					1 = Minor	4 90 3 2													/	Append	ix 2
	STRATEGI	C RISK PRO	OFILE 2021/22	1 = Unlikely 2 = Possible 3 = Likely 4 = Almost Certain	1 = Minor 2 = Moderate 3 = Significant 4 = Critical	1 1 1 1 2 Negative Impa	act									Assurance					
ty Plan 'heme	City Plan ID Priority actions	Strategic Risk Description	Cause	Impact	Current Controls	Current Scor (January 202		Target score lipood	e Mitigating Actions	COG Lead	1st Line Management	2nd Line Law and Governance	Financial Resources	Programmes and Projects	Performance	ІСТ	People Management	Business Continuity	Risk and Assurance	3rd Internal audit	Line External Assuranc
	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 Covid 19 / BREXIT leading to greater caution by Investors. Firms may review their plans due to th impacts of Covid (including reduced turnover and increased home working)	Delay in regenerating the City and delivering the City Plan. Inability to grow Business Rate Income.	City Board.	4 2	8	4 1	Monitor and review the actions being undertaken to incentilvise / 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 EV326ro 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	City Development			-								
	More and better jobs. R02	The city, its residents and businesses do not emerge from the Covid-19 pandemic in a strong and competitive position.	restrictions. Reduction in footfall. Other		City Plan. City Board. University Enterprise Zone	4 3	12	4 2	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. Despite the continuing impact of Covid, score reduced to 4x3 from 4x4 to reflect the activity around the city as evidenced in R01 R03 and R05	Executive Director of City Development											
	More and better R03 housing.	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.	Outward migration continues.	Housing Strategy. City Plan. City Board.	4 2	8	4 2	Incentivise the market to progress key housing sites including, Riverside Sunderland, existing Civic Centre site, Northem Spire Park, Washington Meadows and Potters Hill (South Sunderland Growth Area). In Cotober 2021 three were 64 new homes built that contributes to a cumulative ytd figure of 485 and a predicted end of year figure of 831 new homes which is above the 676 built in 2020/21 and is also above the annual target of 485. There have been 24 completed affordable homes between April - September 21 and 5 empty properties brought back into use in Quarter 2 (taking the total since April 2019 to 95)	City Development /											
	More local people R04 with better qualifications and skills.	which Sunderland's residents have may not	Is Employer entry level qualification requirements not clearly understood. Schools are performance/ league table ny driven with very little scope to tailor curriculum or follow vocational routes. High attainment at Primary School falls off at Secondary Level. Citly has comparatively fewer residents with degrees.	e employment opportunities that are created in the City and on average earn less than non-	City Board	43	12	4 2	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 sustianable growth and competitiveness of the sector. Its role includes onbeive 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 Citly Skills Board including University and College NECA developing plan to grow the local Economy which includes skills and qualifications 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 (the scheme has now been extended to June 2023 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												
	A stronger City Centre with more businesses, housing and cultural opportunities.	Sunderland City Centre fails to drive transformational economi growth.	Declining retail, economic and service functions. Independent traders struggling. Peripheral but accessible employment locations – e.g. Doxford Buriess 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	12	4 2	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. a Council took occupation of City Hall Nov 21 City Centre projects that are progressing include; Hotel on Keel Square, Sunderland's Eye Hospital, Sunderland Railway Station, High Level Bridge and Culture House,	Executive Director of City Development					3						
	A lower carbon city with greater digital connectivity for all.	opportunities created by the	Unable to agree an appropriate e 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.	Contract with City Fibre.	3 2	6	3 2	Sunderland City Council has awarded a 20-year strategic partnership to BAI Communications to design, build and operate next generation digital infrastructure including a private 5G small cell network. Project areas include; -:Manufacturing and logistics. -:Intelligent traffic mapping and air quality -:Education, including digital skills. -:Social Care. -:Smart buildings	Executive Director of Corporate Services											
	A lower carbon city with greater digital connectivity for all.	infrastructure are not in place to enable the Counc		emissions and make related financial savings.	Carbon Management Plan. City Plan.	4 4 1	16	3 2	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. Score increased to 4x4 to reflect the difficulty and importance of meeting this global challenge												
	Access to equitable opportunities and life chances.	fulfil its statutory responsibility for Children and Young People and als ensure families are	Children and young people, if not protected, are at risk of harm or exploitation by others. Jo Families are in need of support 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.	monitoring arrangements.	4 1	4	4 1	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.	Executive Director of Corporate Services / Director of Children Services			ŝ								
