



Oversight and Governance

Chief Executive's Department
Plymouth City Council
Ballard House
Plymouth PL1 3BJ

Please ask for helen rickman
T 01752 668000
E helen.rickman@plymouth.gov.uk
www.plymouth.gov.uk

Published 24 November 2022

AUDIT AND GOVERNANCE COMMITTEE

To Follow Pack

Monday 28 November 2022
2.00 pm
Warspite Room, Council House

Members:

Councillor Lugger, Chair
Councillor Lowry, Vice Chair
Councillors Evans OBE, Finn, Shipperley and Tofan.
Independent Members – Mrs Annette Benny and Mr Ian Shipperley.

Please find enclosed additional information for your consideration under agenda item numbers 8 and 9.

Tracey Lee

Chief Executive

Audit and Governance Committee

- | | | |
|-----------|---|------------------------|
| 8. | Risk Management Strategy - To Follow: | (Pages 1 - 30) |
| 9. | Risk Management Monitoring Report (to include scrutiny update on risk management) - To Follow: | (Pages 31 - 60) |

Audit and Governance Committee



Date of meeting:	28 November 2022
Title of Report:	Risk and Opportunity Management Strategy 2022-2024
Lead Member:	Councillor Mark Shayer
Lead Strategic Director:	Giles Perritt (Assistant Chief Executive)
Author:	Ross Jago (Head of Governance, Performance and Risk)
Contact Email:	Ross.jago@plymouth.gov.uk
Your Reference:	RS/RMS2022
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

The Risk Management Strategy (Appendix A) outlines our approach to Risk Management and is refreshed annually. The Strategy covers the period 2022 to 2024.

Risk Review

As part of the annual review in 2022 the Council enlisted the services of a Risk Control Manager from our insurer (available as part of existing contract) to undertake a brief review of our approach to Risk Management. The review included interviews with Councillors and officers with responsibilities for risk management alongside a review of our Risk and Opportunity Management Strategy and Risk Registers.

The overall opinion was that our risk processes are working but that there could be a risk of degradation, it was also highlighted that risk was clearly embedded at strategic level but further work was required at the operational level.

As a result of this brief review a number of improvements have been made to our approach.

- We are currently developing, with colleagues in Health Safety and Wellbeing, the implementation of a live, interactive risk reporting tool. This will be delivered via SHE Assure a software product which is already licensed to the Council.
- The outcome of the review has been discussed with the Corporate Management Team and a further workshop is being planned with our Senior Leadership Teams to ensure greater risk management integration into the organisation's business processes.
- We are focused on enhancing knowledge and skills with planned Enterprise Risk Management Training for our departmental Risk Champions and Risk Owners.
- Changes to the Risk Management Strategy, such as highlighting the Partnership Risks that the Council is exposed to and clearer identification of the Council's risk appetite are included in this iteration of the strategy.

Recommendations and Reasons

That Audit and Governance Committee:

- Note the Risk and Opportunity Management Strategy 2022-2024.

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.

Financial Risks

Financial risks are included on risk registers.

Carbon Footprint (Environmental) Implications:

Failure to deliver against actions in the Climate Emergency Action Plan and Corporate Carbon Reduction Plan are included on risk registers.

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) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Risk and Opportunity Management Strategy 2022-2024							

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)						
	If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.						
	1	2	3	4	5	6	7

Sign off:

Fin	DJN. 22.23 .294	Leg	EJ/38 851/1 6.11.2 2(2)	Mon Off	EJ/38 851/1 6.11.2 2(2)	HR		Assets		Strat Proc	
Originating Senior Leadership Team member: Click here to enter text.											
Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: Date.											
Cabinet Member approval: <i>Councillor Mark Shayer authorised by email</i> Date approved: Date.											

This page is intentionally left blank

APPENDIX A RISK AND OPPORTUNITY MANAGEMENT STRATEGY 2022-2024



CONTENTS

Para	Title	Page
	Introduction	2
1	Definitions	3
2	Types of risk	3
3	Risk Management Responsibilities	3
4	Policy Statement	4
5	Framework	4
6	Approach:	5
	▪ Core purpose/outcomes	6
	▪ Identify risks	6
	▪ Assess raw risk	8
	▪ Identify existing controls	12
	▪ Assess residual risk	12
	▪ Risk response (including risk appetite)	12
	▪ Review and report	16
7	Evaluating Key Controls	17
8	Fraud Risk Controls	17
9	Health, Safety and Wellbeing Performance Standards and Risk Assessments	18
10	Embedding Risk and Opportunity Management	19
11	Guidance and Assistance	19
12	Corporate Governance and Integrated Assurance	19
13	Roles and Responsibilities	21

INTRODUCTION

We live in very challenging times, where the city and its citizens face significant risks but also where innovation is critical. We are a large, complex organisation and need to continuously look at how we can safeguard and support our communities in challenging financial circumstances. Risk and opportunity management is both a statutory requirement and an indispensable element of good corporate governance and good management. It has never been more important to have an effective Risk and Opportunity Management Strategy in place to ensure we are able to discharge our various functions and deliver public services efficiently and cost effectively.

Risk is unavoidable. It is an important part of life that allows us all to move forward and develop. Successful risk management is about ensuring that we have the correct level of control in place to provide, as far as reasonably practicable, sufficient protection from harm without stifling our development. The Council's overriding attitude to risk is to operate in a culture of creativity and innovation, in which all key risks are identified in all areas of the business and are understood and proactively managed, rather than avoided. In respect of health and safety risks, this requires the weighing up of the risk verses the time, cost and effort to control the risk, irrespective of the risk score. We need to have the structures and processes in place to ensure the risks and opportunities of daily Council activities are identified, assessed and addressed in a standard way. We do not shy away from risk; we seek to proactively manage it. This will allow us not only to meet the needs of the community today, but also be prepared to meet future challenges.

The Council will record the significant risks identified as potential threats to the delivery of its objectives within Risk and Opportunity Registers and incorporate mitigation controls within action plans to include details of any opportunities that may arise from the successful management of each risk. Strategic Risks will be monitored every three months and Operational Risks every six months. Findings will be reported via the Council's formal reporting process.

The benefits gained with a Risk and Opportunity Management Framework are improved strategic, operational and financial management, better decision making, improved compliance and, most importantly, improved customer service delivery and better outcomes for the citizens of Plymouth.

We embrace risk and opportunity management to support the delivery of our vision for the city and to enable the provision of high quality services to the citizens of Plymouth.

Cllr Mark Shayer
Deputy Leader of Plymouth City Council
Executive

Tracey Lee
Chief Executive

Giles Perritt
Assistant Chief

THE RISK AND OPPORTUNITY MANAGEMENT STRATEGY

1. Definitions

What is a Risk?

Risk is most commonly held to mean “hazard” and something to be avoided but it has another face – that of opportunity. Improving public services requires innovation – seizing new opportunities and managing the risks involved. In this context risk is defined as uncertainty of outcome, whether positive opportunity or negative threat of actions and events. It is the combination of likelihood and impact, including perceived importance.

What is Risk and Opportunity Management?

Risk and opportunity management is the culture, processes and structures that are directed towards effective management of potential opportunities and threats to an organisation achieving its objectives and delivering services to the community.

This Strategy is intended to reaffirm and improve effective risk and opportunity management in Plymouth, comply with good practice and in doing so, effectively manage potential opportunities and threats to the Council achieving its objectives.

2. Types of risk - Strategic and Operational

Strategic risks affect or are created by our business strategy and strategic objectives. They can be defined as the uncertainties and untapped opportunities embedded in strategic intent. As such, they are key matters for our political and managerial leadership and impact on the whole organisation. Inclusion of a risk in the strategic risk and opportunity register indicates that it is one of a number of risks that the Council (particularly elected members and senior managers) need to be aware of and ensure appropriate management arrangements are in place to manage/mitigate them.

Operational risk is defined as the risk of loss resulting from inadequate or failed processes, people and systems whether within the “business as usual” of the Council or through change management programmes, new protocols ways of working, new structures and new technologies. All major risks facing the service and to other services and partners resulting from the consequences of a service’s plans should be recorded with brief mitigation and potential outcome.

3. Risk management responsibilities

Risk and opportunity management is the responsibility of all employees, working together within teams and management structures to ensure timely consideration and control at the appropriate level.

The Corporate Risk Management Group will monitor and manage the delivery of the Risk and Opportunity Management Strategy at a strategic level. The Group’s purpose is to effectively embed risk and opportunity management within the ethos of the Council’s culture as an integral part of strategic planning, decision-making and its performance management framework. The Group is also be responsible for the development and monitoring of the Strategic Risk and Opportunity Register.

The Operational Risk Management Group, comprising departmental Risk Champions and chaired by the Head of Governance Performance and Risk, will be responsible for the delivery of this strategy at an operational level and for the development and monitoring of service level Operational Risk and Opportunity Registers.

Any risks to health, safety or wellbeing (HSW) of our employees or others affected by our operations are compiled into a separate risk register and additionally monitored by the HSW

Steering Group on a quarterly basis. This may result in additional assurance being required to ensure controls are reducing risk to as low as reasonably practicable. HSW Assurance Specialists support service areas to ensure risk assessments are suitable and sufficient.

However, there are some risks, such as Covid 19 which are of strategic significance and so are featured on our strategic risk register.

4. Risk and Opportunity Management Policy Statement

Plymouth City Council is aware that, as a large organisation, it is exposed to a very wide range of risks to the delivery of key services to the community it serves.

The Council recognises that it has a responsibility to identify, evaluate and manage risk whilst still creating a fertile climate for innovation. It therefore supports a structured approach to risk and opportunity management through this corporate Risk and Opportunity Management Strategy, the aims and objectives of which are described below:

The aims of the Risk and Opportunity Management Strategy are to:

- Integrate and raise awareness of risk and opportunity management for all those connected with the delivery of Council services
- Embed risk and opportunity management as an integral part of our organisational culture and project planning and policy making processes
- Establish a standard systematic approach to risk identification, analysis, control and monitoring and reviewing
- Provide a process for identifying threats or drawbacks that also includes finding and considering opportunities
- Provide a robust and transparent framework for managing risk and supporting decision making
- Support well thought-through risk taking, which enables a risk aware organisation that takes well-managed risks
- Anticipate and respond to changing external and internal environment
- Embed risk and opportunity management as an integral part of delivering and aligning successful partnerships and enabling organisational objectives and business planning processes.

The objectives of the Risk and Opportunity Management Strategy are:

- To embed Risk and Opportunity Management as part of the Council's culture of governance
- To provide a robust and systematic framework for identifying, managing and responding to risk
- To provide a robust and transparent track record of managing, communicating and responding to risk
- To encourage staff to think creatively about ways to work better, simpler and more effectively

5. Framework

The Council maintains two main types of Risk and Opportunity Register; Strategic and Operational. The Strategic Register records risks that affect the aims and objectives of the corporate body – risks that could have an effect on the successful achievement of our long term core priorities and outcomes, e.g:-

- risks that could potentially have a council-wide impact; and/or
- risks that cannot be managed solely at a business unit level because higher level support/intervention is needed.

The Operational Register records those risks affecting the day to day departmental operations, e.g:-

- Potential process failures
- Failure to adhere to internal policies
- Poor quality management

Both registers detail the following:-

- possible consequences of the risks identified, both negative (risks and threats) and positive (opportunities)
- potential impact and likelihood of the risk identified
- existing controls in place to mitigate the risks
- actions planned to mitigate the risks with relevant timescales and the responsible officers

The Strategic Register is owned by the Corporate Management Team in its capacity as the Corporate Risk Management Group and maintained by the Performance and Risk Team.

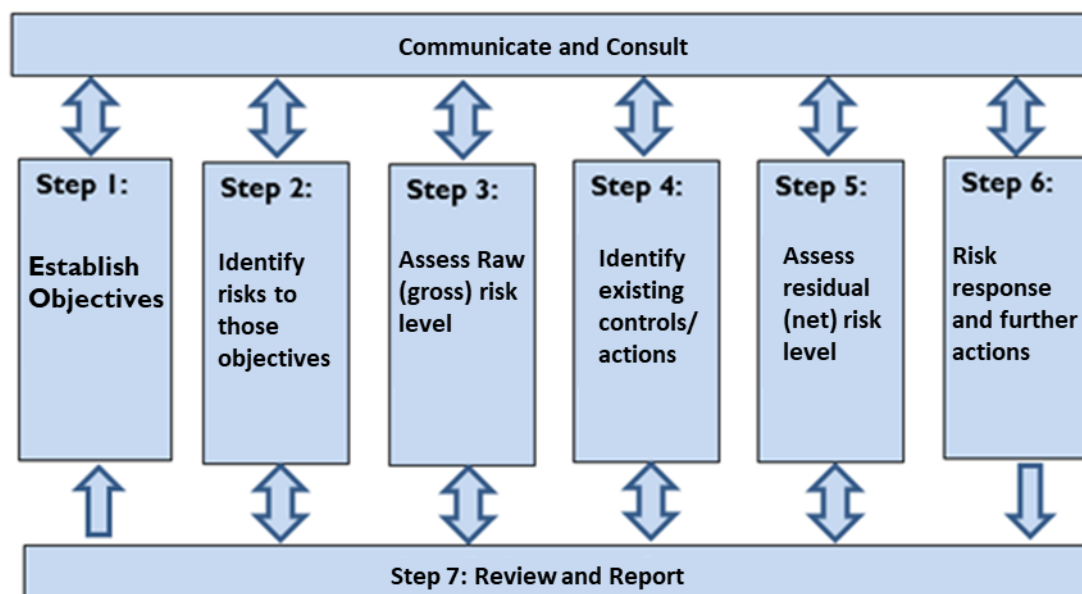
Operational Registers are owned by the relevant Service Director and maintained by the relevant department's Risk Champion.

