				Ī	Risk Likelihood	Risk Impact		<u>LL</u>	T	1	ПП		1					I			<u> </u>	1
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	STRATEGIC RISK PROFILE 2019-20			1 = Unlikely	1 = Minor	2														Appen	dix 2	
					2 = Possible 3 = Likely	2 = Moderate 3 = Significant	1 2	3 4			П											
					4 = Almost Certain	4 = Critical	Negative Imp	act										•				•
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							Current (Sept 2				Forecas Score		1st Line				2nd Line					3rd Line
City Plan Theme	Corporate Plan Priority actions	ID	Strategic Risk Description	Cause	Impact	Current Controls	Impact	Mitigating Actions	COG Lead	Timescale	Impact	Overall Assurance	Management Assurance	Law and Governance	Financial Resources	Programmes and Projects	Performance	ICT	HR and OD	Business Continuity	Risk Internand Assura nce	al audit External Assurance
	More and better jobs.		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.	City and delivering the City		4 2	Monitor and review the actions being undertaken to incentivise / support industries to prosper in the City to achieve targets and outcomes.	Executive Director of City Development	f Review Sept 2020	4 1	4										
			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 Plan. City Board.	3 3	Encourage entrepreneurship utilising the business incubators to support business establishment, growth and job creation.	Executive Director of City Development	f Review Sept 2020	3 2	6										
DYNAMIC	More and better housing.		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.	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. Progress work with Sunderland Homes, Gentoo and Thirteen group to reduce empty homes.	City Development / Executive Director of Neighbourhoods	Sept 2020	4 1	4										
	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 tables driven with very little scope to tailor curriculum or follow vocational routes. High attainment at Primary School falls off at Secondary Level. City has comparatively fewer residents with degrees.	less able to access all of the employment opportunities that are	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. Under new Partnership arrangements, the 12 former Education Partnership will be included within the City Board. Consider options to work with partners to improve secondary level attainment and achievement.	Strategic Director People, Communications and Partnerships	Review Sept 2020	4 2	8										
	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.	Delay in regenerating the City and delivering the City Plan. Continued decline of the City Centre Migration out of the City continues.	City Plan. City Board.	4 3	Partners / Stakeholders working together to promote and develop a more exciting and sustainable City Centre that is a vibrant hub for the City, attracting businesses, residents and visitors. Support development of the central business district, which will increase footfall and act as a showcase to attract further investment.	Executive Director of City Development	f Review Sept 2020	4 2	8										
	A lower carbon City with greater digital connectivity for all .		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	Seek funding to maximise opportunities to enable Sunderland to develop a digital infrastructure.	Executive Director of Corporate Services		3 2	6										
		R07	Resources and critical infrastructure are not in place to enable the Council to become carbon neutral.		gas emissions and make	Carbon Management Pla City Plan.	an. 3 3	Establish the ambition of the Council and City to become Carbon Neutral and refresh the Carbon Management Plan accordingly.	Executive Director of City Development	f Review Sept 2020	3 2	6										
	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.	TIC contract monitoring arrangements. City Plan.	4 2	Monitor commissioning arrangements and outcomes, including the priority areas of Safeguarding and the development of life skills which enhance access to the same opportunities and life chances.	Executive Director of Corporate Services / s, Director of Children Services	Sept 2020	4 1	4										
	More people living healthier longer lives.		Health outcomes in Sunderland are still poor and health behaviours haven't yet changed sufficiently.	Needs Assessment identified high level health challenges for Sunderland including:	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	Health & Wellbeing Board City Plan.	rd. 4 4	Health & Wellbeing Board to promote partnership working and develop a Joint Health & Wellbeing Strategy with an action plan to address the major issues identified in the Joint Strategic Needs Assessment.	Joint Commissioning	Review Sept 2020	4 2	8										

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НЕАСТНУ	More people living independently.	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.	not meet the needs of	Health & Wellbeing Board. City Plan.	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. Continue to work with the Association of Directors of Adult Social Services on market sustainability for social care.	Executive Director of Neighbourhoods	Review Sept 2020	4 1	4											
	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.		City Plan.	4 2	Implement a Waste Management Strategy to tackle environmental issues.	Executive Director of Neighbourhoods	Review Sept 2020	4 1	4											
	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.		Transport Movement Plan for Sunderland. City Plan.	3 2	Implement developments through the Transport Movement Plan for Sunderland for the period 2019-2030.		f Review Sept 2020	3 1	3											
	More creative and cultural businesses.	R13	The approach to developing creative and cultural businesses is not integrated.	engage at different levels with the diverse range of individuals / businesses.	vibrancy and economic development of the City.	Creative Industries Action. Plan. City Plan. Vibrancy Board.	3 2	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.	Neighbourhoods	Sept 2020	2 2	4											
	More residents participating in their communities.	R14	Pathways are not in place to encourage / support more residents to participate in making their neighbourhoods more desirable. Sunderland may not be recognised	Residents are not fully aware of opportunities to participate in their neighbourhoods.	less attractive. Outward migration continues.	City Plan. Vibrancy Board.	3 2	Implement Neighbourhood Plans. Develop and implement a Volunteers Strategy. Launch and promote Spacehive (a funding platform to support local projects)	Executive Director of Neighbourhoods	Sept 2020	3 1	3											
VIBRANT	More visitors visiting Sunderland and More residents participating in cultural events.	1	as a cultural destination of choice.	The developing cultural offer is not fully understood. Limited number of City centre hotels.	not contribute fully to the City being an attractive and vibrant place to invest, work, learn, live and visit.	City Plan. Vibrancy Board.	3 2	Develop a wider Vibrancy Partnership to promote new events and increase cultural activity.	Neighbourhoods	Sept 2020	3 1	3											
	More people feel safe in their neighbourhoods and homes.	R16	Reduced trust in public protection.	Significant local crime events. Vulnerable residents are exploited by organised crime syndicates.	Localised community tensions. Vulnerable individuals have their lives controlled by criminal organisations.	Safer 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 8 intervention and enforcement activity. Promote Sunderland more positively as a City that welcomes all, with neighbourhoods that are attractive, safe, inclusive and cohesive.		Review Sept 2020	4 1	4											
	More resilient people.	R17	Opportunities are not taken to enable individuals to support themselves, to mitigate the impact of indebtedness and welfare reforms.	reform changes have exposed many more residents to the effects of poverty – including food insecurity.	indebtedness and a rise in the 'working poor'. These	Sunderland Foodbank. City Plan.	4 2	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.	Executive Director of Neighbourhoods	Review Sept 2020	4 1	4											
ENABLING	Finance.	R18	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 (change in Prime Minister and Cabinet Ministers). Brewit. Cessation of European Funding. Changes to funding streams, changes in amounts of funding, inflation, pay awards, potential liabilities etc.	Inability / delay in addressing Sunderland's challenges / priorities. Strategic financial plans do not align to Council priorities, objectives and direction as set out in the City Plan.	Medium Term Financial Strategy, Budget Plan. City Plan.	4 2	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. External funding opportunities are maximised.	Executive Director of Corporate Services		4 1	4											
	Partnership Working.	R19	Objectives and priorities of Council and other Partner(s) may conflict or are not aligned to deliver the priorities in the City Plan.	partners concentrating on their	priorities and support communities.	City Plan.	4 2	Partners to be represented on the City Board to support delivery of the City Plan.	Strategic Director People, Communications and Partnerships	Review Sept 2020	4 1	4											