

APPENDIX B STRATEGIC RISK MONITORING

October 2020



1.0 Introduction

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

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

2.0 Strategic Risk and Opportunity Register – Monitoring Summary

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

3.0 Headline Issues

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

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

4.0 Risk update table

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

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

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

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

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

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

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