			4 3 2 2 No	1 2 8 4 ziw impat														Appendix 2	
STRATE	EGIC RISK PROFILE 202	2/23	1 = Unlikely 2 = Possible 3 = Likely 4 = Almost Certain	1 = Minor 2 = Moderate 3 = Significant 4 = Critical						Assurance									
City Plan City Plan	ID Strategic	Cause	Impact	Current Controls	Current Score (July 2022)	Target sc	2 Mitigating Actions	COG Lead	1st Line Management	2nd Line Law and Governance	Financial Resources	Programmes and Projects	Performance	ICT	People	Business		3rd L	External
Theme Priority actions	Risk Description				Imp Likeliho Rat	Imp Likeliho			Assurance						Management	Continuity	Assurance		Assurance
More and better jobs.		Developments in other areas of the g country may be more attractive to It Investors. Uncertainty arising from Covid 19 / BREXIT leading to greate caution by Investors. Firms may review their plans due to to Impacts of Covid (including reduced turnover and increased home working	and delivering the City Plan Inability to grow Business R r Income.	. City Board.	4 2 8	4 1	Monitor and review the actions being undertaken to incentivies' support industries to prosper in the CQ1 to achieve largest and outcomes. Sundertand has been chosen as the base of Nasaan 362ero, a flagship Electric Vehicle (EV) Hub that and create a variabilitiest. EV nanufacturing ecosystem. Comparised of three intercontect in flatshieve, Nasaan EVSG2ero brings toggether electric vehicles, menerable energy and battery production. The projects represent 6500 pibes a Nasaan ad to LK supplies, including more than 900 new Nasaan jobs and 750 new jobs at a second Envision-AESC Gigatactory	City Development											
More and i better jobs.	from the Covid-19 pandemic and economic	Covid restrictions, including national lockdown controls and enhanced locs restrictions. Reduction in footfall. Other interacting factors contributing to commodity, logistical issues, including driver shortages and Inflation	al local businesses. er Delay in regenerating the C and delivering the City Plan	ity University	4 3 12	4 2	Reases support that is available to different sectors and communicate widely. Encourage entreprenentaria utilizes the business inclusions to support business establishment, growth and jab creation. Lobby Government for additional support nationally for self-employed. Delivery planning to bala into account, potential inholtages and delays. Sunderland continues to totalize development in these challenging lines.	Executive Director of City Development	f										
More and better housing.	variety of property types and tenures that meet the	Traditionally a difficult market to incentifying of empty properties. High number of empty properties. High scholares in two Council Tax bands. Limited Green space to attract continued development	Outward migration continue	is. Housing Strategy. City Plan. City Board.	4 2 8	4 2	Incentive the market to progress key housing takes industing. Riveraide Sunderland, existing Chic Centre site, Northen Späre Pack, Wahnington Mascowa and Potters Hill (South Marketan) (Als Sand a predicted and of year and Fagure of 331 new houses which a skow the 675 kult in 2020/21 and is also above the annual target of 645. There have been 24 completed attorable homes believen April -September 21, and 5 empty approximation of the start of the start of the start of the start of the start 2020/21 and is also above the annual target of 645. There have been 24 completed attorable homes believen April -September 21, and 5 empty properties brought back into use in Quarter 2 (taking the total since April 2019 to 50). Completed advected because 2122 of 7 Whils new homes continue to be built in the City, strue developments any be restricted by the limited green space and increased cont of developing on broatfield stee, Cparticel strue back.	Executive Director of City Development / Executive Director of Health, Housing & Communities											
More local people with required ons and skills.	which Sunderland's residents have may not	E Employer entry level qualitation requirements not learny understood. Schoola wa performance / league tab y commune of the woodshoot ancount regination and the woodshoot ancount High attainment at Primay School fai off at Seconday Level. City has comparatively fewer resident with degrees.	