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	STRATEGI	IC RISK PRO	OFILE 2021/22	1 = Unlikely 2 = Possible 3 = Likely 4 = Almost Certain	1 = Minor 2 = Moderate 3 = Significant 4 = Critical	Negative Ir	3 4										3rd	lan
City Plan	City Plan ID	D Strategic Risk Description	Cause	Impact	Current Controls	(September 2021)	Target sc	Mitigating Actions	COG Lead	Financial Resources	Programmes and Projects	Performance	ICT	People	Business	Risk and	Internal audit	External
i neme	Priority actions		Durkey to the same of the	Delay is a second to a the City	Cit. Disc	lmp Likeliha Rat	Imp	TO COLUMN TO THE PARTY OF THE P	Supplied Physics of					wanagement	Continuity	Assurance		Assurance
	More and better jobs. R01	commercial / manufacturing	Developments in other areas of the g country may be more attractive to t Investors. Uncertainty arising from Co 19 / BREXIT leading to greater cautio by Investors. Firms may review their plans due to th impacts of Covid (including reduced turnover and increased home working)	•	City Board.	4 2 8	4 1	Monitor and review the actions being undertaken to incentivise / 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 EV36Zero 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	Executive Director of . City Development t									
		businesses do not emerge from the Covid-19 pandemic in a strong and competitive position.	commodity and logistical issues, including driver shortages.	<ul> <li>Delay in regenerating the City and delivering the City Plan.</li> </ul>	City Board. University Enterprise Zone	4 4 16	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 Covemment for additional support nationally for self-employed. Deliver planning to take into account, potential shortages and delays.	Executive Director of City Development									
	More and better R03 housing.	aspirations set out in the Local Plan to generate a	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 Certre sile, Northem Spire Park, Washington Meadows and Potters Hill (South Sunderland Growth Area). At the end of 2020/21, there are 656 additional homes across the city - with 341 in council tax bands C-G The City Plan commitment is to enable the delivery of more new homes, including more large family homes, to positively impact on the city's population demographics.  8 Promote improved and better quality housing offer in the privately rented sector.  Sunderland Housing Services developing a mixture of empty properties and new bungalows. A total of 64 affordable homes have been completed during 2020/21. The target for delivering 50 empty properties back into use over the two-year period April 2019 – March 2021 has been exceeded, with the figure at 74.	City Development / Executive Director of Neighbourhoods									
DYNAMIC	More local people with R04 better qualifications and skills to enable them to participate in and benefit from a stronger economy.	which Sunderland's residents have may not	s Employer entry level qualification requirements not clearly understood. Schools are performance / league tably driven with very little scope to tallor curriculum or follow vocational routes. High attainment at Primary School fails off at Secondary Level. City has comparatively fewer residents with degrees.	are created in the City and on average earn less than non- resident Sunderland workers.	City Board	4 3 12	4 2	Facilitate collaborative working between employers, education/skills providers and students. The North East Automotive Allaince (NEAA), is an industry-led cluster group, which supports, the economic sustainable growth and competitiveness of the sector. Its role includes cohesive 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 leavy digital bias.  Developing a City Skills Board including University and College 8 NECA developing plan to grow the local Economy which includes skills and qualifications. The Council will continue to focus on tacking 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). The design of the Housing Innovation Construction & Skills  Academy has progressed and subject to funding, it is envisaged that construction will commence May 2022 with expected completion to be	City Development									
	A stronger City Centre with more businesses, housing and cultural opportunities.	5 Sunderland City Centre fail to drive transformational economic growth.	is Declining retail, economic and service functions. Independent traders struggling. Peirpheral but accessible employment locations — e.g. Doxford Business Parl 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 2050  Support development of the central business district, which will increase footfall and act as a  showcase to attract further investment.  City Centre projects that are progressing include;  the new City Hall and adjoining offices, Hotel on Keel Square, Sunderland's Eye Hospital, Sunderland  Railway Station, High Level Bridge and Culture House	City Development									
	A lower carbon City with greater digital connectivity for all.		Unable to agree an appropriate solution but unable to attract funding to develop the required infrastructure.		Contract with City Fibre.	3 2 6	3 2	AR Biverside Sunderland, collaberation with numerous partners to ensure modern methods of construction and smart technicity are fully integrated to provide a sustainable, green place to live, work and play, which is the provide and the provide and the provide and the provide and the provided an	1 1									
