STRATEGIC RISK PROFILE 2019-20				Risk Likelihood Risk Impact 4		181								Appendix 2		
				4 = Almost Certain	4 = Critical	Current Scor (Jan 2020)			Foreca		1st Line		2nd Line		31	d Line
City Plan Theme	Corporate Plan ID Priority actions	Strategic Risk Description	Cause	Impact	Current Conf	Impact sloats	Mitigating Actions	COG Lead Tin	Impact Impact Intellihood	Overall Assurance	Management Assurance	Law and Governance Resources and Projects	Performance ICT	HR and OD Business Continuity	Risk and Internal audi Assurance	External Assurance
	More and better jobs. R01	manufacturing interest to our development sites. the development sites.	ractive to Investors. certainty following BREXIT	Delay in regenerating the City and delivering the City Plan. Inability to grow Business Rate Income.	City Plan. / City Board. IAMP LLP Board.	4 2 8	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 Sept		4						
	R02		y. ck of aspiration of local idents.	Delay in regenerating the City and delivering the City Plan. Business start-ups continue to be low. Outward migration continues.	City Plan. / City Board. University Enterprise	se Zone.	Encourage entrepreneurship utilising the business incubators to support business establishment, growth and job creation.	Executive Director of City Development Sept		6						
	More and better housing.	market to generate a variety of property types and tenures that meet the needs and aspirations of current and prospective residents.	ditionally a difficult market to entivise. In number of empty perties. In the work of the	Outward migration continues.	Housing Strategy. City Plan. City Board.	4 2 8	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 Gentoo and Thirteen group to reduce empty homes. Housing Strategy to be considered by Cabinet in February 2020.	Neighbourhoods		4						
DYNAMIC	More local people with better qualifications and skills to enable them to participate in and benefit from a stronger economy.	Sunderland's residents have may not match the needs of industry in the City. I consider the needs of industry in the City. I consider the needs of industry in the City. I consider the needs of industry in the City. I consider the needs of industry in the needs of ind	Jerstood. nools are performance / gue tables driven with very e scope to tailor curriculum or ow vocational routes. h attainment at Primary nool falls off at Secondary	less able to access all of the employment opportunities that are created in the City and on	City Plan. City Board.	4 3 4	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 former Education Partnership will be included within the City Board. Consider options to work with partners to improve secondary level attainment and achievement.	Communications and Partnerships	2020 4 2	8						
	A stronger City Centre with more businesses, housing and cultural opportunities.	functioning as an economic motor. sen Inde Per em; Dox	ependent traders struggling. ripheral but accessible ployment locations – e.g. xford Business Park. igile viability of the City	Delay in regenerating the City and delivering the City Plan. Continued decline of the City Centre Migration out of the City continues.	City Board. Riverside sunderlan	and 4 3 1	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.	Executive Director of City Development Sept		8						
	A lower carbon City with greater digital connectivity for all .	opportunities to advance wired and wireless connectivity.	ution. able to attract funding to velop the required astructure.	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 5	Business Case developed and taken to Cabinet in December 2019, giving approval to start procurement process. Funding for 2019/20 activity secured and capital investment requirements to be included into Cabinet's proposals (February 2020 Cabinet) and to Council in March for consideration. City Board presentation in December confirmed key partner support for the proposals. Continue to seek funding to maximise opportunities to enable Sunderland to develop a digital infrastructure.			6						
	R07	Council to become carbon neutral. Councart Lim	et the aspirations of the	Fail to reduce greenhouse gas emissions and make related financial savings.		ent Plan.	Establish the ambition of the Council and City to become Carbon Neutral and refresh the Carbon Management Plan accordingly. Key steps towards our ambitions will be set out in the Low Carbon Strategy – expected to be completed by March 2020.	City Development Sept		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.	isk and harm or exploitation 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.	arrangements.	4 2 8	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. Council (by the Chief Exec) represented at the new Performance Improvement Board which will monitor progress against the Ofsted improvement plan and quality measures.	Executive Director of Corporate Services / Sept Services		4						