we employment opportunities t are created in the City and average earn less than non is resident Sunderland worker	City Board	4 3 12	4 2	Facilitate collaborative working between employees, education/kkilli providers and students. The North Eart Automote Autimon (RAA), as in industry-took unking supports, the economic sustainable growth and competitiveness of the sector. It no in includes cohesive workforce planets, helping to beak. Sails Strategy to beak. Sails Strategy to form part of the Local Industrial Strategy with a heavy digital blass. Developing a CPJ Sails Board including University and College NECA developing plan to grow the local Economy which includes akills and qualifications The Council and Community Local (and Development (the scheme has note been establed b) Sails Strategy to Sails Board including the artiris for theore lead able is access employment. The Council and Community Local (and Development (the scheme has note been establed b) Autor 2023. Sails Sainderston (LUE) to develop a Housing fin artiristic fast mol (Sail) for artiristic and MOBIE have secured funding from the Government's Levelling Up Fund (LUE) to develop a Housing financiane. The Sainderland Ling Sail and the Council Sails and MOBIE have secured funding from the Government's Levelling Up Fund (LUE) to develop a Housing financeate finan and public people of Revealed Sainderland. The Sainderland Education. Training & Employability Contine Discostrop has been developed of education, training d a employability to their Discostrop has been developed reflection. Charanged and engloyability the coll providers and organisations that duth a web availer of education, training d and public b) for Biolection that duth a web availer of education. Training d a employability of sailer base and the provide education. Training d a employability to their Discostrop has been developed reflection. Training d and employability to their Discostrop has been developed of education. Training d and employability to their Discostrop has been developed of education. Training d and employability addia.	Executive Director d City Development Director of Children's Services	2										
stronger City Centre with more businesse s, housing and cultural opportunit les.	to drive transformational economic growth.	Independent traders struggling. Peripheral but accessible employmen locations – e.g. Doxford Business Par Fragile viability of the City Centre.	and delivering the City Plan Continued decline of the Ci t Centre. rk. Migration out of the City continues.	 City Board. by Riverside Sunderland Development. 	4 3 12	4 2	Progress the Riverside Sunderland development which aims to double the residential population and increase the number of pick by 50% by 2030 Support development of the central business district, which will increase footbill and act as a double business of the central business district, which will increase footbill and act as a Double business of the central business district, which will increase footbill and act as a double business of the central business district, which will increase footbill and act as a double business of the central business of the second published Riverside Sunderland 2024, double business of the second business of the second published Riverside Sunderland 2024, double business of the second business of the second published Riverside Sunderland with the projects comprise phase 2 of Riverside Sunderland and are due to be completed by 2024	Executive Director of City Development	Ŧ										
A lower carbon city with greater digital connectivi ty for all.	Ros Unable to maximise the opportunities created by the Smart City Infrastructure.	Unable to agree an appropriate south Unable to attract funding to develop the nequired infrastructure.	on. Businesses and residents a he not attracted to the City. Unable to access faster spe and more reliable connectivit than existing 3G and 4G networks.	eds Fibre.	326	3 2	Sunderland City Council has awarded a 20-year strategic pathensity's D AU Communications to design, built and operate net generation digital inflastructure including a private SG small cell network. Project areas include: - Annuruk-ching and bajetics. - Instiguent tratic mapping and ar quality - Education, Including digital skills. - Simat Ibuildings Caucol continues to work with BM Communications to progress the Delivery Plan Writer of the Scall Impact Award at the Small Cole. Awards May 22. Expression of interest submitted for the UKSPF Investment Plan development to support digital inclusion activities.	Executive Director of Corporate Services	f										
A lower carbon city with greater digital connectiv ty for all.	place to enable the Counc	Measures are not in place to meet the aspirations of the Council and City to become carbon neutral. Limited business take-up of low carbo initiatives	financial savings.	gas Carbon Management Plan. City Plan.	4 4 16	3 2	Inciment the Low Cachon Framework and Delivery plan to reduce individual cachon flophysin, morrow energy efficiency of estisting homes and buildings, develop to racidon and achine transport mode, develop renewable energy generation / storage grow the dy's green economy, reduce the volume of all consumption and water, linearea opportunities to rever materials and recycle water. Sundertand's Law Cathon framework, sets an ambition. for the Council becoming cachon neutral by 2030 and the City to become cachon neutral by 2040. Score increased to 445 to reflect the difficulty and importance of meeting this global challenge Cachon Action Tim Is being reflect. However inflation and francial pressures may also the take up of cachon neutration.	Executive Director of City Development	ſ										