**	A lower carbon City with greater digital connectivity for all.	infrastructure are not in place to enable the Council	Measures are not in place to meet the aspirations of the Council and City to I become carbon neutral. Limited business take-up of low carbor initiatives.	emissions and make related financial savings.		3 3 9	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.	Executive Director of City Development									
	Access to equitable opportunities and life chances.	fulfil its statutory responsibility for Children and Young People and also	Children and young people are at risk and harm or exploitation by others. Families are not sufficiently resilient ar or resourceful to respond to challenges and achieve the best possible outcome to for their children	impact on vulnerable children a d both an educational and safeguarding perspective.	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									
	Families are resilient and resourceful to respond to challenges and achieve the best possible outcomes for their children	families are not sufficiently resilient and resourceful to respond to challenges and achieve the best possible	Adverse impact on family's income and support mechanisms due to the Condition of Pandemic. Increase in mental health problems of the Covid Pandemic and lockdowns. Long term health problems identified by the Sunderland Joint Needs Assessment.	Children at home with educational progress. Families do not have financial stability.	H&WB Priority Working Groups	4 2 8	4 1	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. 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.	d,									
	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 Cowld 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 velvels of physical activity. Poor mental health and wellbeing, increased health risks of people with a physical or learning disability.	expectancy are below the national average.  Ill health continues to present a unsustainable burden on the health and care system and wider City economy.	Needs Assessment. Health & Wellbeing in Board. H&WB Priority Working Groups City Plan. Altogether Better Alliance	4 4 16	4 2	Healthy City Plan agreed to address the major issues identified in the Joint Strategic Needs Assessment The Health & Weilbeing Board oversees the Delivery Plan and Workstreams including, Beels Start in file, 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.	Executive Director Public Health and Joint Commissioning									
	Reduced health inequalities enabling more people to live healthier longer lives.	the Covid virus, which coul increase the spread of the infection across Sunderland.	Individuals do not adhere to guidance	health, both short and long term (including council employees). People are asked to self isolate	Sunderland Outbreak Control Board	4 4 16	4 1	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.  4	Executive Director Public Health and Joint Commissioning									
	Reduced health inequalities enabling more people to live healthier longer lives.	statutory Integrated care system with a regional Integrated are System (ICS Health and Care Partnership, covering the	(ICSs). These will include an ICS Heal and Care Partnership, bringing togethe the NHS, local government and	A regional ICS Health and Carr Partnership, covering the North east and Cumbria, may prioritis areas cutside of Sunderland th	e Health & Wellbeing i 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 develop Sunderland Based Place Arrangements	Executive Director Public Health and Joint Commissioning									

City Plar Theme	City Plan Priority actions	ID	Strategic Risk Description	Cause	Impact	Current Controls	Impact Likelihood Rating	Impact	Mitigating Actions	COG Lead	Financial Resources	Programmes and Projects	Performance ICT	People Management	Business Continuity	Risk and Inte	ernal audit External Assurance
НЕАСТНУ	People enjoying independent lives.		cannot be sustained in the future, due to a growing population of older people	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. Impact of Cowld 19 on delivery arrangements, PPE etc	r Board. City Plan.	4 2 8	4	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 Conflinate to investigate the use of technology to support the independence of older people. Delivery or the Assistive Technologies Test Bed programme - 1.226 homes had the technology by the end of March 2021. Conflinate 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 and by the city's voluntary and community sector in supporting communities during the pandemic. I 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 (SHIELA) App's innovative use of assistive technolog SHEILA has transformed adult social care across the city, with over 1,400 homes across Sunderlan now equipped with AT. The service is now well versed in helping families to use GPS and other now equipped with AT. The service is now well versed in helping families to use GPS and other to keep them safe	Neighbourhoods  f  i. in it the							
VIBRANT	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.			4 2 8	4	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 voluntee 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 issue Up to March 21, a total of 2008 enforcement activities had been carried out.								
