



Oversight and Governance

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Audit and Governance Committee

Supplement Pack 3

Monday 30 November 2020
3.00 pm
Virtual Meeting

Members:

Councillor Parker-Delaz-Ajete, Chair
Councillor Nicholson, Vice Chair
Councillors Jordan, Pete Smith and Stevens.

Co-opted Representative – Mr Shipperley

Please find enclosed additional information for your consideration under agenda item number 13.

Tracey Lee
Chief Executive

Audit and Governance Committee

13. Risk Management Annual Report (including Risk management Strategy:

(Pages 1 - 18)

Audit and Governance Committee



Date of meeting:	30 November 2020
Title of Report:	Risk and Opportunity Management – Annual Report
Lead Member:	Councillor Mark Lowry (Cabinet Member for Finance)
Lead Strategic Director:	Giles Perritt (Assistant Chief Executive)
Author:	Rob Sowden
Contact Email:	Robert.Sowden@plymouth.gov.uk
Your Reference:	AL/RS
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

This report summaries the work carried out during 2019/20 to develop the council's approach to risk and opportunity management and covers:

- Risk and Opportunity Management Strategy
- Corporate and Operational Risk Management Groups
- Integrated Assurance
- Risk Register 2019/20
- Focus for 2020/2021

Recommendations and Reasons

That Audit and Governance Committee:

- Note the Risk and Opportunity Management Annual Report
- Note the Strategic Risk Register update

Reason: As part of the Committee's responsibility for monitoring the implementation and ongoing processes for identifying and managing key risks of the authority.

Alternative options considered and rejected

Effective risk management processes are an essential element of internal control and as such are an important element of good corporate governance. For this reason alternative options are not applicable.

Relevance to the Corporate Plan and/or the Plymouth Plan

Maintaining sound systems of internal control and risk management enables the council to monitor and review the key risks that may prevent it from achieving its corporate and service objectives.

Implications for the Medium Term Financial Plan and Resource Implications:

None arising specifically from this report.

Carbon Footprint (Environmental) Implications:

None arising specifically from this report.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

* When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.

The Risk and Opportunity Management Strategy specifically supports the council's overall governance arrangements.

Appendices

*Add rows as required to box below

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable)						
		1	2	3	4	5	6	7
A	Strategic Risk Register Update							

Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable)						
	1	2	3	4	5	6	7

Sign off:

Fin	djn.20 .21.16 2	Leg	3567 2/AC/ 19/11 /20	Mon Off	Click here to enter text.	HR	Click here to enter text.	Asset s	Click here to enter text.	Strat Proc	Click here to enter text.
Originating Senior Leadership Team member: Assistant Chief Executive											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 26/11/2020											

Cabinet Member approval: *[electronic signature (or typed name and statement of 'approved by email/verbally')]* Approved verbally

Date approved: 30/11/2020

1.0 Introduction

1.1 This report summarises the work carried out during 2019/20 to further develop the council's approach to risk and opportunity management. The report also presents an up to date focus on the impact of COVID-19 on Risk Management.

1.2 The Annual Report is separated into five sections, set out below:

- Risk and Opportunity Management Strategy
- Corporate and Operational Risk Management Groups
- Integrated Assurance
- Risk Registers 2019/20
- Focus for 2020/2021

2.0 Risk and Opportunity Management Strategy

2.1 The Risk and Opportunity Management Strategy provides a comprehensive framework and process designed to support members and officers in ensuring that the council is able to discharge its risk management responsibilities fully.

2.2 The strategy is reviewed annually to ensure it remains current and fit for purpose. A copy of the latest version is attached at appendix A.

2.3 The revised strategy was presented to the Corporate Management Team (CMT) on the 10 November 2020.

3.0 Corporate and Operational Risk Management Groups

3.1 CMT acts as the Corporate Risk Management Group (CRMG) with responsibility for the strategic risk and opportunity register and the overall risk and opportunity management strategy.

3.2 Service directors have engaged fully in the risk management process in taking ownership of the strategic risk and opportunity register both formally at CRMG meetings and throughout the year in proposing amendments to the register in line with changing circumstances and priorities for the council.