Access to equitable opportunit les and life chances.	fulfil its statutory responsibility for Children and Young People and als ensure families are supported to enable them	Children and young people, if not protected, are at risk of harm or explicitation by others. O Families are in need of support to respond to challenges and achieve th best possible outcomes for their children	Adverse impact on vulnerat children at both an educatit and safeguarding perspect Children and young people at risk and harm or exploita by others.	onal monitoring ve. arrangements. are	4 1 4	4 1	Other Report August 21 - Leaders and managers are confident, emblicus and influential in changing the lives flocal children, young people and their families including cared for children and care experienced young people." A new and visuant culture is now widespread across children's services in Sunderland. This successful approach has resulted in children's visions and influence being central to assessments, planning and interentions. Staff across the council and the multi-agency partnerships are hugely focused on seeking to identify universibilities and needs, providing support for children and families before problems secalate.	Executive Director of Corporate Services / Director of Children Services											
equitable opportunit ies and life chances.	resilient and resourceful to respond to challenges and achieve the best possible outcomes for their children	Families unable to support children a home with educational progress. Families do not have financial stability Parents do not have emotional stability output their families.	children at both an educati y. and safeguarding perspect ty Children and young people at risk from harm or exploite by others.	nal City Plan. ve. Outstanding Ofsted are outcome	4 2 8	4 1	and the chances.	Executive Director of Corporate Services / Director of Children Services											
Reduced health inequalitie s 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 on health inequalities. The Sunderland Joint Strategic Need Assessment Externities that have the Long term health problems-assessivation levels of physical activity. Horom metal health and wellbeing, Increased health risks of people with hypical or learning disability. Increase cost of thing is adding adding thing is adding adding languages.	expectancy are below the s national average. It III health continues to prese an unsustainable burden or health and care system and wider City economy.	Needs Assessment Health & Wellbeing Board. h the H&WB Priority	4 4 16	4 2	Heatity City Plan agreed to address the major tasses identified in the Jont Strategic Needs Assessment The Heath & Vellebiles gload versees the Devilery Plan and Vortstemen including. Best Start in Itie, Yong people aged 11-19, Sincke thes Sundriand, Addressing alcoho harms, Heatity economy, Menzh Aedh and welberg, Ageng with Thes is sto a Cod-4 fo heath heathyre concerning the Start in the Start in Start in the Start in Start in Start Heathyre and the Start in Start profited is ways of lexitigs in developing an approach to tackling inequalities. The marks of a new Heath, Neural & Communities Directorate, provides greater scope to address long term heath is sues in the community.	Executive Director of Health, Housing & Communities											
health inequalitie s enabling more people to live	the Covid virus, which coul increase the spread of the infection across Sunderland.	Individuals do not adhere to guidanc	health, both short and long e (including council employee People are asked to self iso	term Protection Board is). Sunderland late. Outbreak Control Board	4 3 12	4 1	Mitigation will be based on the COVID-19 Control Plan. Continued robust and development of the vecchation process and continued lakes of the NMS start and Trace programme. Whilst Covid robes continue to fluctuate the impact of hospitalisations is reducing. Reak reduced to 4 x2 =12	Executive Director of Health, Housing & Communities											
Reduced health inequalitie s enabling more people to live healthier longer lives.	System with a regional Integrated Care System (ICS) Health and Care Partnership, covering the		Partnership, covering the N east and Cumbria, may prioritise areas outside of alth Sunderland	Lare Health & Weltbeing onth Board.	3 3 9	3 2	Local partners to work together to promote Sunderland Interests at a regional level. Assistant Director of Integrated Commissioning jointly appointed (CCG) to device Sunderland Based Piace Arrangements. National changes to the NHS may be delayed and this may impact on local arrangements. Instance at changes to the NHS may be delayed and this may impact on local arrangements. Instance at changes to the NHS may be delayed and this may impact on local arrangements. Instance at changes to the NHS may be delayed and the subporting metal-topic arrangements have been agreed, with work on-going to develop the supporting requirements.	Executive Director of Health, Housing & Communities											