6. Approach

For a number of years the Council has been working towards a comprehensive and integrated approach to risk management where:

- staff are clear about what risk management is intended to achieve;
- significant risks are being identified and managed effectively;
- training and guidance on risk management are easily accessible;
- a consistent corporate approach is followed using a common 'risk language'; and
- It is seen as an integral part of good corporate governance.

This section details the agreed arrangements that are needed to ensure the effective management of risk across the organisation. The Council's approach to risk management is based on best practice and involves a number of key steps as outlined below:-



Effective communication and consultation are critical to the successful management of risk. These are not one off standalone events but important factors at every point of the process and it is vital that staff at all levels across the organisation are involved if risk management is to be truly embedded and a useful management tool.

Step 1: Core purpose / outcomes

Before we can identify our risks we need to establish the context by looking at what we are trying to achieve and what our proposed outcomes are. Depending on the area under review, the relevant objectives and outcomes will usually be detailed in existing documents, including the following:

- Corporate Plan (for core purpose, priorities and outcomes)
- Business Plans (for directorate/departments aims, priorities and actions)
- Project Plans (for project aims and objectives)
- Partnership Agreements (for partnership aims and objectives)

Step 2: Identify risks

There are a number of different types of risks that an organisation may face including financial loss, failure of service delivery, risks to people and damage to reputation. The process involves managers and their teams identifying what outcomes are expected from planned activities and what factors might hinder their delivery. The reasons relating to these factors needs to be further explored to ensure that the underlying causes relating to these potential risks are correctly identified and articulated.

Risk is a key element of developing business cases for implementation of new programmes, projects or policy changes. Risks, particularly financial, are identified in reports to committees.

Programme Risks

Risks that relate to a specific programme are likely to comprise of a mixture of the most serious project risks (see below) and cross-cutting risks that could affect two or more of the projects within the programme. All major programmes must have a risk register, owned by the programme manager. It should be reviewed by the programme board and at the most senior level of the directorate in question.

Project Risks

Risks relating to or that flow from a specific project. A project risk has the potential to impact on the project's scope, outcomes, budget or timescales. Where the risk could impact on other projects or objectives, or the project is considered a high priority and the level of risk is such that it could lead to a failure to deliver project objectives, the risk should be escalated to the programme level.

Partnership Risks

Plymouth City Council has recognised the need to include "Partnership working" within this risk management framework. Partnership working presents a number of new risks -

- Partner organisations will have different aims and objectives
- Often Partnerships are innovative, and there is no proven track record for the work they are undertaking
- By definition, they involve different organisations, with different cultures and systems
- It is likely each organisation will have a different approach to the management of risk
- Organisations will have differing risk thresholds / risk "appetite"

It is essential that the Partnership manages risks (and maximises opportunities) that can impact upon the aims and objectives of the Partnership as a whole.

Equally, Partner organisations need to understand the nature and extent of the risk they face individually through Partnership working.

As part of the development of the Council's Risk and Opportunity strategy a common approach to managing risk in partnership will be developed that enables the joint assessment of risk against partnership objectives to be made and managed through shared risk registers.

Opportunities

Opportunities can also be identified by giving consideration to those that have been neglected because of perceived, but unexamined risk. These include:-

- Learning from the past – whilst past experience cannot necessarily be a predictor for future performance, signals that were ignored and missed opportunities can provide insight into organisational blind spots.
- Customer sensitivity – trying to understand customer needs and creating systems to exploit this information can lead to great gains.
- Learning from others – exploring and sharing best practice with other organisations can lead to benefits.
- Scenario planning – can be a powerful tool for generating new ideas.

Once the opportunity has been identified it should be described to include the expected benefits, contributions to business objectives and stakeholders.

A checklist for risk and opportunity identification is shown below as a guide (not an exhaustive list):

Category of Risk	Risk Examples
Compliance, Regulation and Safeguarding	<ul style="list-style-type: none"> ▪ Legislation and internal policies/regulations ▪ Health, safety and wellbeing ▪ Grant funding conditions

	<ul style="list-style-type: none"> ▪ Legal challenges, legal powers, judicial reviews or public interest reports ▪ Change in government policy
Operational/Service Delivery	<ul style="list-style-type: none"> ▪ Emergency preparedness/business continuity ▪ Poor quality/reduced service delivery ▪ Health and safety ▪ Information security and retention accuracy ▪ ICT integrity and availability ▪ Damage to physical assets ▪ Changing needs and expectations of customers – poor communication/consultation
Financial	<ul style="list-style-type: none"> ▪ Budgetary pressures ▪ Loss of/reduction in income/funding, increase in energy costs ▪ Cost of living, interest rates, inflation etc. ▪ Financial management arrangements ▪ Investment decisions, sustainable economic growth ▪ Affordability models and financial checks ▪ Inadequate insurance cover ▪ System/procedure weaknesses that could lead to fraud
Reputation	<ul style="list-style-type: none"> ▪ Negative publicity (local and national) ▪ Image ▪ Increase in complaints ▪ Brand building ▪ Fines
Strategic Change	<ul style="list-style-type: none"> ▪ New initiatives, new ways of working, new policies and procedures ▪ New relationships – accountability issues/unclear roles and responsibilities ▪ Monitoring arrangements ▪ Managing change ▪ Add value or improve customer experience/satisfaction ▪ Reduce waste and inefficiency ▪ Improve staff skills/morale ▪ Business alignment ▪ New operating models and revenue streams ▪ Market needs/growing competition ▪ New technologies
Development and	<ul style="list-style-type: none"> ▪ Demographics

Regeneration	<ul style="list-style-type: none"> ▪ Economic downturn – prosperity of local businesses/local communities ▪ Impact of planning or transportation policies ▪ Environmental, landscape, countryside, historic environment, open space ▪ Property, land, buildings and equipment
People & Culture	<ul style="list-style-type: none"> ▪ Political personalities ▪ Member support/approval ▪ New political arrangements ▪ Loss of key staff, recruitment and retention issues ▪ Training issues ▪ Lack of/or inadequate management support ▪ Poor communication/consultation ▪ Capacity issues – availability, sickness and absence etc.

Risk Description

The risks and opportunities identified need to be recorded in a structured format. A description covering the Cause, Event and Effect is used to scope a risk or opportunity. Guidance on some typical phrasing or statements are listed below:-

Cause	Event	Effect
Because of As a result of Due to	<an uncertain event i.e. risk or opportunity> may occur	which would lead to <effect on objective(s)>
Event	Cause	Effect
Risk of Failure to Failure of Lack of Loss of Uncertainty of Delay in Inability to Inadequate Partnership with Development of / Opportunity to due to leads to and/or result in

Example of risk description – Risk of being unable to deliver Council services within the envelope of the resources provided in (year) which would lead to a negative impact on budgets, loss of reputation, negative impact on front line services and a negative opinion from external audit.

Step 3: Assess raw (gross) risk level

To ensure resources are focussed on the most significant risks, the Council's approach to risk management is to assess the risks in terms of both the potential likelihood and impact so that actions can be prioritised.

The risk management process requires each new risk to be assessed twice – raw (gross) and residual (net) levels.

The first assessment (the raw/gross risk level) is taken on the basis that there is no action being taken to manage the identified risk and/or any existing actions are not operating effectively. In other words, the worst case scenario if the risk were to occur.

To ensure that a consistent scoring mechanism is in place across the Council, risks are assessed using the agreed criteria for likelihood and impact. Risk scoring guidance is shown below:-

Risk Analysis and Scoring Guidance

Score	Likelihood	Threat / Risk
5	Almost Certain (81-100%)	Is expected to occur within twelve months in most circumstances Imminent/near miss
4	Likely (51-80%)	Will probably occur in many circumstances Will probably happen, but not a persistent issue e.g. once in three years Has happened in the past
3	Possible (26-50%)	Could occur in certain circumstances May happen occasionally, e.g. once in 10 years Has happened elsewhere
2	Unlikely (11-25%)	May occur only in exceptional circumstances Not expected to happen, but is possible e.g. once in 25 years Not known in this activity happening
1	Rare (0-10%)	Is never likely to occur Very unlikely this will ever happen e.g. once in 100 years

Risk Impact (Severity)

Score	Impact	Threat / Risk
5	Catastrophic Risk	Risks which can have a catastrophic effect on the operation of the Council or service. This may result in critical financial loss, severe service disruption or a severe impact on the public. Examples:- Unable to function without the aid of government or other external Agency Inability to fulfil obligations Medium – long term damage to service capability Severe financial loss – supplementary estimate needed which will have a catastrophic impact on the Council's financial plan and resources are unlikely to be available

		<p>Death (single or multiple) or work related diagnosis leading to death</p> <p>Adverse national publicity – highly damaging, severe loss of public confidence</p> <p>Significant public interest</p> <p>Litigation certain and difficult to defend</p> <p>Breaches of law punishable by imprisonment</p> <p>Very significant exposure of public funds with funding being managed across organisations and complex reporting</p> <p>Very complex stakeholder community with new partnerships, collaborations and suppliers/stakeholder environment volatile or with significant external change factors</p> <p>Extensive use of leading edge, novel or innovative technology which requires specialist management and external audit</p>
4	Major Risk	<p>Risks which can have a major effect on the operation of the Council or service. This may result in major financial loss, major service disruption or a significant impact on the public. Examples:-</p> <p>Significant impact on service objectives</p> <p>Short–medium term impairment to service capability</p> <p>Major financial loss – supplementary estimate needed which will have a major impact on the Council's financial plan</p> <p>Extensive injuries, major permanent harm, long term sick</p> <p>Permanent/significant disability</p> <p>Major adverse local publicity, major loss of confidence</p> <p>Litigation likely and may be difficult to defend</p> <p>Breaches of law punishable by fines or possible imprisonment</p>
3	Moderate Risk	<p>Risks which have a noticeable effect on the services provided. Each one will cause a degree of disruption to service provision and impinge on the budget. Examples:-</p> <p>Service objectives partially achievable</p> <p>Short term disruption to service capability</p> <p>Significant financial loss – supplementary estimate needed which will have an impact on the Council's financial plan</p> <p>RIDDOR (Reporting of injuries, diseases and dangerous occurrences regulations) or major injury</p> <p>Medical treatment required, semi-permanent harm up to one year</p> <p>Some adverse publicity, needs careful public relations</p> <p>High potential for complaint, litigation possible</p> <p>Breaches of law punishable by fines only</p>

2	Minor Risk	<p>Risks where the consequences will not be severe and any associated losses will be minor. As individual occurrences they will have a negligible effect on service provision. If action is not taken, then such risks may have a more significant cumulative effect. Examples:-</p> <p>Minor impact on service objectives</p> <p>No significant disruption to service capability</p> <p>Moderate financial loss – can be accommodated at head of service level</p> <p>Three day + injury</p> <p>First aid treatment, non-permanent harm up to one month</p> <p>Some public embarrassment, no damage to reputation</p> <p>May result in complaints/litigation</p> <p>Breaches of regulations/standards</p> <p>Budget within delegation</p>
1	Insignificant Risk	<p>Risks where the consequences will not be severe and any associated losses will be relatively small. As individual occurrences they will have a negligible effect on service provision. If action is not taken, then such risks may have a more significant cumulative effect. Examples:-</p> <p>Minimal impact, no service disruption</p> <p>Negligible impact on service capability</p> <p>Minimal loss – can be accommodated at senior technical accounting level</p> <p>First aid injury</p> <p>Unlikely to cause any adverse publicity, internal only</p> <p>Breaches of local procedures/standards</p> <p>Budget within delegation and relatively small or within operational costs</p>

When assessing the risk, the highest measure identified in each table is the score taken to plot the risk level on the risk matrix. The risk ratings for each part of the assessment are multiplied to give an overall ranking for each risk. The risk matrix uses a “traffic light” approach to show high (red), medium (amber) and low (green) risks.

Risk Matrix Table

Likelihood / Probability	Almost Certain	5	10	15	20	25
	Likely	4	8	12	16	20

	Possible	3	6	9	12	15
	Unlikely	2	4	6	8	10
	Rare	1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Catastrophic
		Impact / Severity				
Risk Tolerance						
Red (High Risk)		20 - 25	Must be managed down urgently			
Amber (Med/High Risk)		12 - 16	Seek to influence medium term/monitor (as per risk appetite escalation)			
Amber (Medium Risk)						
Green (Low Risk)		6 - 10	Acceptable – continue to monitor if circumstances are subject to change, if not, remove from register			
Yellow (Very low risk)		1 - 5	Can be removed from register and managed locally within team but consider adding to risk register if controls are likely to change			

Step 4: Identify existing risk controls / actions

Existing controls and actions, which are helping to eliminate or minimise the likelihood and/or impact of the risk occurring, are identified for each risk. These actions are specifically those in place or completed.