	A City with great transport and travel links.		challenge to develop an active transport system in	Enhanced electric infrastructure required. Limited pedestrian and cycling routes. Winter maintenance programme may b impacted by the availability of resources (grit and drivers)	e different areas of the City.	Movement Plan for	3 2 6	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 the current south entrance. 3 SSTC3 link road from Northern Spire to City Centre nearing completion. High Leed Bridge design in development. Winter maintenance issues monitored by Regional Partners and the Local Resilience Forum (LRF)	Executive Director of City Development							
	More creative and cultural businesses.			Partners have varied roles and engage at different levels with the diverse range of individuals / businesses. Adverse Impact of Covid restrictions on cultural businesses.	attractiveness, vibrancy and economic development of the	Action. Plan.	3 2 6	2	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 we as stronger, more successful businesses.  4 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.	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	Implement Neighbourhood Plans, which incorporate input from residents.  Develop and implement a Volunteers Strategy. Strategy completed and Volunteer Sunderland websit launched. Community Support Workers are now in post supporting the Sunderland Voluntary Secto Alliance and external funding has been secured to grow its capacity across the city.  Launch and promote Spacehive (a funding labelform 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.	Executive Director of Neighbourhoods							
	More people visiting Sunderland and Mor residents participatin 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 t invest, work, learn, live and visit Adverse impact of Covid restrictions.	y Vibrancy Board.	3 2 6	3	Develop a wider Vibrancy Partnership to promote new events and increase cultural activity. Vibrancy Board set up.  Board to develop a Delivery Pfan 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 even a dexhibitions 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 Surprise aiming to raise Sunderland's profile as a destination of choice this summer and to support the economic recovery of the city.	its							
	safe in their homes and neighbourhoods	š.	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 indicate that Knife crime and Hate crime are issues of concern.	organisations.	ir Partnership. City Plan.	4 2 8	4	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.	Neighbourhoods							
	More people feeling safe in their homes and neighbourhoods		support for victims of	based support for victims of domestic	to suffer from the adverse	Domestic Abuse Act 2021 Health & Wellbeing Board	4 2 8	4	Domestic Abuse Local Partnership Board, developing a strategy for the provision of accommodation- based support.	- Executive Director Public Health and Joint Commissioning							
	More resilient people		to enable families and individuals to support themselves, to mitigate the impact of indebtedness and	Ongoing austerity and welfare reform changes have exposed many more residents to the effects of poverty – including food insecurity. Impacts of Codd 18 through redundancies and reductions in income		Sunderland Foodbank. City Plan.	4 2 8	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 powerly/energy efficiency 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. Implement 4 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 pathways for learners to achieve their work and life goals. Increased resident participation in digital opportunities. Increased resident participation in digital opportunities. During the first few months of the pandemic the use of foodbanks more than trebled and high usage has continued throughout 2020/21	ted it							
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 not align to Council priorities, objectives and direction as set in out in the City Plan.	Financial Strategy. Budget Plan.	4 3 12	4	Appropriate consultation and intelligence gathering is undertaken in assessing the Council's short to medium term financial position. The City Plan delivery have been 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 claims.  The 2021/22 budget (revenue and capital) approved at Council in March 2021, following the usual ocurrent and scrutiny. Balanced revenue budget agreed for the year, although remaining pressures in the MTFP and uncertainty re: comprehensive spending review, fair funding review etcase set out in Council papers. The impact of Covid is reported monthly to both MHCLG and internally with the potential need to use reserves in year to balance the outturn position.	Corporate Services							
	Partnership Working		Council and other	Reducing resources may lead to partners concentrating on their own priorities at the expense of City priorities	Unable to achieve City priorities and support communities.	City Plan.	4 2 8	4	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							