City Plan City Plan ID Strategic Cause Impact Current Controls Vol actions Vol actions Risk Description	2 to the second	COG Lead Management Assurance	Law and Governance	Financial Resources	Programmes and Projects	Performance ICT Peo Manage	le Business Risk and ment Continuity Assurance	Internal audit External Assurance
People Res 2 Current mode of accial care in free well of ong term and spand ent lives. Res environment. Care actions for adults do not thure, due to increasing proportions of people with multiple long care environment. Care actions for adults do not thure, due to increasing proportions of people with multiple long care environment. People and there in the use of the people care environment. Care actions for adults do not there the need of ond term proportions of people with multiple long term care action of the people long term care actions for adults do not the need to increased or actions for adults do not there the need of ond term proportions of people long term care actions for adults do not term the need of ond term people long actions actions for adults do not term the need of ond term actions for adults do not term the need of ond term actions for adults do not term the need of ond term actions for adults do not term the need of ond term actions for adults do not term the need of ond term actions for adults do not term the need of ond term actions for adults do not term the need of ond term actions for adults do not term the need of ond term actions for adults do not term the need of ond term actions for adults do not term the need of ond term actions for adults do not term the need of term actions for adults do not term the need of term actions for adults do not term the need of term actions for adults do not term the need of term actions for adults do not term the need of term actions for adults do not term the need of term actions for adults do not term the need of term actions for adults do not term the need of term actions for adults do not term term actions for adults do not term actions for adults do not term the need of term actions for adults do not term actions for adults do not term actions for adults do not term the need of term actions for	Deliver better integrated care through promotion and support for self-care, B9% of people 15+ in the chy lew independently (kithout coals) care services) based on minity-ser population estimates Continue to investigate the use of technology to support the independence of older people. Delivery the Assistive Technologies Test Bed organized, in the common start technology to be and March 2021. The greater match and capacity for new connectivity being developed through our plot with enable because significant and social care is being addressed through the AIT Sogether Better Alliano The integration of health and social care is being addressed through the AIT Sogether Better Alliano The Bunderland Volutarity Sector Alliance has been balanched to build on the outstanding contribution made by the city's voluntary and community sector in supporting communities during the agrademic. It will improve support for the sector and example with partice - regranizations across the city to meet the city's attraget, needs. Using local integrations with the Alliance, through the All Together Better Alliano they across of targeted work that will contribute to reducing Bais, and the impact of falls, on our residents. Continue to work with the Association of Directors of Adult Social Services ADASS to manage the Social Care Reform Agenda	Sentos & SCAS Officer Officer						
Clearer Indiractive admochts R14 Report Council resources and the thill voltimised to tack buy optimised to tack thill voltimised to tack the polynomial task thill voltimised to tack the polynomial task the polynom	Environmental lausas are a concern to residents and are therefore included in the Neighbourhood monomental Paraset and CREEN promotion introduced supported by the Sunderland Echo encouraging volunteers to back local environmental lausas. Implement a Waste Management Strategy to tacke environmental asses. A new Enforcement Delivery model has been introduced with a greater focus or Environmental sause. To encourage communities to take greater responsibility for ther environmental sause. To encourage communities to take greater responsibility for ther environmental sause. To encourage communities to take greater responsibility for ther environmental sause. 4 1 4	Execution Efficiency Considerations of East-Line Effects of Health, Housing & Communities						
A City R15 The City cannot meet the Enhanced electric infrustructure Fail to change the use of cars Transport with great challenge to develop an transport active and green transport and travel system in response to links. Cold and other pressures. Writer maintenance programme may links cold and other pressures. City City City Plan. 3 2	Review the Transport Movement Plan for Sunderland to reflect new opportunities. Plans have been agreed to revering Sunderland's Central Train Station, beginning with the demolitie of the curret south entrance. SSTG3 link road from Nothern Spire to City Centre opened November 2021 High Level Footning design in development A submission has been made to the Leveling Up Fund LUF for a multi million pound investment in green travel across the city	Executive Director of on City Development						