3.3 Matters of day to day operational risk management are the responsibility of the Operational Risk Management Group (ORMG) which comprises of risk champions from each directorate and/or service and representatives from the oversight functions that support the council's internal control assurance framework.

3.4 The ORMG met twice during 2019/20 to review and monitor operational risk and opportunity risk registers in line with the risk monitoring timetable and to promote and develop a consistent approach to risk and opportunity management.

4.0 Integrated Assurance

4.1 Risk information is referenced where appropriate within the Corporate Plan Performance Report to add value to the quality of information provided.

4.2 Risk identification has been further enhanced by the business planning process implemented across the organisation in March 2018.

4.3 In addition, risks are reviewed at quarterly (in some cases monthly) department management team meetings in line with guidance provided in the Risk and Opportunity Management Strategy.

4.4 Risks that are deemed to have a health and safety element which present a risk to either staff or members of the public are also reviewed by the Health, Safety and Wellbeing Steering Group and quarterly meetings are chaired at Director-level.

4.5 Performance scorecards continue to be reviewed against risk registers to identify any gaps in reporting.

5.0 Review of 2019/20 Risk Registers

5.1 In 2019/20 risks were reviewed quarterly with the focus of review alternating between the Strategic Risk Register and the Operational Risk Register. This has always been the approach but the outbreak of COVID-19 resulted in a change in 2020/21 to the usual timetable of reviewing risks (see Focus for 2020/21).

5.2 In 2019/20 the Strategic Risk Register was made up of 16 risks;

- Four risks identified as a Red High Risk (see below)
- Seven identified as an Amber Medium Risk
- Five identified as a Green Low Risk
- Seven identified as requiring removal from the register

Strategic Risks identified as a Red risk during 2019/20 are identified in the table below;

Strategic Risk	Mitigation
Delivering Council services within the envelope of the resources provided in	<ul style="list-style-type: none"> - Treasury Management diversification of portfolio to increase income and longer term actions to reduce risks from future interest rate rises - Investment in income earning assets

<p>2019/20-2021/22 Medium Term Financial Plan (MTFP). Risk to services of not delivering within reduced budgets and to delivery of the Plymouth Plan from reduced revenue and funding of the Capital Programme.</p>	<ul style="list-style-type: none"> - Ambitious capital programme and strategic investments from income earning assets - Cross department strategy on grant maximisation - Deep dive review of all budgets to review current projected pressures - Implementation of strict recruitment controls with a CMT Panel created to authorise new posts.
<p>Being unable to deliver Council services within the envelope of the resources provided in 2019/20</p>	<ul style="list-style-type: none"> - Treasury Management diversification of portfolio to increase income - Investment in income earning assets - Ambitious capital programme and strategic investments from income earning assets - Cross department strategy on grant maximisation - Implementation of outcomes from 'Fresh Look' Programme which will improve efficiency and reduce costs whilst still delivering benefits to the customer. Significant savings are focussed in the following key programmes:- Growth, Assets and Municipal Enterprise (GAME2); Integrated Health and Wellbeing; - Identification of new revenue funding sources to support the budget e.g. use of section 106 income in current and future years - Investigating earlier implementation of Fees and Charges, review of reserves, bad debt provision, accelerated income generation. Further capitalisation. Undertaking an in year review of all services to ensure a balanced budget can be achieved - Additional management solutions and escalated action to deliver further savings from service reviews.
<p>Continued issues across the secondary education system that impact on the level of pupil attainment</p>	<ul style="list-style-type: none"> - Plymouth Education Board (PEB) (and sub groups) will increasingly hold all schools to account - Development of an accountability and support model involving a number of partners - School improvement work will create a partnership of distinct interventions to drive improvement and raise achievement - Cause for concern meetings - Proposed Inclusion Mark for the City to celebrate inclusion.
<p>Projected in-year overspend in Children's Social Care caused by unprecedented demand and level of support needed to keep young people safe</p>	<ul style="list-style-type: none"> - Additional management solutions and escalated action to deliver further savings from the council's transformation programme will be brought to the table over the coming months in order to address the in year forecasted overspend - Ongoing rigour in decision making to manage demand - Ensuring action plan milestones are reached.