Step 5: Assess residual (net) risk level

The second assessment (the residual or net level) re-evaluates the risk, taking into consideration the effectiveness of the identified existing actions. In other words, the reality if the risk were to occur in the immediate future. Residual risks are prioritised by applying the same criteria and matrix for assessing the raw risk level (Step 3). It is the risk owner's responsibility to ensure the agreed residual risk level for each risk is an accurate reflection of the likelihood and impact measures.

Step 6: Risk response and further actions

Not all risks can be managed all of the time, so having assessed and prioritised the identified risks, cost effective action needs to be taken to manage those that pose the most significant threat. Risk response may be managed in one, or a combination of, the following ways:-

Risk Response	Risk Examples (not exhaustive list)
Avoid – The risk is avoided by process changes which bypass the risk or deciding where possible not to continue with the activity	Some political risks e.g. adverse public opinion. Some technical/operational/infrastructure risks e.g. maintenance problems.

in view of the level of risk involved.	Legal and regulatory risks e.g. regulatory controls, licensing requirements.
Transfer – Some or all of the risk is transferred to a third party through insurance or outsourcing and contracting.	Some strategic/commercial risks e.g. theft insolvency can be insured against. Environmental risks e.g. natural disasters, storms, flooding may also be insured against. Engaging professional experts – e.g. engaging a licenced contractor to undertake works on behalf of the Council.
Treat/Reduce – Action is taken to reduce either the likelihood of the risk occurring or the impact that it will have, if cost effective. Consider use of KPI metrics to monitor progress of risk treatment action plans and key controls.	The most frequently used response to risk. Widely applicable – Technical/Operational/Infrastructure e.g. negligence, performance failure, scope creep, unclear expectations. Organisational/management/human factors e.g. personality clashes, poor leadership and poor staff selection.
Tolerate/Accept – The risk may be accepted perhaps because there is a low impact or likelihood. A contingency plan will be identified should it occur.	Some political, legal and regulatory and economic / financial risks may need to be accepted with a contingency plan in place e.g. civil disorder, exchange rate fluctuation.
Opportunity response	Opportunity Types (not exhaustive list)
Share – An opportunity is shared with a partner or supplier to maximise the benefits	Shared resource/technology/infrastructure, Improved designs
Exploit – A project could be adjusted to take advantage of a change in technology or a new market	Economic/financial/market e.g. new and emerging markets, positive changes in exchange rates or interest rates
Enhance – Action is taken to increase the likelihood of the opportunity occurring or the positive impact it could have	Strategic/commercial opportunities such as new partnerships, new capital investment, new promoters
Reject – Here no action is taken and the chance to gain from the opportunity is rejected	*Contingency plans may be put in place should the opportunity occur. Political or environmental e.g. new transport links, change of government bringing positive changes in policy/opportunities for lobbying etc.
* Note: Contingency plans should identify the actions that will be taken if a risk occurs. Contingent actions will often have associated costs and a budget should be set aside in the business case to cover this.	

Risk Appetite

Risk appetite is the amount of risk, on a broad level, that Plymouth City Council is willing to accept in pursuit of value. It is strategic and reflects the organisations risk management philosophy,

and in turn influences the organisation's culture and operating style. Risk appetite guides resource allocation and provides the infrastructure necessary to effectively respond to and monitor risks.

Our aim is to consider all options to respond to risk appropriately and make informed decisions that are most likely to result in successful delivery of benefits whilst also providing an acceptable level of value for money.

The Council's Appetite is defined in the statements below -

- **Compliance, Regulation and Safeguarding** (no appetite for risk) - The Council recognises the need to place high importance on compliance, health, safety and wellbeing, regulation, and public protection and has no appetite for breaches in statute, regulation, professional standards, ethics, bribery or fraud. It is not acceptable for any hazard, risk or safety incident to be ignored by any member of our workforce and the Council will ensure that systems and processes exist to identify and mitigate risk as well as for reporting, investigating and learning from incidents when they do occur. All health, safety and wellbeing risks should be managed as per absolute duties cited in relevant regulations or to as low as reasonably practicable irrespective of risk score.
- **Operational/Service Delivery** (higher appetite for risk) - The Council accepts a moderate to high level of risk arising from the nature of the Council's business operations and service delivery to deliver an appropriate level of service at value for money, whilst minimising any negative reputational impact.
- **Financial** (lower appetite for risk) - The Council acknowledges the responsibility it has for administration of public funds, and wishes to emphasise to both the public and its employees the importance it places upon probity, financial control and honest administration. Financial Regulations provide the framework for managing the Council's financial affairs and should be adhered to at all times. Finance Business Partners are an integral part of Department Management Teams and should be consulted when planning any new project.
- **Reputation** (lower appetite for risk) - It is regarded as essential that the Council preserves a high reputation and hence it has set a low appetite for risk in the conduct of any of its activities that puts its reputation in jeopardy through any adverse publicity.
- **Strategic Change** (higher appetite for risk) - The environment the Council works in is continually changing through both its internal operations and the services it provides. Change projects provide the Council with an opportunity to move forward and develop and establish benefits for the longer term. The Council recognises that this may require increased levels of risk and is comfortable accepting the risk subject to always ensuring that risks are appropriately managed.
- **Development and Regeneration** (higher appetite for risk) - The Council has a continuing obligation to invest in the development and regeneration of the city. To continue to be progressive and innovative in the work performed the Council is willing to accept a higher risk appetite whilst ensuring that benefits are assessed and risks are fully scrutinised and appropriately mitigated in both economic terms but also social and environmental terms before developments are authorised.
- **People and Culture** (higher appetite for risk) - The Council recognises that staff are critical to achieving its objectives and therefore the support, development and **wellbeing** of staff is key to making the Council an inspiring and safe place to work. It has moderate to high appetite for decisions that involve staffing or culture to support transformational change and ensure the Council is continually improving.

The Council's Risk Appetite Statements will be continually monitored to ensure it supports the organisation's risk and opportunity management strategy. Risk appetite is an important tool for effective risk monitoring and provides the following benefits:-

- Forms an integral part of corporate governance
- Guides the allocation of resources
- Guides an organisations infrastructure, supporting its activities related to identifying, assessing, responding to and monitoring risks in pursuit of organisational objectives
- Is multi-dimensional, including when applied to the pursuit of value in the short term and the longer term of the strategic planning cycle
- Requires effective monitoring of the risk itself

Risk Tolerance

Risk tolerance is the level of risk the Council is willing to take on in terms of individual risks. When determining our risk tolerance the Council recognises that each risk is unique in nature.

The risk tolerance table below helps to align risk exposure with management and escalation activities. An event or risk is assessed and assigned a risk score by multiplying the impact and likelihood scores. Ranges of risk scores are then associated with different levels of management attention.

The acceptance of risk is subject to ensuring that all potential benefits and risks are fully understood and that appropriate measures to mitigate risk are established before decisions are made.

Residual Risk Score		6-10	12-15	16	20	25
Risk Category	Compliance, Regulation & Safeguarding (including Health, Safety & Wellbeing)	Accept but monitor	Management effort worthwhile	Management effort required	Extensive management essential	Extensive management essential
	Financial	Accept but monitor	Management effort worthwhile	Management effort required	Extensive management required	Extensive management essential
	Reputation	Accept but monitor	Manage effort worthwhile	Management effort required	Extensive management required	Extensive management essential
	Operational/Service Delivery	Accept but monitor	Manage & monitor	Management effort worthwhile	Considerable management required	Extensive management essential
	Strategic Change	Accept but monitor	Manage & monitor	Management effort worthwhile	Considerable management required	Extensive management essential
	Development & Regeneration	Accept but monitor	Manage & monitor	Management effort worthwhile	Considerable management required	Extensive management essential
	People & Culture	Accept but monitor	Manage & monitor	Management effort worthwhile	Considerable management required	Extensive management essential

Lower Risk				Higher Risk		
Risk Appetite Scale	Accept but monitor	Manage & monitor	Management effort worthwhile	Management effort required	Considerable management required	Extensive management essential



Tolerance Level	Escalation / Action Required
Extensive management essential	<p>Escalate to Strategic Risk Register and brief Portfolio Holder.</p> <p>Monthly review at Senior Leadership Team level.</p> <p>Programme/project risks - Programme Board escalate to Strategic Risk Register.</p> <p>Quarterly review at Corporate Management Team.</p> <p>Risk owner to review monthly.</p> <p>Consider use of performance indicators to monitor performance of action plans and key risk controls.</p>
Considerable management required	<p>Consider escalation to Strategic Risk Register and brief Portfolio Holder.</p> <p>Monthly review at Department Management Team level.</p> <p>Programme/project risks - Programme Board consider escalation to Strategic Risk Register.</p> <p>Quarterly review at Corporate Management Team.</p> <p>Risk owner to review monthly.</p> <p>Consider use of performance indicators to monitor performance of action plans and key risk controls.</p>
Management effort required	<p>Add to Operational Risk Register and review at least quarterly at Department Management Team level (consider escalation to Strategic Risk Register if risk cannot be mitigated at department level and ensure Portfolio Holder is briefed).</p> <p>Programme/project risks - Programme Board oversight and consider escalation to Directorate Operational Risk Register.</p> <p>Six month review by Corporate Management Team.</p> <p>Risk owner to review monthly.</p> <p>Consider use of performance indicators to monitor performance of action plans and key risk controls.</p>
Management effort worthwhile	<p>Add to Operational Risk Register and review quarterly at Department Management Team level.</p> <p>Risk owner to review at least quarterly.</p> <p>Consider use of performance indicators to monitor performance of action plans and key risk controls.</p>
Manage and monitor	<p>Add to Operational Risk Register.</p> <p>Risk owner to review at least quarterly.</p>
Accept but monitor	<p>Risk owner to review every six months.</p>

Step 7 – Review and report

The reason for monitoring key risks is to create an early warning system for any movement in risk – key risks are defined as those which score 12 or above in accordance with the Council's risk appetite. High level red risks may be referred to the Scrutiny Board subject to Audit and Governance Committee recommendation. Risks scoring below 12 are considered to be managed effectively and therefore within the Council's "risk tolerance". Any risk scored below six can be removed from the risk register and archived.

Risk Registers are living documents and therefore must be regularly reviewed and amended. The Risk and Opportunity Management Strategy requires risks recorded on the Strategic Risk and Opportunity Register and service level Operational Risk and Opportunity Registers to be formally monitored every three months and six months respectively by departmental risk champions in consultation with senior managers and lead officers.

Monitoring reports are presented for approval to the senior management prior to final ratification by the Audit and Governance Committee.

The Council's scrutiny function will play an increasingly important, open and transparent role in risk management. Scrutiny committees now consider risks pertinent to the terms of reference of the committee. This approach allows for detailed review of risk, its cause and mitigation, in the wider context of associated policy, performance and financial considerations.

The questions asked during monitoring are:-

- Is the risk still relevant?
- Is there any movement in the risk score?
- Are the controls still in place and operating effectively?
- Has anything occurred which might change its impact and/or likelihood?
- Have potential opportunities been considered and maximised?
- Have any significant control failures or weaknesses occurred since the last monitoring exercise?
- If so, does this indicate whether the risk is increasing or decreasing?
- If the risk is increasing do I need to devise more controls or think of other ways of mitigating the risk?
- If the risk is decreasing can I relax some existing controls?
- Are controls/actions built into appropriate documented action plans?
- Are there any new or emerging risks?
- Have any of the existing risks ceased to be an issue (and can therefore be archived?)

7. Evaluating Key Controls

A framework exists to performance measure effectiveness of key controls aligned to the Council's risk appetite. Risks where we have a lower appetite for risk taking are treated with a higher level of management activity and oversight.

Examples of key controls

Preventative key controls	Detective key controls	Corrective key controls
Policies and procedures	Review of performance	Business continuity plans
Authorisation and approval	Reconciliations	Insurance

Verifications	Audit and investigations	Disaster recovery plans
Staff training	Data analysis	Variance reports
	Monitoring	Case reviews

Managers should contact the Performance and Risk Team for further advice on setting up key control performance measures for risks categorised under compliance, regulation, safeguarding, financial and reputation.

8. Fraud Risk Controls

Fraud is a major drain on the public purse and it is therefore imperative that all staff prevent fraudulent activity and understand the threats and risks. The Anti-Fraud, Bribery and Corruption Strategy and [Policy](#) will assist the Council in becoming more resilient to fraud risks. The aim is to minimise fraudulent activity with a zero tolerance approach to those who commit criminal acts of fraud against Plymouth City Council whether the threat is from outside or internally within the Council.

Operational managers and supervisors are responsible for:-

- Ensuring that an adequate system of internal control exists within their areas of responsibility and that controls operate effectively;
- Preventing and detecting fraud;
- Assessing the types of risk involved in the operations for which they are responsible;
- Reviewing and testing the control systems for which they are responsible regularly;
- Ensuring that controls are being complied with and their systems continue to operate effectively;
- Implementing new controls to reduce the risk of similar fraud occurring where frauds have taken place.

9. Health, Safety and Wellbeing Performance Standards and Risk Assessments

The Council's health and safety policies, performance standards and [guidance](#) notes should be regarded as the health and safety standard each department, service unit and team is expected to achieve and against which health and safety performance will be monitored and audited.

The purpose of the performance standard is to:

- Support the implementation of a health and safety risk management system and assist the Council in meeting its legal obligations in providing a safe working environment where risks are effectively controlled to their lowest tolerable level.
- Identify managers and risk assessors' responsibilities and encourage employees to recognise and inform their managers of hazards and risks associated with their work activities, report defects in processes and equipment and to assist in developing a positive health and safety culture.

