

APPENDIX A PLYMOUTH CITY COUNCIL STRATEGIC RISK REGISTER 2022 (As presented to Audit and Governance Committee July 2022)

ROW NO	Directorate	Service	DEPT	DESCRIPTION OF RISK (Risk description should include cause / risk event / consequence and risk category)	KEY CONTROLS / SOURCES OF ASSURANCE (aligned to three lines of defence)									RAG RATING / CHANGE IN RISK RATING	ACTION PLAN / FUTURE MITIGATION / ASSURANCE PLAN	RESPONSIBLE OFFICER(S)	DIRECTOR / ASSISTANT DIRECTOR			
					Policies and procedures Link to business plan Delegations of authority / Fraud checks Risk and control framework Performance Management Project Management reviews			PREVIOUS RISK RATING			PREVIOUS RISK RATING							CURRENT RISK RATING		
					First Line of Defence (Operational management activity)													Oct-21		
2	Children's Services	CYPFS	Children's Social Care	<p><b>Failure to meet statutory duties due to growing volume and complexity of demand for children's social care services</b></p> <p>'Hidden harm' consequences of infection control measures and safe systems of work limitations add to existing pressures on service. Risk of continued rising demand for children to come into care since the pandemic in March 2020.</p> <p><b>Risk Category: FINANCIAL</b></p>	Trend analysis informing projections about the numbers of children coming into care to monitor activity. Regular scrutiny via lead member for children and finance.										<p>Additional social work capacity agreed to support effectively delivery of casework. Fostering Project Delivery Plan in place</p> <p>High cost placement review supported by named Service Manager Adolescent Support Team reunification and edge of care service supporting over 60 young people at anyone time, .</p> <p>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.</p> <p>Ensuring action plan milestones are reached via monthly monitoring at Programme Board/Finance DMT.</p> <p>All delivery plans have been reviewed and progress is being achieved to mitigate delays caused by COVID-19 response.</p>	Jean Kelly	Sharon Muldoon			
13	Children's Services	EPS	Education, Participation & Skills	<p>Despite the green shoots of improvement in education outcomes in 2021/22, the school improvement partnership needs to be made sustainable supported by continuous resources for next stage of work to stabilise the system and to continue improve after Place-based funding ceased in March 2022.</p>	Ofsted inspection outcome tracking. Data analysis. Plymouth Education Board Policy for Intervention, Challenge and Support for Schools makes clear the relationship with schools. Inclusion Strategy Board and Inclusion Plan, revised SEND Strategy for Plymouth										<p>Plymouth Education Board (PEB) (and sub groups) is being reviewed to strengthen education partnership. Strengthen School Causing Concern procedure. School improvement work will create a partnership of distinct interventions to drive improvement and raise achievement. Cause for concern meetings. Inclusion Strategy Board as an added strand of PEB work. Proposed Inclusion Mark for the City to celebrate inclusion. The Plymouth Standards Partnership Recovery &amp; 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. This has also focussed on the impact of the COVID-19 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. 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, in the summer 2021 for GCSE, AS and A level are all teacher assessed.</p>	Ming Zhang	Sharon Muldoon			
15	People	SC	People (Commissioning & Children's Services)	<p><b>The Council is unable to fulfil its legal obligations regarding the safety of its citizens and service recipients</b></p> <p>Significant challenges presented by the scope of service activities, range of workforce environments, clarity of guidelines/legislation and unpredictability of epidemiology, with the added pressures of supply chain management and organisational capacity to deliver</p> <p><b>Risk Category: COMPLIANCE, REGULATION &amp; SAFEGUARDING</b></p>	Safe Systems of Work Programme Performance Data Contract Management Weekly review of risk assessments, management oversight and audit										<p>Statutory Post holders Commissioning and service Improvement plans Budgetary Management Revision of business plans</p>	Sharon Muldoon / Craig McArdle	Sharon Muldoon / Craig McArdle			
21	Children's Services	CYPFS	Children's Social Care	<p><b>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 and promote better long term life outcomes.</b></p> <p>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><b>Risk Category: COMPLIANCE, REGULATION &amp; SAFEGUARDING</b></p>	Troubled Families Programme Early Help Assessment Tool The Children and Young People's Commissioning Plan Families with a Future initiative										<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>	Siobhan Wallace	Sharon Muldoon			