5.3 In 2019/20 the Operational Risk Register was made up of 116 risks;

- One risk was identified as a Red High Risk (see below)
- 66 identified as an Amber Medium Risk
- 42 identified as a Green Low Risk
- Seven identified during the year as requiring removal from the register

Operational Risk identified as a Red risk during 2019/20 are identified in the table below;

Operational Risk	Mitigation
Reduced ability to meet performance and delivery expectations in relation to statutory duties	<ul style="list-style-type: none"> - Seek assurance as to a solution with regard to mobile phone signal and corporate transfer, prioritising PPS staff and phone handsets - Continual reassessment of prioritisation system to ensure our targeting of resources is correct - Constant review of intelligence and information to identify trends and emerging risks and to identify efficiencies in ways of working - Develop business case for Business Energy and Industrial Strategy to fund additional capacity - Market surveillance of goods imported from European Union - Regular testing and validation of departmental plans is ongoing - Responsible officer leads Business Continuity Planning in the Local Resilience Forum and regularly identifies good practice - Development of options for formal on call arrangements for appropriate frontline staff, including Union consultation and potential review of role profiles - Research existing Voluntary Cadres in Somerset County Council, Gloucestershire County Council, Cornwall Council and Devon County Council to identify good practice.

6.0 Focus for 2020/21

6.1 The outbreak of COVID-19 means that the focus on Risk Management has never been more important. As an organisation we reacted quickly to review our Strategic Risk Register to ensure that previous unidentified risks were recognised and mitigation put in place and recorded.

- The first review was undertaken in May 2020 with changes agreed by Cabinet on the 2nd June.
- A further review was undertaken in July 2020 with refreshed mitigation discussed and agreed by Corporate Emergency Management Team on the 14th July, this update was subsequently presented to the Audit and Governance Committee on the 27th July.
- The most recent review of Strategic Risks occurred in October 2020 and the latest version of the Strategic Risk Register is attached to this Annual Report as Appendix B

- 6.2** The following additions were made to the Strategic Risk Register in 2020/21;
 'The risk of the Second peak of COVID-19 cases affects city's recovery / reset plans'

The following pre-existing risks were elevated to the Strategic Risk Register from the Operational Risk Register;

'The risk of Adult Social Care Market or Provider failure'

'Increased and sustained pressure on Adult Social Care budget due to increased numbers of people or increased complexity of need'

The following risks have been removed from the Strategic Risk and Opportunity Register to ensure there is strategic focus on the city's recovery following COVID-19, however, they will continue to be monitored via departmental operational risk registers:-

- Council fails to prepare and deliver combined local and Policy and Crime Commissioner elections
- Non delivery of the plan for waste
- Cladding issues on tall buildings

- 6.3** The impact of COVID-19 has been identified against the following Strategic Risks;

Strategic Risk	COVID-19 Impact
The Council's expenditure exceeds the resources available to meet that expenditure within the medium term financial plan period (2020-2022)	<ul style="list-style-type: none"> - Government Financial Grant and other ring fenced funding to respond to the pandemic - Reporting impact of the pandemic to the Ministry of Housing, Communities and Local Government - Regular budget monitoring reports provide an update on the latest in-year and COVID-19 related pressures.
Failure to meet statutory duties due to growing volume and complexity of demand for children's social care services	<ul style="list-style-type: none"> - 'Hidden harm' consequences of infection control measures and safe systems of work limitations add to existing pressures on service - Risk of continued rising demand for children to come into care as a result of the pandemic
Insufficient pupil attainment to achieve economic / quality of life outcomes across secondary cohort	<ul style="list-style-type: none"> - Continuing decrease in access to and attendance at schools overlays previous challenges in secondary education - Additional challenges of attendance and attainment during pandemic may have an increased impact on those secondary students already disadvantaged - Impact on ability to record attainment and impact of a freeze on OFSTED inspections.
Insufficient economic performance to sustain the City's economy as a result of the ongoing	<ul style="list-style-type: none"> - Plymouth Plan and economic growth targets will have to be revisited in the light of the recession