It is the manager's responsibility to develop and maintain action plans relating to risk assessments and record them in a Health, Safety and Wellbeing Risk Assessment Register (HSWRAR). The action plan also assists in prioritising, planning and monitoring the effectiveness of the actions and controls that have been identified to reduce the risk of a particular hazard.

Risk assessments follow Health and Safety Executive (HSE) guidance and scoring methodology.

Any significant hazard requires risk control measures and/or a risk treatment plan to be put into place in order to minimise risk to an acceptable level either by reducing the likelihood of an adverse event or the severity of its consequence, or both.

Generally actions relating to risk assessments can be managed locally at team level, however, it may be necessary to escalate a health, safety and wellbeing risk to the departments Operational Risk Register in order to achieve a higher degree of management oversight. Examples of escalation criteria are:-

- Treatment of the risk requires decisions/actions, e.g. expenditures that are beyond what the budget holder is authorised to decide;
- risk controls cannot be implemented within appropriate timescales (as identified in consultation with a HSW Advisor);
- the risk is widespread beyond local area span of control;
- the risk is assessed to be significant - one in which staff, members of the public or facilities may be subject to legal, media or other interest and where, if not managed effectively, the risk could result in loss of life or significant loss of the council's assets or reputation;
- addressing the risk requires corporate changes to policy;
- Grievances from stakeholders have been received to which the risk owner cannot impartially and/or effectively respond.

A HSW risk escalation procedure within The Council's HSW Policy ensures that risks threatening the health, safety and wellbeing of employees and other people using Council premises and services are escalated in real time. Risks should be managed at the most local level, however there are some circumstances that should be notified to relevant members of the Corporate Management Team and to the Chief Executive as the accountable person for HSW as quickly as possible. [Click here](#) for access to the Council's HSW Risk Escalation Procedure.

10. Embedding Risk and Opportunity Management

The Risk and Opportunity Management Strategy is reviewed annually to ensure it remains up to date and presented to the Audit and Governance Committee. The Cabinet Member for Finance and the Assistant Chief Executive jointly champion the process.

Each directorate or department has an officer appointed as Risk Champion who is trained to advise staff on best practice to ensure that the risk and opportunity management process is embedded in the Council's business processes, including:-

- strategic and business planning
- performance management
- information quality and use
- financial planning
- policy making and review
- project management

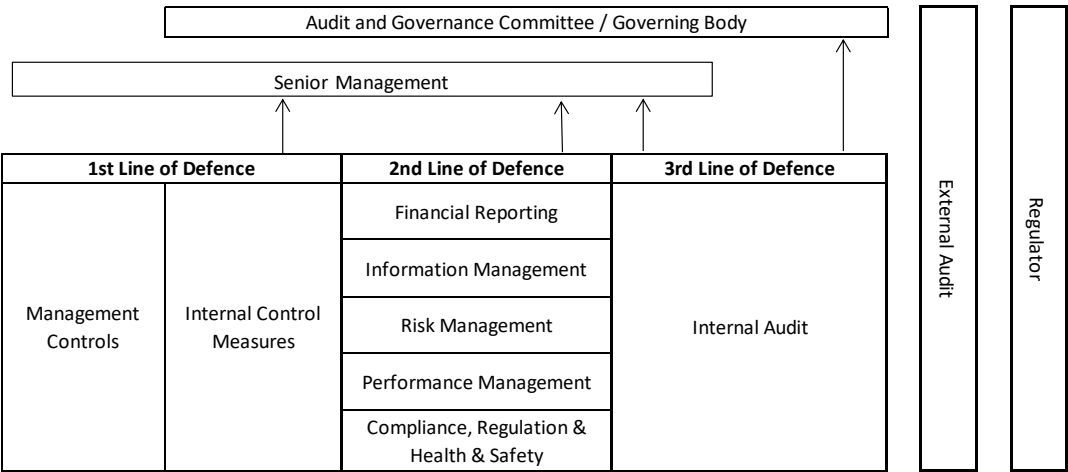
11. Guidance and Assistance

The Chief Executive Office, through the Head of Governance, Performance and Risk and the Performance and Risk Team, will promote and monitor good practice, provide guidance, support, advice and information and organise training. There is also a Risk Management eLearning module available on the Staff Room Page of the intranet within the Learning Zone.

12. Corporate Governance and Integrated Assurance

Integrated Assurance has resulted in risk management being formally aligned and working alongside other compliance functions to promote a joined-up approach to all aspects of corporate governance. The Three Lines of Defence Model is used as the primary means to demonstrate and structure roles, responsibilities and accountabilities for decision making, risk and control to

achieve effective governance and integrated assurance. The diagram below shows the relationship between these functions:-



First Line of Defence – Management Controls and Internal Control Measures

Line managers are responsible for ensuring that a risk and control environment is established as part of day to day operations. Line management should be adequately skilled to create risk definitions and make risk assessments. The risk profile needs to be proactively reviewed, updated and modified for changes to the business environment and emerging risk changes. Active risk management and periodic reporting on risk is crucial to quick identification and response.

The first line of defence provides management assurance by identifying risks and business improvement actions, implementing controls and reporting on progress.

Second Line of Defence – Oversight Functions

The second line of defence consists of activities covered by several components of internal governance. This line of defence monitors and facilitates the implementation of effective risk management practices by operational management and assists the risk owners in reporting adequate risk related information across the organisation. These are usually management functions that may have some degree of objectivity, but are not entirely independent from the first line.

Third Line of Defence – Internal Audit

Internal audit forms the third line of defence. An independent internal audit function will, through a risk-based approach to its work, provide assurance to the organisation’s senior management. This assurance will cover how effectively the organisation assesses and manages its risks and will include assurance on the effectiveness of the first and second lines of defence. It encompasses all elements of the council’s risk management framework (from risk identification, risk assessment and response, to communication of risk related information) and all categories of organisational objectives.

Financial Reporting

Financial Regulations provide the framework for managing the Council’s financial affairs. They apply to every member, committee, school governing body, department, officer, partner, employee of the Council, and anyone acting on behalf of the Council. The Responsible Finance Officer (Section 151 Officer) carries out the statutory duties in relation to the financial administration and stewardship of the Council. Departmental finance managers are required to bring the Responsible Finance Officer’s attention to any section 151 issue they are unable to resolve.

Information Management

Like its people, information is a key Council asset. Information management is how our information is collected, used, evaluated, protected and distributed. Information must be obtained, handled, retained and disposed of in line with organisation guidelines.

Information practices must help to improve the efficiency of the services offered by the Council.

Performance Management

Managing employee or system performance and aligning their objectives facilitates the effective delivery of strategic and operational goals and maintains transparency. Effective performance management by using performance indicators to monitor performance of action plans and risk mitigation can also provide an early warning indicator so that issues can be resolved before they become a risk to the achievement of objectives.

Compliance, Regulation and Health and Safety

Adequate compliance monitoring is required in order to ensure we are working within applicable laws and regulations in areas such as health and safety, supply chain, business continuity, civil protection, statutory complaints, environmental, anti-fraud, legal, safeguarding, HR and equalities.

External Auditors and Regulators

External auditors and regulators reside outside of the Council structure but have an important role in the overall governance and control structure by providing an independent and objective function to assess the whole, or some part of the first, second or third line of defence.

Audit and Governance Committee

All three lines of defence have specific tasks in the internal control governance framework. It is the Audit and Governance Committee's role to maintain oversight and to monitor the effectiveness of internal controls and risk management processes, as well as internal audit activities.

13. Roles and Responsibilities

Cabinet

- Approve the Council's Risk and Opportunity Management Strategy

Cabinet Member for Finance

- Receive and approve monitoring reports on the Strategic Risk and Opportunity Register

Corporate Risk Management Group/CMT

- Ensure the Council implements and manages risk effectively through the delivery of the Risk and Opportunity Management Strategy and consider risks affecting delivery of services
- Appoint a Senior Information Risk Officer (currently the Strategic Director of Customer and Corporate Services). This role also includes being the Senior Responsible Officer for overseeing the impact on the Council from the use of covert surveillance
- Ensure risk and opportunity management is considered by the Corporate Management Team Agenda on a quarterly basis
- Provide assurance to Members and the Audit and Governance Committee regarding risk and opportunity management compliance
- Be responsible for and monitor the Strategic Risk and Opportunity Register
- Receive and approve risk and opportunity management status reports from the Operational Risk Management Group
- Approve and monitor the progress and effectiveness of the Risk and Opportunity Management Strategy and Operational Risk Management Group

- Support the embedding of risk and opportunity management within the culture of the Council as an integral part of strategic/business planning, decision-making and performance management framework
- Approve risk and opportunity management monitoring reports to Members and the Audit and Governance Committee.

Lead Member and Officer for Risk and Opportunity Management

- The Cabinet Member for Finance and the Assistant Chief Executive act as Member and Officer risk champions respectively
- Ensure that the Council manages risk effectively through the development of a robust and comprehensive Risk and Opportunity Management Strategy.

Head of Governance, Performance and Risk / Performance and Risk Team

- Support the Council and its departments in the effective development, implementation and review of the Risk and Opportunity Management Strategy
- Share experiences across the Council and partners, promoting, facilitating and overseeing the arrangements for managing and monitoring of risk
- Provide training and guidance in risk and opportunity management
- Support the Corporate Risk Management Group
- Lead and direct the work of the Operational Risk Management Group.

Operational Risk Management Group

- Monitor, review and communicate information on operational and strategic risks within their directorate
- Ensure risk and opportunity management is embedded within departmental business plans.
- Review cross cutting operational issues
- Report to the Corporate Risk Management Group every three months for Strategic Risks and every six months for Operational Risks.
- Meet at least four times per year

Audit and Governance Committee

- Provide independent assurance to the Council on the effectiveness of the Council's risk and opportunity management, internal control and overall assurance framework.

Service Directors

- Take responsibility for the promotion of the Risk and Opportunity Management Strategy within their areas
- Ensure that operational risk and opportunity registers are managed, monitored, responded to and communicated effectively in their areas
- Ensure that risk and opportunity management is a key consideration in the delivery of the Council's priorities.

Managers

- Identify, evaluate, prioritise and control risks and opportunities facing the Council in achieving its objectives
- Support, assist and inform their Directorate Risk Champion on risk issues

- Include staff without direct responsibility for owning and managing risk in risk discussions to ensure teams identify potential risks associated with service delivery.

Programme and Project Managers

- Embed risk management, in line with the council's risk and opportunity management framework, within the programme/project lifecycle to support project definition, approval, change control, decision making and delivery
- Agree risk appetite with the programme/project board and the overall approach for managing and escalating risk
- Maintain a project/programme risk register aligned to programme/project objectives and outcomes
- Assign clear accountabilities for risk, including risk owners and risk action owners
- Put in early warning mechanisms
- Communicate clearly risks to stakeholders and ensure risk is comprehensively covered in project initiation documentation and monitoring reports
- Evaluate key themes and escalate risks to directors and senior managers where appropriate, and if the overall risk exposure is particularly serious, to either the directorate operational risk register or the council's strategic risk register
- Seek out expertise to help effectively identify and control risks
- Maintain records of historic and current risk register, forming an effective audit trail.

Risk Champions

- Risk Champions are colleagues who by virtue of his/ her expertise and authority champions a particular aspect of the risk management process, but who is not the risk owner.
- This is usually (not exclusively) an existing member of the management team within the Council. Risk Champions support the risk management process in specific allocated areas or functions.
- A Risk Champion has sufficient authority to drive risk management as required by the Councils risk management policy and strategy.
- Amongst others, a risk champion advocates for executive support to legitimize and sanction implementation of risk management.
- The Risk Champion should be able to show how risk management will help management meet the Councils objectives and better position the Council for the future, as well as how to communicate these benefits.
- Their overall benefit to the Council is to achieve and maintain a consistent cross corporate standard of risk recognition, mitigation practise and recognition across functions, the true level of Corporate Risk.

Risk Champions will -

- Attend Operational Risk Management Group meetings
- Promote, maintain and monitor risk and opportunity registers in line with risk and opportunity management/business planning guidance
- Support and provide guidance on the risk and opportunity management process in their department
- Promote and advise on the risk and opportunity management strategy
- Integrate and raise awareness of risk and opportunity management within their directorate.

Employees

- Assess and manage risks effectively in their job and report hazards/risks to their service managers
- Undertake their job within contractual, policy and statutory guidelines
- Consult with department Risk Champion as necessary.

Devon Audit Partnership

- Provide a risk based Audit Plan to monitor the effectiveness of internal controls and provide a trigger and action plan for management intervention
- Audit the Risk and Opportunity Management Strategy and processes
- Deliver professional counter fraud advice, guidance and investigatory work via its dedicated Counter Fraud Team.

Insurance

- Ensure appropriate risk-financing arrangements are in place to mitigate against identified insurable risks
- Work with the Corporate Risk Advisor to identify and control insurable risks effectively and economically.

Health, Safety and Wellbeing (HSW)

- Provide independent health and safety advice to the Operational Risk Management Group
- Ensure that risks threatening the health, safety and wellbeing of employees and other people using Council premises and services are escalated in real time via the HSW Steering Group
- Support the Council in managing and monitoring health and safety performance.