More profile The approach to developing (and the adveloping) Partners have varied risks and expage a different level with the developing of individuals/ businesses. Adverse integrated. Fail to enhance the exploration. Subtribution control developing and control developing and control developing and control development of the businesses. Control developing control development of the businesses. Control development control development of the control d	Vibancy Soud set up. Board to develop Strategy and Delvery Plan to address areas before Deliver an updated Drake Indukta Action Flan to support new reterplicate and Innovation, as well as stranger, more successful businesse. Provide clare development paths and support for emerging affats and cultural businesses. Many classive and cultural businesses have been adversally impacted by Could with many unable to gen. 2 2 2 4							
More residents participation ng in their R17 bencurage support communit elss. Pathways are not in place bestrable. Respective participation englower bestrable. Neighbourhoods become less attractive. Chy Plan. Vbrancy Board. Vbrancy Board. 3 2	Implement Neighbourhood Plans, which incorporate input from residents. Develop and implement a Volunteers Strategy. Strategy completed and Volunteer Sunderland website likunchet. Community Support Volvers are now in post supporting the Sunderland Voluntary Sector Allance and external funding has been secured to grow its capacity across the oth	Executive Director of Health, Housing & Communities y-						
More visiting sudder nd and textmation R16 bit sudder destination of choice. The developing cultural offer in one fully understood. CD/p cultural offer developing submatrix of the interview understood. The developing submatrix of the interview understood. The developing submatrix of the interview understood. CD/p cultural offer developing submatrix of the interview understood. The developing submatrix of the interview understood. CD/p cultural offer developing submatrix of the interview understood. Submatrix offer interview understood.	Develop a wider Vitrancy Bartnership to promote new events and increase oithurd actiful, Vitrancy Start aut, Board to develop a Delivery Plan I promote Sundertain as a cultural destination of choice. Tourism offer and City Brand being reviewed. Covid 19 has rescued in retudowi starton runbers and disciption to outbrail activities, but online events and exhibitions have been created. Sunderland continues to promote Budgetta tak advantage in the upurge in "startogic startogic to sundural activities, but online events and exhibitions have been created. Sunderland continues to promote all to tourist attractions to tak advantage in the upurge in "startogic startogic in teamed" (by 04 puryless); the July 21, a new tourism company was lowed choice this summer and to support the economic convery of the city. A fourtiem mocrowy plan is now in plane to promote and the cliques. A new Cultural Startogic in cultural vents, programmes and activities. A new Cultural Startogic in a development to address the Council's Cultural profities. A cultural regreenation team has been established to take forward the Council's priorities.	ing						
More protection R19 rotacidon Reduced trust in public protection Significant to local index community tensions. Volgeniated crime synchrotic theorem in the synchrotic that fear of crime is an issue allough homes and Nomes Localisated community tensions. Numerable synchrotic that fear of crime is an issue allough crime statistics are elow. Safer Sondentand homes and Young Pacipits survey Nov 19 indicated issues of concern. Costing Community tensions. Protection Safer Sondentand Pacipitation More protection Community Englisher Crime statistics are elow. Comparisations. Compa	Support Partners to improve community safety and maintain high levels of leelings of safety for all. Concentration of the safety of t	City Development						
More people R20 support for victims of domestic abuse as and neghobour Council fails to provide Domestic Abuse accommodation- tibesed support for victims of domestic abuse Individuals / Families continue to suffer from the adverse to suffer from the adverse to suffer from the adverse to adverse to adverse Domestic Abuse to suffer from the adverse tibesed abuse Adverse tibesed to victims of domestic abuse Adverse tibesed to victim	Domestic Abuse Local Partnership Board, developing a strategy for the provision of accommodation based support. Cabinet (Dec21) approved the Sunderland Domeste Abuse Sale Accommodation Strategy, which are to improve the level victims, survivors and their children describing how as accommodation and support for domestic abuse victims. Survivors and we children describing how as years. Currently obtaining views time residents and survivors to develop a vale strategy of horders people from Domestic Abuse (not just the provision of accommodation as required by Statule)	e Communities						