<p>impact of the COVID-19 pandemic</p>	<ul style="list-style-type: none"> - We are focussing, through Resurgam, on six areas to help our economy to recover, to protect local jobs and to support our communities. These are: <ul style="list-style-type: none"> • Spend 4 Plymouth – A massive focus on local procurement for local jobs • Build 4 Plymouth – An ambitious capital programme and economic stimulus to support construction jobs, building a better and greener Plymouth • Skills 4 Plymouth – Extensive new support for young people and retraining our workforce for future jobs through our skills launch pad • City Centre Renaissance programme – support for our city centre and a regeneration plan • Resurgam Beacons – A focus on our future. We will seek to create new jobs in the Blue and green economy. That is our amazing marine sector and a new green deal for jobs • Sector Action Plans – a bespoke package of interventions lead by the private sector for our 11 key sectors, building on our Resurgam plans and innovating and collaborating together through our newly established Sector Hub.
<p>Second peak of COVID-19 cases affects city's recovery / reset plans.</p>	<ul style="list-style-type: none"> - Local Outbreak Management plan co-designed and published.
<p>Failure to reduce Health Inequalities</p>	<ul style="list-style-type: none"> - Mounting evidence that COVID-19 is having differential health impacts across communities, adding to existing health inequalities. This is through either the disease itself or the mitigations put in place. There is an ongoing impact of this due to the economic downturn.
<p>The Council having insufficient workforce capacity and resilience to deliver the required range of services to meet statutory obligations and administration priorities</p>	<ul style="list-style-type: none"> - New service obligations, such as Caring Plymouth, local outbreak control, Personal Protective Equipment provision need to be considered alongside existing obligations, some of which have been made more challenging by COVID-19.
<p>The Council is unable to fulfil its legal obligations regarding the safety of its citizens and service recipients</p>	<ul style="list-style-type: none"> - Significant challenges presented by the scope of service activities, range of workforce environments, clarity of guidelines/legislation and unpredictability of the infection rate of COVID-19, with the added pressures of supply chain management and organisational capacity to deliver.
<p>The Council not meeting its legal obligations regarding the health, safety and wellbeing of its workforce.</p>	<ul style="list-style-type: none"> - As above
<p>Departure from EU single market without a trade deal further</p>	<ul style="list-style-type: none"> - A 'no-deal' exit from the EU in addition to COVID-19 economic impacts at the end of 2020 will magnify previous Brexit risks.

decreases city economic output	
Risk of failing to deliver the range of housing to meet Plymouth's need via the Joint Local Plan (JLP) and the Homes for Plymouth Programme	- Housing supply is close to the core of Joint Local Plan delivery and a number of COVID-19 related factors will impact our ability to deliver to previously agreed levels.
Increased and sustained pressure on Adult Social Care budget due to increased numbers of people or increased complexity of need.	- In light of COVID-19, changes in practice there are currently increased costs in providing services - for example additional PPE and more robust processes around systems of working for providers and infection control. All of these will incur increased cost, for which there is no confirmation of longer term funding. There is uncertainty as to whether the current COVID-19 practices will need to remain long term.

- 6.4** Continue to support departments to identify risks to achievement of objectives contained within their business plans.
- 6.5** Continue to review and develop risk management processes and work with performance colleagues to improve the quality of information being provided to managers.
- 6.6** Continue to regularly review Strategic and Operational Risk Registers following the outbreak of COVID-19.
- 7.0 Conclusion**
- 7.1** There is good evidence of the development of a risk management culture within the council with proactive engagement of members, directors and heads of service, and senior operational managers.
- 7.2** The council has well-developed and proven risk management processes in place which have been integrated into business planning, budget and project management.
- 7.3** This opinion reflects the work implemented to embed risk management arrangements within formal business planning processes and the closer alignment of risk and performance processes.
- 7.4** The Risk and Opportunity Management Annual Report should therefore give Audit and Governance Committee members assurance as to the adequacy and effectiveness of the internal control arrangements and, in particular, the contribution of risk and opportunity management to the overall governance framework.

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APPENDIX B STRATEGIC RISK MONITORING

October 2020



1.0 Introduction

- 1.1 The position with regard to the Strategic Risk and Opportunity Risk Register was last published with the Committee papers for the meeting held on 27 July 2020. This report provides a summary of the latest review covering the position as at 31 October 2020.