	More people living healthier longer lives.	haven't yet changed sufficiently. high Sur Lon exc diete actir Pocc well Incr	eds Assessment identified h level health challenges for nderland including: ng term health problems- sessive alcohol, smoking, poor t and low levels of physical ivity.	healthy life expectancy are below the national average. Ill health continues to present an unsustainable	Health & Wellbeing H&WB Priority Worl Groups City Plan.	Board. rking	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.	Executive Director Public Health and Joint Commissioning		8						

C	y Plan heme	Corporate Plan ID Priority actions	Strategic Risk Description	Cause	Impact	Current Controls	Impact Likelihood Rating	Mitigating Actions	COG Lead	Timescale	Impact	Overall Assurance	Management Law and Assurance Governance	Financial Resources	Programmes and Projects Performance II	CT HR and OD	Business Continuity	Risk and Assurance	Internal audit	External Assurance
	НЕАГТНУ	More people living R10 independently.	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.	conditions, including increasing			4 2 8	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.		f Review Sept 2020	4 1	4								
		Cleaner and more attractive City and neighbourhoods.	Council resources and the input of residents are not fully optimised to tackle environmental issues in neighbourhoods.	The level of services delivered to the council does not always mercustomer expectations. Recycling bins are often contaminated. Increased fly tipping.		City Plan.	4 2 8	Lets Talk Sunderland has been launched, to obtain a better understanding from residents on how to deliver services. Views will inform the development of Neighbourhood Investment Plans for 2020. The plans will be tracked and regular progress and updates will be shared. 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.	Neighbourhoods	f Review Sept 2020	4 1	4								
	1	A City with great transport and travel links.	sustainable / integrated transport	High cost of maintaining existing infrastructure. Limited pedestrian and cycling routes.	between different areas o	Transport Movement Plan for Sunderland. City Plan.	3 2 6	Implement developments through the Transport Movement Plan for Sunderland for the period 2019-2030.	Executive Director of Neighbourhoods	f Review Sept 2020	3 1	3								
		More creative and cultural businesses.		Partners have varied roles and engage at different levels with the diverse range of individuals businesses.	reputation, attractiveness,	City Plan.	3 2	Vibrancy Board to be set up. (April 2020) Board to develop a 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.		Review Sept 2020	2 2	4								
		More residents participating in their communities.	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. Volunteers Strategy complete and Volunteer Sunderland website launched.	3 2 6	Implement Neighbourhood Plans. Launch and promote Spacehive (a funding platform to support local projects)	Executive Director of Neighbourhoods	f Review Sept 2020	3 1	3								
	VIBRANT	More visitors visiting Sunderland and More residents participating in cultural events.	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.		3 2 6	Develop a wider Vibrancy Partnership to promote new events and increase cultural activity. Vibrancy Board to be set up. (April 2020) Board to develop a Delivery Plan to promote Sunderland as a cultural destination of choice.	Executive Director of Neighbourhoods		3 1	3								
	i	More people feel safe in their neighbourhoods and homes.	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 8	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.	Executive Director of Neighbourhoods	f Review Sept 2020	4 1	4								
	Ī	More resilient people. R17	Opportunities are not taken to enable individuals to support themselves, to mitigate the impact of indebtedness and welfare reforms.			City Plan.	4 2 8	Poverty Strategy and Delivery Plan to be developed 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		4 1	4								
	ENABLING	Finance. R18		Revenue Support Grant (4 year agreement ended). Progressive reduction in Government funding (change in Prime Minister and Cabinet Ministers).	addressing Sunderland's challenges / priorities. Strategic financial plans do not align to Council priorities, objectives and direction as set out in the City Plan.	Budget Plan.	4 2 8	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		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 performano monitoring.	priorities and support communities.	City Plan.	4 2 8	Partners to be represented on the City Board to support delivery of the City Plan.	Strategic Director People, Communications an Partnerships	Sept 2020	4 1	4								