	R09	sufficiently resilient and resourceful to respond to challenges and achieve the	Families unable to support children at home with educational progress. Families do not have financial stability e Parents do not have emotional stability to support their families.	children at both an educational and safeguarding perspective.	City Plan. Outstanding Ofste	4 2	8	4 1	Ofsted Report August 21 "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 vitrant 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.	Executive Director of Corporate Services / Director of Children Services											
	Reduced health inequalities enabling more people to live healthier longer lives.	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 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.	an unsustainable burden on the	Needs Assessmen Health & Wellbeing Board. e H&WB Priority		16	4 2	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 is taking a health in all policies' approach to tackling inequalities.	Joint Commissioning											

City Plan Theme	City Plan Priority actions	ID	Strategic Risk Description	Cause	Impact	Current Controls	Impact Likelihood	Rating	Likelihood	Mitigating Actions	COG Lead	Management	Law and Governance	Financial Resources	Programmes and Projects	Performance	ICT	People Management	Business Continuity	Risk and Assurance	Internal audit	External Assurance
	Reduced health inequalities enabling more people to live healthier longer lives		of the Covid virus, which	Complexities in controlling the spread of the virus / variants. Individuals do not adhere to guidance	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 E. Board	4 4	16 4	1 4	Mitigation will be based on the COVID-19 Control Plan. Continued rollout. and development of the vaccination process and continued delivery of the NHS Test and Trace programme. Spread of the Omicron variant, increasing pressure on services during a busy winter period.	Executive Director Public Health and Joint Commissioning	-										
	Reduced health inequalities enabling more people to live healthier longer lives		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		A regional ICS Health and Carr Partnership, covering the North east and Cumbria, may prioritise areas outside of Sunderland		3 3	9 3	26	Local partners to work together to promote Sunderland interests at a regional level. Assistant Director of Integrated Commissioning joinity appointed (CCG) to develop Sunderland Based Place Arrangements. National changes to the NHS may be delayed and this may impact on local arrangements.	Executive Director Public Health and Joint Commissioning											
НЕАLTHY	People enjoying independent lives.	R13	care cannot be sustained in the future, due to a growing population of older people	Increase in the level of long term n conditions, including increasing g 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. Impact of Covid 19 on delivery arrangements, PPE etc.	r Board. City Plan.	4 2	8 4	. 1 .	Deliver better integrated care through promotion and support for self-care, 98% of people 18+ in the city live independently (without social care services) based on mid-year population estimates Continue to investigate the use of technology to support the independence of older people. Delivery of the Assistive Technologies Test Bed programme - 1,226 homes had the technology by the end of March 2021. 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 All Together Better Alliance. 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. Our Social Health Enabling Independent Living (SHELA) App's innovative use of assistive technology SHELLA has transformed adult social care across the city, with over 1,400 homes across Sunderland now equipped with AT. The service is now well versed in helping families to use GPS and other devices to identify when a family member needs assistance and provide the response that is required to keep them sate. The greater reach and capacity of new concellvity being developed through our joint venture with BAI Communications will enable existing deployment of assistive technology for vulnerable people to scale significanty. Using local intelligence with our Partners, through the Aging Well Delivery Board, we have identified key areas of targeted work that will contribute to reducing fails, and the impact of falls, on our residents.	Neighbourhoods											
	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.	r greener streets across the City Recycling rates are not		4 2	8 4	- 1 -	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. As at the end of Quarter 2, 2021, a total of 2,003 enforcement activities had been carried out. The percentage of household waste sent for reuse, recycling or composting at 29.9% in Quarter 2, is consistent with performance in the same period in the previous year	Executive Director of Neighbourhoods											
	A City with great transport and travel links.	R15	challenge to develop an active and green transport system in response to	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.	Movement Plan for	3 2	6 3	1 3	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 November21 High Level Bridge design in development Winter maintenance issues monitored by Regional Partners and the Local Resilience Forum (LRF)	Executive Director of City Development											
	More people visiting Sunderland and Mor residents informing and participating in cultural events programmes and activities.		The approach to developin creative and cultural businesses is not integrated.	g Partners have varied roles and engage at different levels with the diverse range of individuals / businesses. Adverse Impact of Covid restrictions on cultural businesses.	e attractiveness, vibrancy and economic development of the	Creative Industries Action. Plan. City Plan. Vibrancy Board.	3 2	6 2	2 4	Vibrancy Board set up. Board to develop Strategy and Delivery Plan to address areas below. Deliver an up-dated Creative Industries Action 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. Many creative and cultural businesses have been adversely impacted by Covid with many unable to open. Grants have been awarded to support creative and cultural businesses	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. Vibrancy Board.	3 2	6 3	2 6	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. Launch and promote Spacehive (a funding platform to support local projects) - launched in January 2020. At the end of 2020/21, 22 projects have been supported raising £236,976 for Sunderland projects since the launch. Neighbourhood Plans are being refreshed to reflect the impact of Covid.		2										