The position with regard to the Strategic Risk and Opportunity Risk Register was last considered by Corporate Management Team (CMT) on 10 November 2020.

2.0 Strategic Risk and Opportunity Register – Monitoring Summary

CMT, Senior Leadership Team and Risk Champions have reviewed the strategic risks to identify those that could impact the work directed towards the recovery and reinstatement of council services, including ensuring safe systems of work for staff and customers and the recovery of the economy. Risk owners were asked to update current mitigation and action plans with the results presented today.

3.0 Headline Issues

Four strategic risks have a risk rating of Red, these relate to Finance, demand on Children's Social Care services, Education attainment and Economic performance.

Two risks have been moved onto the Strategic Risk Register from the Operation Risk Register, these are 'Increased and sustained pressure on Adult Social Care budget due to increased numbers of people or increased complexity of need' and 'Risk of Market failure'. This has been done following a review with the Director of Adult Social Services.

4.0 Risk update table

The risks on the Strategic Risk register are identified in the table below alongside mitigation.

No.	Description	Mitigation	Risk Score	Current risk rating
1	The Council's expenditure exceeds the resources available to meet that expenditure within the medium term financial plan period (2020-2022)	<p>EVRS scheme completed with in-year savings achieved and full year effect realised in 2021/22. Examine all opportunities to maximise areas of potential income. Ambitious capital programme and strategic investments from income earning assets to support the council in coming out of lockdown.</p> <p>Cross department strategy on grant maximisation.</p> <p>Deep dive review of all budgets to review current projected pressures. Implementation of strict recruitment controls with a CMT Panel created to authorise new posts. Established Programme Board with key Delivery Savings plans are in place. Attend Bank of England Monetary Policy Committee forecast briefings.</p>	25	Red
2	Failure to meet statutory duties due to growing volume and complexity of demand for children's social care services	<p>Urgent work is underway Council-wide to find additional savings across the organisation which is being supported by a budget management group.</p> <p>Fostering Project Delivery Plan in place. Placement Review Project Delivery plan. Front door Project includes Adolescent Support Team Savings Delivery plan. Ongoing rigour in decision making to manage demand via Placement Panel which takes place weekly and overseen by a dedicated service manager with responsibility for reducing costs of individual placements and ensuring timely step down. Ensuring action plan milestones are reached via monthly monitoring at Programme Board/Finance DMT. All delivery plans have been reviewed and progress is being achieved to mitigate delays caused by COVID19 response.</p>	20	Red
3	Insufficient pupil attainment to achieve economic / quality of life outcomes across secondary cohort	<p>Plymouth Education Board (PEB) (and sub groups) will increasingly hold all schools to account. Development of an accountability and support model involving a number of partners.</p>	20	Red

		<p>School improvement work will create a partnership of distinct interventions to drive improvement and raise achievement.</p> <p>Cause for concern meetings.</p> <p>Inclusion strand of PEB work.</p> <p>Proposed Inclusion Mark for the City to celebrate inclusion.</p> <p>The Plymouth Standards Partnership Recovery & Improvement Plan: A key priority is work to support disadvantaged pupils. The work of the Plymouth Commission has been extended to focus on attainment for secondary aged pupils and school improvement.</p> <p>This has also focussed on the impact of the COVID19 response arrangements, and a survey of all secondary schools has been undertaken to inform priorities for re-engaging pupils in September. Schools are expected to have the capacity to offer immediate remote education for classes or groups who are required to self-isolate for a short period of time, or where there are local restrictions requiring pupils to remain at home. Plans are being developed to monitor the quality of home learning. Schools are being offered a catch up premium of £80 per pupils for most schools, to assist with programmes of learning to support pupils who require additional support. At this time, it is intended that subject to some adjustments to content and activity, all exams and assessments will take place in the summer 2021 for GCSE, AS and A level.</p>		
4	<p>Insufficient economic performance to sustain the City's economy as a result of the ongoing impact of the coronavirus pandemic</p>	<p>The impact of COVID19 on the economy has been sharp and has affected different sectors of the economy in different ways. We are focussing, through Resurgam, on 6 areas to help our economy to recover, to protect local jobs and to support our communities. These are:</p> <ul style="list-style-type: none"> • Spend 4 Plymouth – A massive focus on local procurement for local jobs. • Build 4 Plymouth – An ambitious capital programme and economic stimulus to support construction jobs, building a better and greener Plymouth. • Skills 4 Plymouth – Extensive new support for young people and retraining our workforce for future jobs through our skills launch pad. 	20	<p>Red</p> <hr style="border: 2px solid black;"/>