Maginucu R21 Opportunities are not taken freelient berauble families and therewerks, to midgate families and hyperpoint. Origoing austerity and wether reform thanges have exposed may more thanges have exposed may more thanges have exposed may more thanges and the number of magacity of indetections and progress their ambitions. Sundefland From inducting both magacity of could be than the number of inducting both magacity of could be than progress their ambitions. Sundefland inducting inducting both solutions in forms solutions in forms solution in forms solution in forms solution in forms and solution in forms solution in forms and solution in forms and solution in forms solution in forms and solution in forms and solut	Sunderland City Council, in partnership with the voluntary and community enterprise sector has; Published our Statement of Intent for fuel energy measures to address but powerly/energy efficienc Recommissioned advice provision for benefits, debt, employment and horasing across all neighbourhoods. Developed and expanded *Malking your money op further 'toolk: Adopted a standard financial assessment by the council and key patrines and a coordinated approach to debt support. Implemented a financial realines exative to support the mev Council Housing Service in creating with meaningful progression pathways for learners to achieve their work and life goals. Increased realistic pathyticing of the pandemic the use of foodbanks more than theolid and high usag has continued throughout 2020/21. Since August 21 genes have increased gain with the bolomot figure being the highest servin it has at these years and the quarket/figure increased in 319 bod providers are being given additional support to assist with the additional writer pressure. An intermal Task Group has been established to review how further support can be provided, working with Partners and the Voluntary Schor In response to the cost of living crisis Score increased to 4xi = 16	Communities e e						
Pinance. R22 Augustations to develop the Composition of Linear programment by financial pressures. Linear pinancial pressures. Installity / caldy is addressing ended). Installity / caldy is addressing programment. Financial Strategy. Ended Ender Caldy is addressing financial Strategy. 80 000 Bioling / caldy is addressing financial pressures. Programment ended). Strategy financial pressures. Financial pressures. Caldy is addressing financial programment. Strategy financial pressures. Caldy is addressing financial programment. Caldy is addressing programment. <th>The 2022/33 budget and MTRP text approved by Council in March 2022. At the same time the update to the CO_PM ensured to pain-off-grad marchal view for the council. In year bud- monitoring is tracking delayery of the budget in light of significant inflationary pressures (contractual, pay, utilise eds.). Appropriate consultation and retelligence gathering is undertaken in assessing the Council's short medium term francis pation — the Lat's Talk approach is being used with redents, supplement with the usual engagement with Trades Unions, Echools Porum and business community.</th> <th>get Corporate Services</th> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th>	The 2022/33 budget and MTRP text approved by Council in March 2022. At the same time the update to the CO_PM ensured to pain-off-grad marchal view for the council. In year bud- monitoring is tracking delayery of the budget in light of significant inflationary pressures (contractual, pay, utilise eds.). Appropriate consultation and retelligence gathering is undertaken in assessing the Council's short medium term francis pation — the Lat's Talk approach is being used with redents, supplement with the usual engagement with Trades Unions, Echools Porum and business community.	get Corporate Services						
Partnerski R22 Objectives and priorities of partnerski negatives constraining on their con- grading of their con- Working. Dispectives and priorities of partnerski negatives constraining on their con- proting and constrained constraining on their con- proting at the expense of City priorities. Unable to achieve City priorities and support communities. City Plan. City Plan. Vorking. a constrained college priorities. Lack of understanding by each partner as to the contributive performance monitoring. Lack of understanding by each partner as to the contributive performance monitoring. 4 2	Partners represented on the City Board to support delivery of the City Plan. Partners to identify projects that support delivery of the City Plan. 4 2 8	Executive Director of Corporate Services						