PLYMOUTH CITY COUNCIL STRATEGIC RISK REGISTER

	1				VEV CONTROL C / COLIDEEC OF ACCURANCE (aligned to three lines of defence)							T		
ROW NO	RISK REF	Directorat e	Service	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) Policies and procedures Link to business plan Delegations of authority / Fraud checks Risk and control framework Performance Management Project Management reviews			PREVIOUS RISK RATING			RAG RATING /CHANG E IN RISK RATING	ACTION PLAN / FUTURE MITIGATION / ASSURANCE PLAN	RESPONSIBL OFFICER(S)	
					First Line of Defence (Operational management activity)	Oct-2	:1	Feb-22	Ma	y-22				
6	SED1 F COVID-19 BREXIT	Place E	ED I	Economic Development The risk to economic performance is a combination of the ongoing impacts of the coronavirus, Brexit, labour shortages, infrastructure challenges relating to material supply and general uncertainty in many sectors. 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		P 4 4	16 4	P 1 4 16		16		The impact of COVID-19 on the economy has been sharp and has affected different sectors of the economy in different ways. We are focusing, 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 – 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. - 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, table, or capable of high growth. These sectors are: - Construction and The Built Environment - Construction and The Built Environment - Or Retail - Defence - Health and Care - Fishing - O Marrine - O Marrine - O Retail - Tourism and Hospitality - Transport and Distribution - 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. - Please note: Construction inflation will have an impact on projects and is predicted to rise by 26% by 2026 (3% per quarter).	David Draffan	Anthony Payne
16	SCEO3 (ORR (OCEO12) IRR BREXIT COVID-19	CEX (CEX	standards impacts may be significant when full border operations commence - not currently evident as ferry service is suspended. EU Settlement Scheme closed to new applicants in July predicted labour market shortage is now starting to show and are acute in some sectors including health and social care. No new business failures recorded locally since August may be difficult to disaggregate the impact of the Trade and Cooperation Agreement from COVID-19 impact. Ferry services have recommenced no operational problems arising from phase 1 and 2 of the Border Operating Model delivery of BCP delayed until November but ferry services will be suspended from October until March. Macroe oconomic affects now starting to ramp up inflationary pressure are rising e.g. wage increases fuel to labour market supply problems and supply shortages leading to prices rises especially on fuel which feeds wider price increases, likely the MPC will react with interest rate increases and could also impact on currency rate for the properties of t	Brexit Organisational and City specific risk registers linked to corporate risk registers are no longer being updated. Economic and consequential finical risks impacts may be traced back to Brexit but there is limited political will to do so and they are largely now viewed simply as the new economic reality. As such they are probably best dealt with through mainstream council financial risk management. One exception sis in relation to labour market shortages which are likely to have direct impact on Council finances in staff recruitment and associated wage pressures especially in health and social care and indirect impact through potential business relocation where labour requirements cannot be met locally. Operational readiness needs to be maintained in relation to the evolving UK post brexit regulatory framework and in particular in relation to the border control issues that are likely to arise when the UK finally implements the proposed border control model as this is likely to create a new set of supply chain related issues as well as an increased administrative burden at our port.	4 3	12	4 3 12	2 4	3 12		Continued regional engagement to maintain strong influence. Monitor proposed regulatory changes for service impact Continue to act promptly on government guidelines when issued.	Kevin McKenzio	Giles Perritt
17	PLACE (SPI)	Place \$		Planning 8. Plymouth City Council declared a climate emergency in March 2019. The Plymouth Plan was revised in January 2021 to update the Infrastruct ure The activities of Plymouth City Council only contribute 1% of the total carbon emissions of the city. The environmental consequences of falling to meet the target are difficult to quantify, but a failure to address and minimise our carbon emissions would contribute to some extent to changes in our climate, which include, among others, increased risk of coastal flooding and changes to the weather could in turn have financial consequences for the Council as we mitigate against increased flooding, and more frequent storms. Failure to meet corporate targets would more down and our ability	corporate objectives. Management and deliverables are led by the service director for strategic planning and infrastructure. Progress updates on the delivery of the plans are provided 6 monthly. Interim policies and performance monitoring arrangements are in place whilst we tackle the complex task of developing a methodology that will enable us to accurately measure and monitor carbon emissions. In future, the methodology being developed will help to identify any potential risks to achieving the target." There are 3 key plans in place to deliver objectives.		