		<ul style="list-style-type: none"> • City Centre Renaissance programme – support for our city centre and a regeneration plan. • Resurgam Beacons – A focus on our future. We will seek to create new jobs in the Blue and green economy. That is our amazing marine sector and a new green deal for jobs. • Sector Action Plans – a bespoke package of interventions lead by the private sector for our 11 key sectors, building on our Resurgam plans and innovating and collaborating together through our newly established Sector Hub. Supporting our sectors whether they are in critical shock, stable, or capable of high growth. These sectors are: <ul style="list-style-type: none"> o Construction and The Built Environment o Creative Industries o Digital o Defence o Health and Care o Fishing o Manufacturing o Marine o Retail o Tourism and Hospitality o Transport and Distribution <p>We have also established the cross cutting theme of inclusive growth. Our aim is to 'build back better' growing a prosperous economy that reduces inequality, is sustainable and truly serves the wellbeing of all the people of Plymouth.</p>		
5	The risk of the Second peak of COVID-19 cases affects city's recovery / reset plans.	(1) Enhance data quality and analysis, (2) Refreshed Local Outbreak Management Plan (LOMP), and (3) Plymouth moves up from Tier 1 (medium risk) to halt the spread of transmission as a result of extra measures put in place.	20	Red ↑
6	Failure to reduce Health Inequalities	Persistent action across the Council is required at many levels to tackle inequalities by addressing the wider detriments of health. The public health team and partners continue to work with employers (year one focus) and schools (year two focus) to influence healthier lifestyles. The team continues to embed and promote the national One You campaign across the city. The 'five ways to wellbeing' has been adopted across the city as the single approach to improving mental wellbeing. The work that started in year five on 'people	16	Amber —

		connecting through food' is ongoing with a number of new initiatives developed. The focus on arts, culture, heritage and health (using the Mayflower 400 commemorations) will continue throughout 2020 and 2021. The Thrive Plymouth Network will continue to meet on a quarterly basis to ensure delivery of the programme. As a result of the Covid-19 pandemic, the Public Health Team is developing a framework which provides an approach to assessing the broad health and wellbeing impacts and resulting inequalities on the population of Plymouth as a result of Covid-19. The work will aim to bring partners together via the Health and Wellbeing Board to contribute to a discussion on how these impacts can be mitigated. In addition to this, to support the work of the Council's cross-party Child Poverty Working Group, a high level review of the evidence of the impacts of the pandemic on the mental wellbeing of children and young people will be carried out. As already stated, the primary role of the ODPH and the Public Health Team in particular is now to try to prevent a resurgence of Covid-19 in the city therefore protecting most deprived communities from further negative impacts.		
7	The Council having insufficient workforce capacity and resilience to deliver the required range of services to meet statutory obligations and administration priorities	<p>Develop online training programmes</p> <p>Implementation of 'The Way We Work' programme (technology, information management, accommodation) to enable the right conditions for success.</p> <p>Review of senior structure</p> <p>Review of business plans</p> <p>Possible remodelling of services</p> <p>Ongoing I:ls</p> <p>Working towards Silver Wellbeing at Work Award</p> <p>Increase in number of Wellbeing Champions to 60 (from 44)</p>	15	Amber 
8	The Council not meeting its obligation to keep data secure by failing to adhere to Data Protection Act 2018 Regulations	<p>Roll out staff awareness training to all staff.</p> <p>Implement greater reporting consistency within directorates.</p> <p>Implement improved incident analysis within the Service Desk.</p> <p>Improved contract management with partners.</p> <p>Implement greater reporting consistency within directorates.</p>	15	Amber 

