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City Plan Theme	Corporate Plan Priority actions	ID	Strategic Risk Description	Cause	Impact	Current Controls	Impact	Likelihood	Rating	Mitigating Actions	COG Lead	Timescale	Impact	Likelihood	Overall Assurance	Management Assurance	Law and Governance	Financial Resources	Programmes and Projects	Performance	ICT	HR and OD	Business Continuity	Risk and Assurance	Internal audit	External Assurance
HEALTHY	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.	Care options for adults do not meet the needs of individuals or result in increased costs to the Council.	Health & Wellbeing Board. City Plan.	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.	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.	Fail to achieve cleaner and greener streets across the City. Recycling rates are not increased.	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.	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.	Restricted connectivity between different areas of the City.	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	Review Sept 2020	3	1	3											
VIBRANT	More creative and cultural businesses.	R13	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.	Fail to enhance the reputation, attractiveness, vibrancy and economic development of the City.	Creative Industries Action. Plan. City Plan. Vibrancy Board.	3	2	6	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.	Executive Director of Neighbourhoods	Review 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.	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	Review Sept 2020	3	1	3											
	More visitors visiting Sunderland and More residents participating in cultural events.	R15	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.	City Plan. Vibrancy Board.	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	Review 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	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	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.	Ongoing austerity and welfare reform changes have exposed many more residents to the effects of poverty – including food insecurity.	Increased child poverty, indebtedness and a rise in the 'working poor'. These impacts are worse in deprived areas due to underlying problems (for example poor health and lower wage levels).	Sunderland Foodbank. 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	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). Brexit. 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	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	Review Sept 2020	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.	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 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 and Partnerships	Review Sept 2020	4	1	4											