

City Plan Theme	City Plan Priority actions	ID	Strategic Risk Description	Cause	Impact	Current Controls	Impact Likelihood	Rating	Impact Likelihood	Rating	Mitigating Actions	COG Lead	Financial Resources	Programmes and Projects	Performance	ICT	People Management	Business Continuity	Risk and Assurance	Internal audit	External Assurance		
HEALTHY	People enjoying independent lives.	R13	Current model of social care cannot be sustained in the future, due to a growing population of older people and fewer younger working age adults.	Increase in the level of long term conditions, including increasing proportions of people with multiple long term conditions. Potential market failure in the supply chain.	Care options for adults do not meet the needs of individuals or result in increased costs to the Council. Impact of Covid 19 on delivery arrangements, PPE etc.	Health & Wellbeing Board. City Plan.	4	2	8	4	1	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. 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 (SHEILA) App's innovative use of assistive technology SHEILA 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 safe	Executive Director of 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.	Fail to achieve cleaner and greener streets across the City. Recycling rates are not increased.	City Plan.	4	2	8	4	1	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 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. Up to March 21, a total of 2,669 enforcement activities had been carried out.	Executive Director of Neighbourhoods									
	A City with great transport and travel links.	R15	The City cannot meet the challenge to develop an active transport system in response to Covid and other pressures.	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.	Transport Movement Plan for Sunderland. City Plan.	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 nearing completion. 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 creative and cultural businesses.	R16	The approach to developing creative and cultural businesses is not integrated.	Partners have varied roles and engage at different levels with the diverse range of individuals / businesses. Adverse impact of Covid restrictions on cultural businesses.	Fail to enhance the reputation, attractiveness, vibrancy and economic development of the City.	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.	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.	Executive Director of Neighbourhoods									
VIBRANT	More people visiting Sunderland and More residents participating in cultural events programmes and activities.	R18	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.	City Plan. 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 support the economic recovery of the city.	Executive Director of Neighbourhoods									
	More people feeling safe in their homes and neighbourhoods.	R19	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 criminal organisations.	Safer Sunderland Partnership. City Plan.	4	2	8	4	1	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.	Executive Director of Neighbourhoods									
	More people feeling safe in their homes and neighbourhoods.	R20	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-based support for victims of domestic 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	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.	R21	Opportunities are not taken to enable families and individuals to support themselves, to mitigate the impact of indebtedness and welfare reforms and progress their ambitions.	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	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. Re-commissioned 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 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	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 streams, changes in amounts of funding, inflation, pay awards, potential liabilities etc. Impact of Covid and unfunded costs/loss of income.	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	3	12	4	1	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 consultation and scrutiny. Balanced revenue budget agreed for the year, although remaining pressures in the MTFP and uncertainty re: comprehensive spending review, fair funding review etc - as set out in Council papers. The impact of Covid is reported monthly to both MHCLG and internally, with the potential need to use reserves in year to balance the outturn position.	Executive Director of Corporate Services									
	Partnership Working.	R23	Objectives and priorities of Council and other Partner(s) may conflict or	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	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									