		<p>Implement improved incident analysis within the Service Desk.</p> <p>Standardised breach management processes distributed to key staff.</p> <p>Implement compliance requirements into Delt business as usual - This is a work stream of the information management project.</p> <p>Corporate Privacy Notice complete, service specific Notices being finalised.</p>		
9	The Council is unable to fulfil its legal obligations regarding the safety of its citizens and service recipients	<p>Statutory Post holders</p> <p>Commissioning and service Improvement plans</p> <p>Budgetary Management</p> <p>Revision of business plans</p>	12	<p>Amber</p> <p>█</p>
10	The Council not meeting its legal obligations regarding the health, safety and wellbeing of its workforce.	<p>Agree substantive future working arrangements according to worker type</p> <p>Follow up survey</p> <p>Delivery of 20/21 HS&W action plan</p> <p>Taking action on future Government guidelines in relation to COVID-19</p>	15	<p>Amber</p> <p>█</p>
11	Departure from EU single market without a trade deal further decreases city economic output	<p>Continued regional engagement to maintain strong influence.</p> <p>Continue to act promptly on government guidelines when issued.</p> <p>Continue to bid for additional funding from Central Government particularly around Port responsibilities.</p> <p>Keep no deal plans under review to ensure readiness is maintained until Dec 2020.</p> <p>Brexit Officer Group action plan shows programme of work identified leading up to Dec 2020.</p>	12	<p>Amber</p> <p>█</p>
12	Risk of failing to deliver the range of housing to meet Plymouth's need	<p>Strategic Land Review completed.</p> <p>Plan for Homes 3 has established a Housing Investment Fund that will help fund interventions in the market to unlock more delivery</p> <p>We will consider acquiring and lending to unlock direct delivery.</p> <p>Reviews of small and stalled sites complete with delivery strategies to be implemented.</p> <p>Development of bids to a number of Government funding programmes to support new homes e.g. Accelerated Construction, Housing Infrastructure Fund, Land Release</p>	9	<p>Green</p> <p>█</p>

		<p>Fund, Starter Homes and Care and Support Funding.</p> <p>Ongoing work with Homes England and MHCLG to unlock funding and making the case for a fairer allocation of national funding for homes.</p> <p>Ongoing innovation to improve the proactive and fast track approach to planning to deliver housing.</p> <p>Starter Homes Land Fund Partnership Authority to work with Homes England to bring forward a portfolio of stalled, lapsed and brownfield sites to unlock delivery and accelerate new homes.</p> <p>We will monitor closely development activity in the construction sector to understand the effect of Covid-19 on housebuilding.</p> <p>We will manage the 5 year land supply position to ensure that decisions on sites are taken using a balanced and objective assessment of market conditions.</p> <p>We will work with Project Resurgam to develop measures to support and boost housebuilding.</p> <p>We will coordinate LPAs in Devon and Cornwall to write to MHCLG to request measures to protect established local plans from the effects of the recession.</p> <p>We will identify actions to get house building back on track, supporting Plymouth's economic recovery and other Resurgam activity.</p> <p>We will look to accelerate development where possible and identify opportunities to intervene in the housing market to build the homes we need.</p> <p>We will work with the Plymouth Housing Development Partnership to leverage their investment and move quickly to restart housing projects to stimulate affordable housing delivery, and support SME's to start building again.</p> <p>We will work with MHCLG and Homes England to maximised investment in new homes and infrastructure.</p> <p>We will work to unlock a number of stalled sites in the city.</p> <p>We are developing a Strategic Partnership with Homes England to help align Government funding with housing sites to</p>		
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		help unlock and build the pipeline of future delivery.		
13	Risk to vulnerable children and young people in the care system, by not delivering early intervention and prevention	Continue to drive forward change across the partnership in relation to whole family working, engagement with the Early Help Assessment Tool process, data exchange and achieving the outcomes required within the Troubled Families Outcomes Plan.	6	Green —
14	Increased and sustained pressure on Adult Social Care budget due to increased numbers of people or increased complexity of need	Risk to be continued to be monitored and additional measures to be brought forward in year if risk materialises Consider mandatory requirement to respond Brief providers around risks Emergency Plan to cover need to prioritise critical services	16	Amber —
15	Risk of Market or Provider failure	Risk to be continued to be monitored through contract monitoring and market intelligence Supporting market wide workforce recruitment / retention across residential and domiciliary sector.	12	Amber —