Civil Protection Team

- Assess, manage and monitor risks associated with civil emergencies
- Co-ordinate and advise on the production, maintenance and testing of a Business Continuity Management Plan for the council.

This page is intentionally left blank

Audit and Governance Committee



Date of meeting:	28 November 2022
Title of Report:	Risk Management Monitoring Report / Scrutiny Update – November 2022
Lead Member:	Councillor Mark Shayer (Deputy Leader and Cabinet Member for Finance and Economy)
Lead Strategic Director:	Giles Perritt (Assistant Chief Executive)
Author:	Ross Jago, Head of Governance Performance and Risk
Contact Email:	Ross.jago@plymouth.gov.uk
Your Reference:	RS/RMNov22
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

The attached report provides an update on both the Strategic register for the organisation.

Strategic Risk Register

During this review of the strategic risk register there have been three risks removed and one new risk added, bringing the total strategic risks managed to 20. The new risk relates to the viability of commercial bus operators with patronage not yet back to pre-Covid levels and the ending of Government Bus Recovery Grant in October (number 15 in appendix A table two).

This amber risk has been scored as 'almost certain' to happen and a 'moderate risk' to the operation of the council.

The three risks removed from the strategic register were:

- The Council is unable to fulfil its legal obligations regarding the safety of its citizens and service recipients.
- Staff resilience to causative factors of stress variable resulting in the primary reason for short and long term absences being due to stress / psychological factors; reduced morale, loss of productivity with impact on delivery. (Moved to operational risk)
- Departure from EU single market with The Trade and Cooperation Agreement could further decreases city economic output.

Risk @ Scrutiny

On the 10 October 2022 the **Performance Finance and Customer Focus Overview and Scrutiny Panel** met and considered the performance and risk report. The committee considered the three amber risks contained within the risk register regarding insufficient workforce resilience, the health, safety and wellbeing of the workforce, and the staff resilience. These risks would be considered in the update on the Returning to Work Safely – The Big Listen Update report at the 30 November

2022 scrutiny meeting. These risks would also be updated in the risk register when presented to the November committee.

The **Growth and Infrastructure Overview and Scrutiny Committee** also considered risk on the 10 October 2022. The committee noted the report having already scheduled risk areas on their work programme for consideration.

The **Education and Children's Social Care Overview and Scrutiny Committee** also discussed Risk at their meeting on the 13 October 2022, of particular concern was the Children's service budget. The Chair would be invited to the Performance, Finance and Customer Focus Scrutiny Committee to consider the in-year position and would report back to the committee. Other areas of risk, such as workforce were subject of the discussion on 13 October and would feature on future agendas.

On the 16 November 2022 the **Health and Adult Care Overview and Scrutiny Committee** considered risks pertinent to the committee. Concerning financial risks members were directed to the month 6 financial monitoring report due to be discussed at Council on the 21 November. It was confirmed that a report concerning Adult Social Care reforms (Risk 10) would be considered in the new calendar year.

Recommendations and Reasons

The Audit and Governance Committee is recommended to note the current position with regard to the Strategic Risk Register.

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

The Strategic Risk and Opportunity Register includes links to the Corporate Plan priorities – monitoring of control action for strategic risks therefore contributes to the delivery of the council's core objectives.

Implications for the Medium Term Financial Plan and Resource Implications:

None arising specifically from this report but control measures identified in Directorate Operational Risk and Opportunity Registers could have financial or resource implications.

Financial Risks

None arising specifically from this report but control measures identified in Directorate Operational Risk and Opportunity Registers could have financial or resource implications.

Carbon Footprint (Environmental) Implications:

Failure to deliver against actions in the Climate Emergency Action Plan and Corporate Carbon Reduction Plan are included on risk registers.

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 registers 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) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Risk Monitoring Report							
B	Strategic Risk Register							

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) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

Sign off:

Fin	DJN. 22.23. 293	Leg	EJ/38 851/2 2.1.22 (1)	Mon Off		HR		Assets		Strat Proc	
Originating Senior Leadership Team member: Giles Perritt											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 21/10/2022											
Cabinet Member approval: Councillor Mark Shayer (Deputy Leader and Cabinet Member for Finance and Economy)											
Date approved: 22/11/2022											

This page is intentionally left blank

APPENDIX A - RISK MANAGEMENT MONITORING REPORT

November 2022



1.0 Introduction

- 1.1 This report provides the position with regard to the strategic and operational risk registers.
- 1.2 The next formal review of the strategic risk and opportunity register will take place in December 2022, the operational risk register will also be reviewed at this time. Risk registers are however a live document and will be regularly discussed at Directorate Management Teams.

2.0 Strategic Risk Register – Monitoring Summary

- 2.1 Attached to this report at Appendix B is the updated strategic risk register. The register offers additional information including detail on Key Controls and Sources of Assurance and how progress against mitigation will be measured.

3.0 Strategic Risk Register

- 3.1 During this review of the strategic risk register there have been three risks removed and one new risk added, bringing the total strategic risks managed to 20. The new risk relates to the viability of commercial bus operators with patronage not yet back to pre-Covid levels and the ending of Government Bus Recovery Grant in October (number 15 in table two). This amber risk has been scored as 'almost certain' to happen and a 'moderate risk' to the operation of the council.

The three risks removed from the strategic register were:

- The Council is unable to fulfil its legal obligations regarding the safety of its citizens and service recipients.
- Staff resilience to causative factors of stress variable resulting in the primary reason for short and long term absences being due to stress / psychological factors; reduced morale, loss of productivity with impact on delivery. (Moved to operational risk)
- Departure from EU single market with The Trade and Cooperation Agreement could further decreases city economic output.

In total there are five red risks. These are shown below;

Risk Number one in table one relates to the Council's expenditure exceeds the resources available to meet that expenditure within the medium term financial plan period.

Risk number two in table one relates to possible failure to meet statutory duties due to growing volume and complexity of demand for children's social care services.

Risk number three in table one relates to the potential for a cyber-attack to render all of the Council's IT inaccessible for an extended period of time therefore impacting on the Council's ability to deliver services.

Risk number four in table one relates to IT supply chain constraints results in increased costs and extended lead times for equipment.

This will lead to budget pressures for the Council plus Service delivery pressures as new and replacement IT equipment experiences considerable delays.

Risk number five in table two relates to workforce concerns and the growing fragility of the Adult Social Care Market that might lead to the inability of the Local Authority to meet statutory duties and meet eligible need.

Risk number six in table two relating to insufficient economic performance to sustain the City's economy and growth plans.

3.2 Strategic Risk update table one

Table one provides an update on strategic risks with mitigation that is fully influenced by Plymouth City Council, this is 11 of the 20 risks on the strategic risk register

Table one – Strategic Risks fully mitigated by Plymouth City Council

Risk Register No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
I	The Council's expenditure exceeds the resources available to meet that expenditure within the medium term financial plan period (2022/23-2025/26)	<p>The Council has also taken the following steps</p> <p>(1) to adopt a 5 year MTFP moving forward rather than a 1 year or 3 year model</p> <p>(2) to adopt a system of monthly financial reporting to Directorate Management Teams, Corporate Management Team, and Cabinet and Quarterly to Full Council, with monthly consideration of directorate level financial issues at each Scrutiny Committee</p> <p>In addition the Council has introduced a system of detailed monitoring of the delivery of savings targets so that a view is published monthly in Cabinet reports. This will also include any significant issues which emerge from the cost of living crisis. The Council also holds an annual review of fees and charges and has annual and ongoing programmes of work to identify and understand potential savings opportunities. The governance system of the Council - as unpacked in the Annual Governance Statement comprise a rigorous system of financial control.</p> <p>It is of critical importance to the Council and City that CMT and Cabinet select means of reducing the costs of the Council to fully mitigate the forecast budget shortfalls in future years.</p>	25	<p>Red</p> <p>↑</p> <p>Red since May 2022</p>	<p>Red</p> <p>—</p>	David Northey

Risk Register No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
		<p>At the Cabinet meeting of the 10 November 2022, councillors received an update on progress on the development of the 2023/24 budget, and to seek support of Cabinet for the savings proposals developed to date.</p> <p>A summary of the proposed budget savings was been included for Members' consideration.</p> <p>At the time of writing, the Government's Autumn Statement is expected mid-November, with the Provisional Local Government Settlement expected late December. Full details of both events will be included in subsequent reports.</p> <p>The 10 November 2022 Cabinet meeting also considered the month 6 monitoring report which included information on savings to the in-year budget as a result of management actions and approved reports which would lead to further budget savings.</p>				
2	<p>Failure to meet statutory duties due to growing volume and complexity of demand for children's social care services</p> <p>Pressures are building around the rate of inflation and cost of living incurred costs which Local Authority Foster Carers and Independent Providers are experiencing; this will have an additional impact on our</p>	<ul style="list-style-type: none"> - Additional social work capacity agreed to support effectively delivery of casework. Recruitment is ongoing to some of these posts on a permanent basis. - Fostering Project Delivery Plan in place to increase foster carer resource to reduce costs. - High cost placement review takes place on a frequent basis each month to ensure all costs closely monitored and reduced. - Ongoing rigour in decision making to manage demand via Placement Panel which takes place weekly and overseen by a dedicated service manager with 	20	Red	Red	Sharon Muldoon

Risk Register No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
	sufficiency. We are likely to continue to feel the effects of further increases in the 2022/23 financial year, as we renew our annual contracts in April 2023. Predictions are that the 2023/24 financial year will also see increased impacts, therefore a 3% inflation is being built in on all fees for 2023/24.	<ul style="list-style-type: none"> 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. - Service redesign is occurring to ensure an operating model that supports much earlier intervention and prevention of children coming into care wherever possible. To include: - Early help needs to be stronger - Our response needs to be more collaborative and supportive - Relationship based - Focus on reunification and other family based solutions i.e. guardianship / kinship care 				
3	A Cyber-attack renders all of the Council's IT inaccessible for an extended period of time therefore impacting on the Council's ability to deliver services.	<ul style="list-style-type: none"> - Cyber Governance board implemented - Delt undertaking a programme of Cyber security improvements. The programme is at the initiation stage, however will produce recommendations for improving aspects such as end point detection and defence, improved identity and asset management - Programme report and plan developed in September required reworking, now expected in November 22 - It will also improve the annual IT Health Check by looking at repeat issues and introducing process changes to prevent them from reoccurring. 	20	RED ■■■■■	RED ■■■■■ Red since January 2022	Andy Ralphs

Risk Register No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
4	IT supply chain constraints results in increased costs and extended lead times for equipment. This will lead to budget pressures for the Council plus Service delivery pressures as new and replacement IT equipment experiences considerable delays.	<ul style="list-style-type: none"> - PCC to pre plan as far ahead as possible on any purchases of technical goods or services, notifying Delt during the planning phase of such work. - Delt engagement with current suppliers and escalation of any changes to current prices / lead times - Assessment of alternative suppliers - Budget monitoring - IT Service Level Management - Monitoring of procurement lead times 	20	RED New Risk	RED ██████	Andy Ralphs
9	Increased and sustained pressure on Adult Social Care budget due to increased costs of providing care, growing numbers of people and increased complexity of need. As this is a statutory service and largest single budget it could have a significant impact on the Authorities overall financial position.	<ul style="list-style-type: none"> - Real time management information - Strong Reablement Offer - Established Review Programme - Commissioning Intentions and Commissioning Activity to develop new models of care - Budget containment meetings in place - Focus on reviews and reablement to right size packages of care including focused work on 18 to 64's - Emergency Plan to cover need to prioritise critical services 	16	Amber ██████	Amber ██████	Anna Coles
11	The Council having insufficient workforce capacity and resilience to deliver the required range of services to meet statutory obligations and administration priorities the	<ul style="list-style-type: none"> - Driving forward the organisational change as set out in our people strategy - Review of structures across the Council giving our people the opportunity to progress - Review of business plans to ensure they focus on the priorities 	15	Amber ██████	Amber ██████	Andy Ralphs

Risk Register No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
	delivery of the savings proposals for 23/24	<ul style="list-style-type: none"> - Redefining service levels and being clear on the impacts to communities - Support of the organisations wellbeing as well as working towards Gold Wellbeing at Work Award - Increase in number of Wellbeing Champions to 60 (from 44) - Implement New Ways of working and deliver Accommodation Strategy. - 				
12	The Council not meeting its obligation to keep data secure by failing to adhere to Data Protection Act 2018 Regulations.	<ul style="list-style-type: none"> - Continued roll out staff awareness training to all staff - Implement greater reporting consistency within directorates - Implement improved incident analysis within the Service Desk - Improved contract management with partners - Improve Privacy notice templates and ensure all gaps are addressed - Standardised breach management processes distributed to key staff - Reviewed policies to be communicated to all staff. 	15	Amber ■	Amber ■	Andy Ralphs
14	The Council not meeting its legal obligations regarding the health, safety and wellbeing of its workforce.	<ul style="list-style-type: none"> - Agree substantive future working arrangements according to worker type - The Big Listen - employee engagement survey in progress. - Delivery of 22/23 HS&W action plan - Focus on mandatory training compliance July 2022 - Introduction of new KPI's for incident management - Audit programme commenced in quarter two. 	15	Amber ■	Amber ■	Andy Ralphs
16	Risk of financial impact of delivering proposed changes to Waste Services as set out	The Council have partnered with the Waste Industry body WRAP to jointly commission external support to assess the likely impacts and opportunities of the Environment Act. The	12	Amber ■	Amber ■	Anthony Payne

Risk Register No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
	in the Government's Environment Act.	<p>funding for this work has been wholly met by DEFRA. The initial report was completed with broadly inconclusive findings. The scope of ongoing work is as follows:</p> <ul style="list-style-type: none"> - To understand the implications of, and ensure the Council meets, the government's requirements as proposed in the Resources & Waste Strategy - To help inform the future design of the Council's household waste collection service and understand the implications in terms of reprocessing infrastructure - To understand the likely impact that changes to the current household waste collection service will have on the Council's recycling performance - To consider where operational efficiencies can be achieved whilst still delivering a service that meets the needs of its residents and allows the Council to maintain high levels of customer satisfaction - To appraise whether existing waste management infrastructure and assets in Plymouth, and the surrounding area, are likely to be sufficient for future requirements; and if they are deemed not to be then to provide options to inform the Council's waste strategy and spatial planning. 				
18	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 ■	Green ■	Sharon Muldoon



Risk Register No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
20	In 2019/20 the Council adopted under legal advice a proposal to make additional upfront contributions to offset the Council's pension fund deficit.	<ul style="list-style-type: none"> - Liaison with legal advisers - Consultation with the Auditor - Possible Consultation with Government - Legal Advice now close to reconciliation and CIPFA accounting treatment agreed. Looking for acceptable resolution with all parties before Christmas break 	TBC – subject to ongoing legal advice			David Northey

3.3 Strategic Risk update table two

Table two provides an update on strategic risks with mitigation that is influenced by Plymouth City Council but is also dependent on other outside factors, this is nine of the 22 risks on the strategic risk register.