VIBRANT	More people visiting Sunderland and Mor residents informing and participating in cultural events programmes and activities.	re	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.	g Vibrancy Board.	3 2	6 3	; 1 3	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. Covid 19 has resulted in reduced visitor numbers and disruption to cultural activities, but online events and exhibitions have been created. Sunderland continues to promote its tourist attractions to take advantage in the upsurge in "staycations" On Friday 30 July, a new tourism campaign was launched. The campaign is named 'City of Surprises', aiming to raise Sunderland's profile as a destination of choice this summer and to sustain the return of visitors and participation of residents in cultural events, programmes and activities.	Executive Director of Neighbourhoods											
	More people feeling safe in their homes and neighbourhoods		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 crimina organisations.	Partnership.	4 2	8 4	- 1 -	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. Crime for August 2020 to August 2021 has continued to reduce when compared with the same period in the previous year. Overall, our residents feel safe in their local area, with the percentage consistently at 96% or above since 2012/13 to safry 2020 based on the Northumbra Police Survey. Latest available data is for Quarter 1 of 2020/21 at 95%. Crime for April 2021 to 11.08 of actionation the serves and actionated with the same period in the previous year (14,480 incidents). Sunderland Domestic Abuse Safe Accommodation Strategy agreed (see R20 below)	Neighbourhoods											
	More people feeling safe in their homes and neighbourhoods		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- d based support for victims of domestic t 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	Domestic Abuse Local Partnership Board, developing a strategy for the provision of accommodation based support. Cabinet (Dec21) 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.	Public Health and											

City Pla Theme	n City Plan Priority actions	ID Strategic Risk Description	Cause	Impact	Current Controls	Impact Likelihood Rating	Rating	Likelihood Rating	Mitigating Actions	COG Lead	Management	Law and Governance	Financial Resources	Programmes and Projects	Performance	ICT	People Management	Business Continuity	Risk and Assurance	Internal audit	External Assurance
	More resilient people.	to enable families and individuals to support themselves, to mitigate the	Ongoing austerity and welfare reform changes have exposed many more residents to the effects of poverty – including food insecurity. Impacts of Covid 19 through redundancies and reductions in income	and the last update	Sunderland Foodbank. City Plan.	4 2 8	8	4 1 4	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. Launched an affordable credit solution for all residents and staff. Recommissioned advice provision for benefits, debt, employment and housing across neighbourhoods. Developed and expanded 'Making your money go further' toolkit. Adopted a standard financial assessment by the council and key partners and a coordinated approach to debt support. Implemented a financial resilience service to support the new Council Housing Service in creating sustainable tenancies. Reviewed Adult Learning specifications to reflect a better aligned curriculum with meaningful progression of the pandemic the uses of foodbanks more than trebled and high usage has continued throughout 2020/21. In Quarter 1 of 2021/22, figures reduced to 3,744, however, in line with previous years trends figures rose to 3,919 Quarter 2	Executive Director of Neighbourhoods				-							
ENABLING	Finance.	R22 Delivery of the City Plan is restricted by financial pressures.	Uncertainty as to the level of Revenue Support Grant (4 year agreement ended). Progressive reduction in Government funding. Brexit: Cessation of European Funding. Changes to funding inflation, pay awards, potential liabilities etc. Impact of Covid and unfunded costs/loss of income.	Sunderland's challenges / priorities. Strategic financial plans do no align to Council priorities, objectives and direction as set	Financial Strategy. Budget Plan. City Plan.	4 3 1	2	4 1 4	The 2022/23 budget and MTFP is currently being updated and taken through Cabinet (October and December) and Scruliny ahead of the formal proposals (revenue and capital) going to February 2022. Cabinet and Council in March 2022. At the same time, the update to the City Plan is ensuring a joined up strategy and financial view for the council. Appropriate consultation and intelligence gathering is undertaken in assessing the Council's short to medium term financial position – the Lef's Taik approach is being used with residents, supplemented with the usual engagement with Trades Unions, Schools Forum and business community. As at December Cabinet, uncertainty remains re: the level of funding for next year with no confirmation of whether there will be a multi-year settlement. Nor is there any detail of when/what format proposed local government funding changes will take.					-							
	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.	Unable to achieve City prioritie and support communities.	es City Plan.	4 2 8	в	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.	Executive Director of Corporate Services											