volunteer Strategy. Strategy completed and Volunteer Sunderland 6 website launched. Launch and promote Spacehive (a funding platform to support local projects) - launched in January 2020.	Executive Director of Neighbourhoods											
VIBRAN	Sunderland and More residents participating in cultural events and activities.		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.	contribute fully to the City being an attractive and vibrant place to invest, work, learn, live and visit.		32	Sunderland as a cultural destination of choice. Tourism offer and City Brand being reviewed	Executive Director of Neighbourhoods											
	Nore people reeing safe in their homes and neighbourhoods		Reduced trust in public protection.		Localised community tensions. Vulnerable individuals have their lives controlled by criminal organisations.	Sater Sunderland Partnership, City Plan.	4 2	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	Neighbourhoods											

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	More resilient people.	R17	to enable individuals to support themselves, to	changes have exposed many more residents to the effects of poverty – including food insecurity. Impacts of Covid 19 through redundancies and reductions in	Increased child poverty, indebtedness and a rise in the 'working poor'. These impacts are worse in deprived areas due to underlying problems (for example poor health and lower wage levels).		4 2	Poverty Strategy and Delivery Plan to be developed. Support is ongoing from the Welfare Reform priority response areas of: Digital Inclusion (DI), Crisis Support (CS), Information, Advice & Guidance (IAG). Council to support Sunderland Foodbank to maintain stocks as demand increases. Community Wealth Building Strategy and Delivery Plan in development.	Executive Director of Neighbourhoods											
ENABLING	Finance.		restricted by financial pressures.	ended). Progressive reduction in Government funding. Brexit. Cessation of European	Sunderland's challenges / priorities.	Financial Strategy. Budget Plan.	4 3	Appropriate consultation and intelligence gathering is undertaken in assessing the Council's short to medium term financial position. The City Plan delivery actions to be refreshed / updated in line with financial resources as part of the 2021/22 MTFP approval process. External funding opportunities are maximised, including the submission of a range of Covid returns and 12 claims. The 2021/22 budget (revenue and capital) will be approved at Council in March 2021, following the usual consultation and scrutiny. Balanced revenue budget agreed for the year, although remaining pressures in the MTFP and uncertainty re: comprehensive spending review, fair funding review etc - as set out in Council papers. The impact of Covid is reported monthly to both	Corporate Services											
	Partnership Working.		Council and other Partner(s) may conflict or are not aligned to deliver the priorities in the City Plan.		Unable to achieve City priorities and support communities.	City Plan.	4 2	Partners represented on the City Board to support delivery of the City Plan.	Executive Director of Corporate Services											