No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
5	Lack of adult social care workforce and growing fragility of Adult Social Care Market leading to inability of Authority to meet statutory duties and meet eligible need.	<ul style="list-style-type: none"> - Establishment of Community Capacity Command Centre to provide greater oversight of market and capacity - Local Authority has set up a Care Company to ensure continuity of provision in the event of market failure - Care Home liaison work being undertaken by Livewell Southwest, to increase levels of support to Residential and Nursing care market - Risk to be continued to be monitored through contract monitoring and market intelligence - Supporting market wide workforce recruitment / retention across residential and domiciliary sector - Remodelled bed bureau launched to support Care Homes to manage complex discharge cases - Incentive payments to workforce 	20	Red ■■■■■	Red ■■■■■ Red since Oct 2021	Anna Coles

No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
		- Managing risk through winter strategy for the domiciliary care market.				
6	<p>Insufficient economic performance to sustain the City's economy and growth plans.</p> <p>The risk to economic performance is a combination of the ongoing impacts of the long term impacts of Covid 19, inflation (including materials), the war in Ukraine, cost of living crisis on both individuals and businesses and general uncertainty in many sectors.</p> <p>Some of the long-term effects (especially without effective policy instruments) are likely to carry on later into 2022 and beyond.</p>	The impact of COVID-19 on the economy has been sharp and has affected different sectors of the economy in different ways. Our strong emergency action plan response "Resurgam" has now transitioned to Business As Usual (BAU) activity. Alongside this we are seeking to maximise all opportunities to secure additional funding for economic initiatives including focussing on creating new jobs in the Blue and green economy. The initiatives include: The Plymouth and South Devon Freeport, National Marine Park, Levelling up bids and City Centre Investment Zones. We will continue to maximise all funding opportunities for our city region.	20	<p>Amber</p> <p>▬</p>	<p>Red</p> <p>↑</p>	Anthony Payne
7	Ongoing COVID-19 rates (with potential for further peaks) affect city's recovery / reset plans.	The key mitigation of vaccination has now reached around 85% (one or more doses) of those eligible. There have been reductions in the mitigations (reduced testing, support payments and legal need for self-isolation) and this has created uncertainty around case rates and the risk of delayed detection of new variants. The longstanding advice to the general public remains in place and is re-emphasised at regular intervals.	16	<p>Amber</p> <p>▬</p>	<p>Amber</p> <p>▬</p>	Ruth Harrell

No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
8	<p>Failure to reduce Health Inequalities will mean our poorest residents continue to live shorter lives as well as more years in ill health. 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. The primary role of the ODPH and the Public Health Team in particular is now to try to manage COVID-19 in the city, therefore protecting most deprived communities from further negative impacts.</p>	<p>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 connecting through food' is ongoing with a number of new initiatives developed. The intention was that the year six focus would be arts, culture, heritage and health (using the Mayflower 400 commemorations as the vehicle for delivery). However, this year was curtailed as a result of the pandemic and a two year pause was put on the programme. Subsequently, Thrive Plymouth Year seven was launched in May 2022 with a focus on Listening and Reconnecting. There is a need to reflect on our experiences and acknowledge what we have been through. Though there has been much trauma, we believe that there have also been some positives which we want to help the city to build on and apply to the wider challenges of inequality. Evidence has been provided to the Health and Wellbeing Board on the risk of widening health inequalities which partners are working together to try to mitigate. The Local Care Partnership priorities are being refreshed and includes tackling inequalities. Both of these routes bring partners together to understand the issues and the steps needed to tackle health inequalities in the City. In addition to this, to support the work of the Council's cross-party Child Poverty Action Plan Working Group, a high level review of the evidence of the impacts of the pandemic on the mental wellbeing of children and young people has been carried out. As already stated, the primary role of the ODPH and the Public Health Team in particular is now to</p>	16	<p>Amber</p> 	<p>Amber</p> 	Ruth Harrell

No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
		minimise the impact of COVID-19 in the city therefore protecting most deprived communities from further negative impacts.				
10	<p>Adult Social Care (ASC) Reforms - There are a number of reforms to ASC that will create financial uncertainty in terms of being able to accurately understand the cost and resources impact once reforms have been implemented. It is not clear whether any additional monies will be made available for local authorities and there is currently no reliable way of forecasting impact.</p> <p>Examples of reforms include;</p> <p>Fair cost of care</p> <p>Charging reforms</p> <p>Local Protection Safeguards</p> <p>Care Quality Commission Assurance programme</p>	<p>This risk will continue to be monitored closely as the reform programme progresses.</p> <p>We will assess the impact of charging reforms on 'trailblazer' local authorities who are early adopters of these reforms.</p> <p>We will continue cost of care exercises locally, including working with our local care market to better understand impact on finance and resources.</p> <p>We will continue engagement with Local Government Agency and regional and national groups (such as ADASS) to determine approach to managing all reforms.</p> <p>We will continue to seek to understand impacts of all reforms through our established reform programmes, and will consider potential use of Offers and Asks due to cost of new burdens on the service.</p>	16	Amber New risk	Amber	Anna Coles
13	Insufficient pupil attainment to achieve economic / quality of life outcomes across the secondary cohort	<ul style="list-style-type: none"> - Plymouth Education Board (PEB) (and sub groups) has been reviewed with the new Board started, strengthening education partnership. - School 'Causing Concern' procedure has been reviewed and strengthened. These have led to a partnership of distinct interventions to drive improvement and raise achievement. 	15	Amber ■■■■■	Amber ■■■■■	Sharon Muldoon

No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
	Plymouth's Secondary cohort has experienced many years of poor attainment outcomes. This affects future economic and quality of life outcomes. Despite the 'provisional' indication of improvement in educational outcomes this year (2021/22), improved outcomes needs to be embedded, consistent and sustainable over forthcoming years.	<ul style="list-style-type: none"> - Cause for concern meetings, Early Years Board, Primary and Special School Partnership, Inclusion Strategy Board have added strength to the work governed by PEB. - Proposed Inclusion Mark for the City to celebrate inclusion. - 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. Schools have been 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 following Covid. Schools have been sent a survey to confirm how this has been spent and the effectiveness of any programmes introduced. - Summer 2021 GCSE, AS and A level were teacher assessed with the reintroduction of exams in 2022. Initial provisional indications are that 2022 examination outcomes are positive and show an improving Plymouth picture against national benchmarks. 				
15	Risk of failing to meet carbon reduction targets to reach net zero by 2030.	<ul style="list-style-type: none"> - Year 1, 2 and 3 CCRPs and CEAPs have been prepared to date, covering the period 2020-2022. - The focus of the CCRP is on the things in the direct control of the City Council; the focus of the CEAP is on the wider things the Council is able to influence as well as some of the climate actions of City partners. - The Climate Emergency strategy and action plan process is currently under review, with a view to making revisions from 2023, providing a more strategic approach. - Growth and Infrastructure Overview and Scrutiny Committee receive 6 monthly performance updates 	12	Amber ■	Amber ■	Anthony Payne

No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
17	Risk of failing to deliver the range of housing to meet Plymouth's need.	<p>Strategic Land Review completed and released 50 housing sites to the market.</p> <p>Established Housing Investment Fund in Plan for Homes 3 to support interventions to unlock housing delivery.</p> <p>Working with Homes England to develop a Placed Based Strategic Partnership to unlock and deliver a pipeline of housing sites, support City Centre renaissance and to help align Government funding with housing site opportunities.</p> <p>Proposal to establish a tripartite partnership between DLUHC, HE and PCC/S&WD with the vision to transform the pace and quality of housing provision to fully meet housing need including the 35% urban uplift.</p> <p>Work with Homes England has led to agreed solutions and Deeds of Variations on four legacy sites to unlock delivery.</p> <p>Launched the Plymouth Eco-Homes Programme to support building a pipeline of over 250 low-carbon and net-zero homes across Plymouth.</p> <p>Embarking on our Direct Delivery of new homes to drive up good design, quality and sustainable living, and identifying a pipeline of future sites to support our direct delivery ambitions.</p> <p>Developed two Housing Partnership Agreements with key Housing Association Partners to maximise their investment and delivery in the city.</p> <p>Considering site acquisitions and provided funding to help unlock stalled JLP sites. Reviews of JLP sites completed and monitored, with delivery strategies being implemented.</p> <p>Secured £2.2m Brownfield Land Release Funding to help unlock 325 affordable homes on PCC owned land.</p>	9	Green	Green	Anthony Payne

No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
		<p>Ongoing innovation to improve the proactive and fast track approach to planning to deliver housing.</p> <p>Monitoring 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 DLUHC and Homes England. Continuing to bring long term empty homes back into use.</p>				
19	Viability of commercial bus operators with patronage not yet back to pre-Covid levels, the ending of Government Bus Recovery Grant in October, failure to secure any funding through our Bus Service Improvement Plan and increasing operating costs means that a number of unviable bus services are being reduced in frequency, re-routed or cut altogether from 4th September 2022.	<p>Monitor patronage levels locally both fare paying and concession pass holders. Frequent liaison meetings with bus operators. The Council continues to pay concession fare reimbursement above actual level of travel, although this is reducing in line with Government guidance by 5% every 2 months until such time it is less than reimbursement based on actual trips. To address loss of commercial services from 4th September, virements from concession fares reimbursement budget to non-commercial services budget of £557K in 23/24 to pay for non-commercial services secured through competitive tender and enable all areas of Plymouth to continue to have a bus service, at least on Mondays to Fridays. To make the budget go as far as possible, routes have been redesigned where possible to be able to use developer contributions to part or wholly fund some non-commercial routes. Enhanced cleaning regime of buses to continue. Ensure clear messaging by transport providers about maximising messages about maintaining safe travel. In March 2021, the Government announced its new National Bus Strategy "Bus Back Better" making a further £3bn of funding available for the 3 years from April 2022 to significantly improve bus services across the country. In the end only £1bn was available and although PCC has not received any</p>		N/A	Amber New Risk	Anthony Payne

No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
		additional BSIP funding from the £1bn released, PCC has confirmed that it will introduce an Enhanced Partnership from the 31st October 2022. At the moment it is not possible to deliver Plymotion to encourage the take up of bus services. Schemes continue to delivered through the Transport Capital Programme to encourage patronage returning to pre-Pandemic levels as soon as possible. Increased commitment to non-commercial services is up until March 2024. Tenders will be sought late in 2023 when it is envisaged that commercial viability on a number of routes will have improved.				

4.0 Operational Risk Register

4.1 There are now 139 risks (increased from 126 in February) on the operational risk register. The number of red risks has increased from four in February 2022 to eight in October 2022.

The four new red risks are as follows:


- Staff resilience to causative factors of stress. (Reassigned from a strategic risk to an operational one).
- Risk of loss of life, injury or property damage due to coastal stability issues regarding chalet plots at Mount Edgcumbe.
- Risk of loss of life or injury to members of staff due to inadequate control measures in place for those working on or near the Highway.
- Uncertainty over the sustainability of teckal company/trading partnerships.

Further details on the 'red risks' are shown in table two below.

Table two – Operational Risk Register Updates – Red Risks only

No.	Description	Mitigation	Risk Score	Current risk rating	Risk Owner
1	Staff resilience to causative factors of stress variable resulting in the primary reason for short and long term absences being due to stress / psychological factors; reduced morale, loss of productivity with impact on delivery; financial loss due to need to engage agency staff to cover and legal requirement to assess risk and make reasonable adjustments / remedial actions	<p>Zero Tolerance to violence and aggression campaign due to launch in Q4; additional resources being sought for CYPF re work demands (cross reference DCS ORR); critical analysis of violent and aggressive incidents in progress</p> <p>Time to talk day - pro-active comms to keep awareness raised of support available</p> <p>The Big Listen - staff survey to monitor any changes to wellbeing</p> <p>RP revised and vacant post to be appointed to with clear focus on wellbeing and resilience programmes.</p> <p>Programme of awareness raising; Corporate Wellbeing and Resilience Survey cycle to commence June 17; Appointment to Wellbeing Specialist Post; monitoring of impact of the above and stress risk assessments; delivery of Time to Change action plan and work towards achievement award in MH aspects of Wellbeing Charter; roll out MH first aid to Team Plymouth and other managers to support early intervention, prevention of stress and support for resilience.</p> <p>01.10.2019 Reports to HSW Steering Group on 14 October</p>	20	Red	Kim Brown
2	<p>Risk of loss of life, injury or property damage due to tree falling within the city and at Mount Edgcumbe.</p> <p>Ash dieback is now present in the city and Mt Edgcumbe and is affecting large numbers of ash trees, meaning they are more</p>	<ul style="list-style-type: none"> - Works ongoing due to large backlog of work - Initial assessment of Ash dieback and report issued - Tree Risk Management Review completed - Increased partnership working and share - Higher risk rating relates to Mount Edgcumbe and requirement for capital funding to deliver tree management plan - Still a case to be raising this at national level to ensure that costs to LAs are recognised by national government, DEFRA/ DLUC and a plan/ funds provided. 	20	Red Red since Oct 2021	David Draffan / Paul Barnard

	susceptible to shedding limbs. Ash is the third most common species of tree in Devon and represents 1000s of the trees on land in the city. The disease is expected to infect over 90% of ash trees in the city in the coming years and therefore increases the risk to public safety and damage to infrastructure, as well as having a significant impact on biodiversity and decreasing the city's canopy cover.				
3	Inadequate Asbestos Management Arrangements - resulting in closure of buildings/services, legislation breach, potential litigation for health claims, failure of duty of care, poor corporate governance	<ul style="list-style-type: none"> - Completion of the pilot of three buildings - Roll out of the Maximum Acceptable Concentration initiative to all remaining buildings - Management of the buildings, linked to Person in Charge changes and take up within all risk areas. 	20	Red Red since Feb 2021	Kim Brown
4	Risk of injury or incident from inadequate traffic management and segregation between pedestrians and vehicles at depots	<ul style="list-style-type: none"> - Project works to address all aspects of site traffic flow and pedestrian segregation - Training programme to ensure that all employees, contractors and businesses operating on site understand the Safety Watch Observation Programme - Project Board to be initiated to ensure that all project works are managed as a coherent whole - Perimeter fencing to be installed around land fill site - Replacement of push walls in Refuse Transfer Station and green waste area - Assurance around environmental agency requirements for the monitoring of gases and leachate. 	20	Red Red since Oct 2021	Philip Robinson

5	Risk of loss of confidential/sensitive data and fines by not ensuring there is adequate business continuity processes in place following an information security breach to protect the council's assets	<ul style="list-style-type: none"> - Revised eLearning package has been rolled out to all staff with PC access. - Booklet to be produced for staff who do not have access to a pc. - Business Continuity Plans to be updated for loss of information. 	20	Red  Red since Jan 2022	Andy Ralphs
6	Risk of loss of life, injury or property damage due to coastal stability issues regarding chalet plots at Mount Edgumbe.	<ul style="list-style-type: none"> - Tenants advised of risk mitigation measures. New long term lease offers withdrawn with chalets to be removed and sites returned to nature. Management required to ensure tenant vacation at lease expiry date and removal of chalets and reinstatement of plots. 	20		David Draffan
7	Risk of loss of life or injury to members of staff due to inadequate control measures in place for those working on or near the Highway	<ul style="list-style-type: none"> - Currently securing external consultancy support to assess existing risk assessments and working practices. This will result in a remedial action plan. Which is likely to include changes to working practices, training and investment in new signage and vehicle liveries. Require support from Procurement colleagues to expedite securing this company. - Liaising with Highways colleagues to help mitigate the risks whilst we await external review and recommendations. 	20		Philip Robinson

8	Uncertainty over the sustainability of teckal company/trading partnerships.	<ul style="list-style-type: none">- Strong order book. Surplus of 2million. Identifying future opportunities new MD and more work across 4 LA to achieve business plan. January review of cost of school meals and charging. Have secured new contracts in 2022	20		Ming Zhang
---	---	---	----	--	------------

This page is intentionally left blank

ROW NO	Directorate	DESCRIPTION OF RISK (Risk description should include cause / risk event / consequence and risk category)	PREVIOUS RISK RATING			CURRENT RISK RATING			CURRENT RISK RATING			RAG RATING /CHANGE IN RISK RATING	ACTION PLAN / FUTURE MITIGATION / ASSURANCE PLAN	RESPONSIBLE OFFICER(S)	DIRECTOR / ASSISTANT DIRECTOR
			Feb-22			May-22			Aug-22						
			P	I		P	I		P	I					
1	Customer and Corporate Services	The Council's expenditure exceeds the resources available to meet that expenditure within the medium term financial plan period (2022/23-2025/26). The Council has taken the following steps (1) to adopt a 5 year MTFP moving forward rather than a 1 year or 3 year model (2) to adopt a system of monthly financial reporting to DMT's, CMT, and Cabinet and Quarterly to Full Council, with monthly consideration of directorate level financial issues at each Scrutiny Committee. In addition the Council has introduced a system of detailed monitoring of they delivery of savings targets so that a view is published monthly in Cabinet reports. The Council also holds an annual review of fees and charges and has annual and ongoing programmes of work to identify and understand potential savings opportunities. The governance system of the Council - as unpacked in the Annual Governance Statement comprise a rigorous system of financial control.	3	4	12	5	5	25	5	5	25	↑ R	The Council has also taken the following steps (1) to adopt a 5 year MTFP moving forward rather than a 1 year or 3 year model (2) to adopt a system of monthly financial reporting to Directorate Management Teams, Corporate Management Team, and Cabinet and Quarterly to Full Council, with monthly consideration of directorate level financial issues at each Scrutiny Committee In addition the Council has introduced a system of detailed monitoring of the delivery of savings targets so that a view is published monthly in Cabinet reports. This will also include any significant issues which emerge from the cost of living crisis. The Council also holds an annual review of fees and charges and has annual and ongoing programmes of work to identify and understand potential savings opportunities. The governance system of the Council - as unpacked in the Annual Governance Statement comprise a rigorous system of financial control. It is of critical importance to the Council and City that CMT and Cabinet select means of reducing the costs of the Council to fully mitigate the forecast budget shortfalls in future years. This is underway but until this work is completed later in 2022 the risks will remain at the current level. The Deputy leader/PFH for Finance is meeting each week with S151 Officer and Strategic Director for Customer & Corporate Services to review the 2022/23 Monitoring position. There are also Member & Officer Budget Working Subgroup meetings every 2 weeks to monitor progress on 2023/24 budget.	David Northey/Paul Looby	David Northey
2	Children's Services	Failure to meet statutory duties due to growing volume and complexity of demand for children's social care services Pressures are building around the rate of inflation and cost of living incurred costs which Local Authority Foster Carers and Independent Providers are experiencing; this will have an additional impact on our sufficiency. We are likely to feel continue to feel the effects of further increases in the 2022/23 financial year as we renew our annual contracts in April 2023. Predictions are that the 2023/24 financial year will also see increased impacts therefore a 3% inflation is being built in on all fees for 2023/24. Risk Category: FINANCIAL, COMPLIANCE, REGULATION & SAFEGUARDING	4	5	20	4	5	20	4	5	20	— R	Additional social work capacity agreed to support effectively delivery of casework. Recruitment is ongoing to some of these posts on a permanent basis. Fostering Project Delivery Plan in place to increase foster carer resource to reduce costs. High cost placement review takes place on a frequent basis each month to ensure all costs closely monitored and reduced. 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. Service redesign is occurring to ensure an operating model that supports much earlier intervention and prevention of children coming into care wherever possible. To include: > Early help needs to be stronger > Our response needs to be more collaborative and supportive - Relationship based > Focus on reunification and other family based solutions i.e. gaurdianship / kinship care	Jean Kelly	Sharon Muldoon
3	Corporate and customer services	A Cyber-attack renders all of the Council's IT inaccessible for an extended period of time therefore impacting on the Councils ability to deliver services.	4	5	20	4	5	20	4	5	20	— R	Cyber Governance board implemented Delt undertaking a programme of Cyber security improvements. The programme is at the initiation stage, however will produce recommendations for improving aspects such as end point detection and defence, improved identity and asset management Programme report and plan developed in September required reworking, now expected in November 22 It will also improve the annual IT Health Check by looking at repeat issues and introducing process changes to prevent them from reoccurring.	John Finch	Andy Ralphs
4	Corporate and customer services	IT supply chain constraints results in increased costs and extended lead times for equipment. This will lead to budget pressures for the Council plus Service delivery pressures as new and replacement IT equipment experiences considerable delays.	New	New	New	5	4	20	5	4	20	R	PCC to pre plan as far ahead as possible on any purchases of technical goods or services, notifying Delt during the planning phase of such work. Delt have been provided with the Capital plan for 2022/23 Delt engagement with current suppliers and escalation of any changes to current prices / lead times Assessment of alternative suppliers Budget monitoring IT Service Level Management Monitoring of procurement lead times	John Finch/ Peter Honeywell	Andy Ralphs
5	People	Lack of adult social care workforce and growing fragility of Adult Social Care Market leading to inability of Authority to meet statutory duties and meet eligible need. Risk Category: Compliance, Regulation, Safeguarding and Financial	4	5	20	4	5	20	4	5	20	— R	Health & ASC Winter Plan which will bring in additional elements of contingency planning Establishment of Community Capacity Command Centre to provide greater oversight of market and capacity Local Authority has set up a Care Company to ensure continuity of provision in the event of market failure Care Home liaison work being undertaken by Livewell Southwest, to increase levels of support to Residential and Nursing care marker Risk to be continued to be monitored through contract monitoring and market intelligence Supporting market wide workforce recruitment / retention across residential and domiciliary sector Remodelled bed bureau launched to support Care Homes to manage complex discharge cases Incentive payments to workforce. Managing risks for the domiciliary care market	Anna Coles/ Gary Walbridge	Craig McArdle
6	Place	Insufficient economic performance to sustain the City's economy and growth plans. Increasing risk of economic down turn. The risk to economic performance is a combination of the ongoing impacts of the long term impacts of Covid 19, inflation (including materials), the war in Ukraine, cost of living crisis on both individuals and businesses, general uncertainty in many sectors. The impact of interest rates rises will disproportionate effect Plymouth, which are well trailed to increase by another 1-2% by Christmas. 70% of households in Plymouth have borrowing. This is significantly higher than the rest of the SW. This coupled with energy price increases and difficulty in securing key manufacturing components mean the manufacturing sector, particularly businesses with tight margins are particularly vulnerable. Some of the long-term effects (especially without effective policy instruments) are likely to carry into later in 2022 and beyond. Risk Category: DEVELOPMENT & REGENERATION	4	4	16	4	4	16	5	4	20	— R	The impact of COVID-19 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: • 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 though our newly established Sector Hub. Supporting our sectors whether they are in critical shock, stable, or capable of high growth. These sectors are: o Construction and The Built Environment o Creative Industries o Digital o Defence	David Draffan	Anthony Payne
7	ODPH	Ongoing COVID-19 rates (with potential for further peaks) affect city's recovery / reset plans. It is not yet clear what mitigations will be needed for us to live with COVID-19. There remains a high risk of further waves but the timing is not certain. Rates remain high and are likely to increase over the Winter period. Risk Category: COMPLIANCE, REGULATION & SAFEGUARDING	4	4	16	4	4	16	4	4	16	— A	The key mitigation of vaccination has now reached around 85% (one or more doses) of those eligible. There have been reductions in the mitigations (reduced testing, support payments and legal need for self-isolation) and this has created uncertainty around case rates and the risk of delayed detection of new variants. The longstanding advice to the general public remains in place and is re-emphasised at regular intervals.	Sarah Lees / Rob Nelder	Ruth Harrell

8	ODPH	Failure to reduce Health Inequalities will mean our poorest residents continue to live shorter lives as well as more years in ill health. 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. The primary role of the ODPH and the Public Health Team in particular is now to try to manage COVID-19 in the city therefore protecting most deprived communities from further negative impacts.	4	4	16	4	4	16	4	4	16	—	A	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 connecting through food' is ongoing with a number of new initiatives developed. The intention was that the year six focus would be arts, culture, heritage and health (using the Mayflower 400 commemorations as the vehicle for delivery). However, this year was curtailed as a result of the pandemic and a two year pause was put on the programme. Subsequently, Thrive Plymouth Year seven was launched in May 2022 with a focus on Listening and Reconnecting. There is a need to reflect on our experiences and acknowledge what we have been through. Though there has been much trauma, we believe that there have also	Sarah Lees / Rob Nelder	Ruth Harrell
9	People	Risk Category: COMPLIANCE, REGULATION & SAFEGUARDING Increased and sustained pressure on Adult Social Care budget due to increased costs of providing care, growing numbers of people and increased complexity of need. As this is a statutory service and largest single budget it could have a significant impact on the Authorities overall financial position. Risk Category: Financial	4	4	16	4	4	16	4	4	16	—	A	Real time management information - Strong Reablement Offer - Established Review Programme - Commissioning Intentions and Commissioning Activity to develop new models of care - Budget containment meetings in place - Focus on reviews and reablement to right size packages of care including focused work on 18 to 64's - Emergency Plan to cover need to prioritise critical services	Anna Coles/ Gary Walbridge	Craig McArdle
10	People	Adult Social Care (ASC) Reforms - There are a number of reforms to ASC that have created significant financial uncertainty in terms of being able to accurately understand the cost, volume and funding that will be made available to deliver these reforms. It is therefore not clear whether any additional monies will be sufficient to meet these changes. These reforms are; Fair cost of care Charging reforms Local Protection Safeguards Care Quality Commission Assurance programme	New	New	New	4	4	16	4	4	16	—	A	This risk will continue to be monitored closely as the reform programme progresses. We will assess the impact of Charging reforms on 'trailblazer' local authorities who are early adopters of these reforms. We will continue cost of care exercises locally, including working with our local care market to better understand impact on finance and resources. We will continue engagement with Local Government Agency and regional and national groups (such as ADASS) to determine approach to managing all reforms. We will continue to seek to understand impacts of all reforms through our established reform programmes, and will consider potential use of Offers and Asks due to cost of new burdens on the service.	Anna Coles/ Gary Walbridge	Craig McArdle
11	Customer and Corporate Services	The Council having insufficient workforce capacity and resilience to deliver the required range of services to meet statutory obligations and administration priorities	5	3	15	5	3	15	5	3	15	—	A	Develop online training programmes Implementation of 'The Way We Work' programme (technology, information management, accommodation) to enable the right conditions for success. Review of senior structure Review of business plans Possible remodelling of services Ongoing 1:1s Working towards Gold Wellbeing at Work Award Increase in number of Wellbeing Champions to 60 (from 44) Implement New Ways of working and deliver Accommodation Strategy	Kim Brown	Andy Ralphs
12	Customer and Corporate Services	The Council not meeting its obligation to keep data secure by failing to adhere to Data Protection Act 2018 Regulations results in loss of trust in the Council and/or financial penalty from the Information Commissioner's Office (ICO) Risk Category: COMPLIANCE, REGULATION & SAFEGUARDING	5	3	15	5	3	15	5	3	15	—	A	Continued roll out staff awareness training to all staff. Implement greater reporting consistency within directorates. Implement improved incident analysis within the Service Desk. Improved contract management with partners. Improve Privacy notice templates and ensure all gaps are addressed Standardised breach management processes distributed to key staff. Reviewed policies to be communicated to all staff	Pete Honeywell	Andy Ralphs
13	Children's Services	Insufficient pupil attainment to achieve economic / quality of life outcomes across the secondary cohort Plymouth's Secondary cohort has experienced many years of poor attainment outcomes. This affects future economic and quality of life outcomes. Despite the 'provisional' indication of improvement in educational outcomes this year (2021/22), improved outcomes needs to be embedded, consistent and sustainable over forthcoming years. Placed-based funding ceased in March 2022, so the Secondary School Improvement Partnership needs to ensure sustainability around stabilising the system through the provision for continuous resources. RISK CATEGORY - FINANCE, REPUTATIONAL and DEVELOPMENT AND REGENERATION	3	5	15	3	5	15	3	5		—	A	Plymouth Education Board (PEB) (and sub groups) has been reviewed with the new Board started, strengthening education partnership. School 'Causing Concern' procedure has been reviewed and strengthened. These have lead to a partnership of distinct interventions to drive improvement and raise achievement. Cause for concern meetings, Early Years Board, Primary and Special School Partnership, Inclusion Strategy Board have added strength to the work governed by PEB. Proposed Inclusion Mark for the City to celebrate inclusion. 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. Schools have been 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 following Covid. Schools have been sent a survey to confirm how this has been spent and the effectiveness of any programmes introduced. Summer 2021 GCSE, AS and A level were teacher assessed with the reintroduction of exams in 2022. Initial provisional indications are that 2022 examination outcomes are positive and show an improving Plymouth picture against national benchmarks.	Ming Zhang	Sharon Muldoon
14	Customer and Corporate Services	The Council not meeting its legal obligations regarding the health, safety and wellbeing of its workforce. Significant challenges presented by the scope of service activities, range of workforce environments, clarity of guidelines/legislation and unpredictability of the rate of COVID-19. Risk Category: COMPLIANCE, REGULATION & SAFEGUARDING	3	5	15	3	5	15	3	5	15	—	A	Agree substantive future working arrangements according to worker type The Big Listen - employee engagement survey in progress. Delivery of 22/23 HS&W action plan Focus on mandatory training compliance July 2022 Introduction of new KPI's for incident management Audit programme to commence in quarter two.	Kim Brown	Andy Ralphs

15	Place	<p>Risk of failing to meet carbon reduction targets to reach net zero by 2030.</p> <p>Plymouth City Council declared a climate emergency in March 2019. The activities of Plymouth City Council only contribute 1% of the total carbon emissions of the city. Failure to address and minimise our own carbon emissions would mean that the City Council was not playing its part in addressing the global problem of climate change. The wide-reaching consequences of climate change are well documented, affecting environmental, social and economic well-being and with a disproportionate impact on the most disadvantaged communities. Failure to meet corporate targets would impact our reputation and our ability to exercise leadership on this agenda, with, in turn, possibly more consequences on carbon emissions citywide.</p>	3	4	12	3	4	12	3	4	12	—	A	<p>Year 1, 2 and 3 CCRPs and CEAPs have been prepared to date, covering the period 2020-2022. The focus of the CCRP is on the things in the direct control of the City Council; the focus of the CEAP is on the wider things the Council is able to influence as well as some of the climate actions of City partners. The Climate Emergency strategy and action plan process is currently under review, with a view to making revisions from 2023, providing a more strategic approach. Growth and Infrastructure Overview and Scrutiny Committee receive 6 monthly performance updates</p>	Paul Barnard	Anthony Payne
16	Place	<p>Risk of financial impact of delivering proposed changes to Waste Services as set out in the Government's Draft Environment Bill.</p> <p>Whilst the Government have stated that Local Authorities will not bear the cost of the changes the implications for Plymouth specifically are significant with likely changes to collection frequencies; plant, vehicle and machinery requirements; a weekly food waste collection and likely impacts upon existing waste disposal contracts including the Energy from Waste PFI contract. Waste policies and strategy will need to be reviewed to ensure compliance and alongside working with residents, communities and businesses to help manage any changes. A key requirement will also be understanding any resulting waste infrastructure requirements and where possible including appropriate provisions alongside evidence as part of the next iteration of the Plymouth and South West Devon Joint Local Plan scheduled for mid 2022. The Government are required to set out Statutory Instruments detailing the Environmental Bill requirements by Autumn 2022 with an indicative timescale for implementation of requirements by 2023/24.</p>	3	4	12	3	4	12	3	4	12	—	A	<p>The Council have partnered with the Waste Industry body WRAP to jointly commission external support to assess the likely impacts and opportunities of the Environment Act. The funding for this work has been wholly met by DEFRA. The initial report was completed with broadly inconclusive findings. The scope of ongoing work is as follows:</p> <ul style="list-style-type: none">- To understand the implications of, and ensure the Council meets, the government's requirements as proposed in the Resources & Waste Strategy- To help inform the future design of the Council's household waste collection service and understand the implications in terms of reprocessing infrastructure- To understand the likely impact that changes to the current household waste collection service will have on the Council's recycling performance- To consider where operational efficiencies can be achieved whilst still delivering a service that meets the needs of its residents and allows the Council to maintain high levels of customer satisfaction- To appraise whether existing waste management infrastructure and assets in Plymouth, and the surrounding area, are likely to be sufficient for future requirements; and if they are deemed not to be then to provide options to inform the Council's waste strategy and spatial planning.	Philip Robinson	Anthony Payne
17	Place	<p>Risk of failing to deliver the range of housing to meet Plymouth's need via the Joint Local Plan (JLP) and the Plan for Homes Programme</p> <p>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</p> <p>Covid risk: reduced demand for homes in Plymouth urban area, as well as reducing labour force, increasing cost of materials, viability and logistics as Brexit.</p> <p>Risk Category: DEVELOPMENT & REGENERATION</p> <p>Brexit Risk: Potential impact of rising material costs and shortfall of labour on Plan for Homes and Capital Programme</p>	3	3	9	3	3	9	3	3	9	—	G	<p>Strategic Land Review completed and released 50 housing sites to the market. Established Housing Investment Fund in Plan for Homes 3 to support interventions to unlock housing delivery. Working with Homes England to develop a Placed Based Strategic Partnership to unlock and deliver a pipeline of housing sites, support City Centre renaissance and to help align Government funding with housing site opportunities. Proposal to establish a tripartite partnership between DLUHC, HE and PCC/S&WD with the vision to transform the pace and quality of housing provision to fully meet housing need including the 35% urban uplift. Work with Homes England has led to agreed solutions and Deeds of Variations on four legacy sites to unlock delivery. Launched the Plymouth Eco-Homes Programme to support building a pipeline of over 250 low-carbon and net-zero homes across Plymouth. Embarking on our Direct Delivery of new homes to drive up good design, quality and sustainable living, and identifying a pipeline of future sites to support our direct delivery ambitions. Developed two Housing Partnership Agreements with key Housing Association Partners to maximise their investment and delivery in the city. Considering site acquisitions and provided funding to help unlock stalled JLP sites. Reviews of JLP sites completed and monitored, with delivery strategies being implemented. Secured £2.2m Brownfield Land Release Funding to help unlock 325 affordable homes on PCC owned land. Ongoing innovation to improve the proactive and fast track approach to planning to deliver housing. Monitoring development activity in the construction sector to understand the effect of COVID-19 on housebuilding. 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>	Paul Barnard	Anthony Payne
18	Children's Services	<p>Risk to vulnerable children and young people in the care system, by not delivering early intervention and prevention and responding as soon as possible to their needs in order to promote better long term life outcomes. Early intervention aims to promote better long term life outcomes for families, and in doing so, also prevent them needing more intensive and higher cost services in the future, such as children's social care or the criminal justice system.</p> <p>Risk Category: FINANCE, COMPLIANCE, REGULATION & SAFEGUARDING</p>	2	3	6	2	3	6	2	3	6	—	G	<p>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.</p>	Jean Kelly	Sharon Muldoon
19	Place	<p>Viability of commercial bus operators with patronage not yet back to pre-Covid levels, the ending of Government Bus Recovery Grant in October, failure to secure any funding through our Bus Service Improvement Plan and increasing operating costs means that a number of unviable bus services are being reduced in frequency, re-routed or cut altogether from 4th September 2022. The fall and demand has particularly affected Park and Ride revenues and Milehouse P&R also now being cut from 4th September and Georger P&R service is covered by an augmented 1 to Tavistock Service. Changes in travel behaviour due to increased working from home are likely to continue post pandemic, suppressing work trips. Bus patronage is currently about 80% of 2019/20 levels. Several areas of Plymouth will no longer have a commercial bus service on any day of the week and evening, Saturday and Sunday services will be reduced in other areas.</p>	New	New	New	New	New	New	5	3	15	A	<p>Monitor patronage levels locally both fare paying and concession pass holders. Frequent liaison meetings with bus operators. The Council continues to pay concession fare reimbursement above actual level of travel, although this is reducing in line with Government guidance by 5% every 2 months until such time it is less than reimbursement based on actual trips. To address loss of commercial services from 4th September, a virement from concession fares reimbursement budget to non-commercial services budget of £557K in 23/24 to pay for non-commercial services secured through competitive tender and enable all areas of Plymouth to continue to have a bus service, at least on Mondays to Fridays. To make the budget go as far as possible, routes have been redesigned where possible to be able to use developer contributions to part or wholly fund some non-commercial routes. Enhanced cleaning regime of buses to continue. Ensure clear messaging by transport providers about maximising messages about maintaining safe travel. In March 2021, the Government announced its new National Bus Strategy "Bus Back Better" making a further £3bn of funding available for the 3 years from April 2022 to significantly improve bus services across the country. In the end only £1bn was available and although PCC has not received any additional BSIP funding from the £1bn released, PCC has confirmed that it will introduce an Enhanced Partnership from the 31st October 2022. At the moment it is not possible to deliver Plympton to encourage the take up of bus services. Schemes continue to delivered through the Transport Capital Programme to encourage patronage returning to pre-Pandemic levels as soon as possible. Increased commitment to non-commercial services is</p>	Paul Barnard	Anthony Payne	
20	Customer and Corporate Services	<p>In 2019/20 the Council adopted under legal advice a proposal to make additional upfront contributions to offset the Council's pension fund deficit. During the audit of the 2019/20 accounts - which was delayed because of the Pandemic - it became apparent that the External Auditor did not agree that the accounting treatment used was lawful. During 2021 the Council has taken further legal advice to identify a lawful way of accounting for the transaction; consideration of this advice continues at the present time. The risk is that if a lawful way of accounting for the transaction cannot be agreed with the External Auditor and advising counsel then the Council may need to explore with Government alternative means of achieving a solution which sits within the appropriate legal parameters.</p>						0				TBC – subject to ongoing legal advice	<p>Liaison with legal advisers Consultation with the Auditor Possible Consultation with Government Legal Advice now close to reconciliation and CIPFA accounting treatment agreed. Looking for acceptable resolution with all parties before Christmas break</p>	Brendon Arnold	Brendon Arnold	

—

—

This page is intentionally left blank