12	3 4 12	2 3	4 12	A	Process of annual CEAP and CCRP action plans in place, with six monthly performance updates to scrutiny committee Climate Emergency Board meets four times / year to keep programme under review Review of governance and strategy / action planning process underway	Paul Barnard	Anthony Payne
18	PLACE (SPI)	Place §		Services Environment Bill.	Joint working group between Street Services & SPI Service Management Teams Increased regional and national collaboration and engagement to improve knowledge sharing across the industry.	3 4	12	3 4 12	2 3	4 12		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: - 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 if future requirements; and if they are deemed not to be then to provide options to inform the Council's waste strategy and spatial planning.	3	Anthony Payne
20	SSPI2 F COVID-19 BREXIT	Place	1	Planning & Infrastruct ure (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 (Covid risk: reduced demand for homes in Plymouth urban area, as well as reducing labour force, increasing cost of materials, viability and togistics as Brexit. Risk Category: DEVELOPMENT & REGENERATION Brexit Risk: Potential impact of rising material costs and shortfall of labour on Plan for Homes and Capital Programme	Driving progress on previous Plan for Homes site releases to seek accelerated construction of new homes, progress regularly reviewed with Portfolio Holder. Sites identified in the JLP 5 year land supply regularly reviewed to consider what actions might bring forward sites currently in years 6 and 7 into 5 year supply. Each JLP site now has a Delivery Strategy, with options identified for potential intervention based upon the identification barriers and resources. Data base established to allow for more effective review of actions and progress. Review of partnerships and partners to manage delivery and ensure capability and maximise capacity, including funding for new homes. Working with DLUHC & Homes England to develop a Place Based Strategic Partnership to maximise joint working, funding and alignment of housing delivery priorities. Proposal to establish a trigaritle partnership between DLUHC, HE and PCC/SH&WD with the vision to transform the pace and quality of housing provision to fully meet housing need.	3 3	9	3 3 5	9 3	3 9	G	1. The results of the annual Plymouth Housing Survey of all new home completions for 2022/23 are due to be available by end of June 22, and we are due to publish the Housing Position Statement /5 Year Land Supply by November 22 at the earliest. Overall completions will see a significant reduction due to the many issues associated with the pandemic including supply chain issues, cost price and bullo cost inflation, impacts or interaction contractor capacity, particularly SME house builders, and general housing market uncertainty. 2. We continue our engagement with Homes England and DLLHPC to identify priority sites for intervention, including potential funding, to help unicok and accelerate housing delivery on a number of key strategic city centre sites. Strategic Land Review completed and released 50 housing sites to the market. Established Housing investment Fund in Plan for Horess 3 to support interventions to unlock housing delivery. Working with Homes England to develop a Placed Based Strategic Partmenship to unlock and deliver a pipeline of housing sites, support City Centre renaissance and to help align Coverment funding with housing site opportunities. Proposal to establish a sitpartite partmenship between DLUHC, HE and PC/CHRAWD with the vision to transform the pace and quality of housing provision to fully meet housing need. Work with Homes England has led agreed Solutions and Deeds of Variation on 4 (leage) sates to unlock delivery. Laurched the Pyrmouth Ec-Chromes Programme to support building a pipeline deliver one / 200 hov-carbon and net-zoro homes across Prymouth. Entire delivery architectures and the provision of the provision to fully meet housing a pipeline of future sites to support out interesting the provision of the pro	to or	Anthony Payne

Risk Analysis & Scoring

Once risks have been identified they need to be assessed systematically and accurately. The process requires managers to assess the level of risk by considering the probability of an event occurring - 'likelihood' and the potential outcome of the consequences should such an event occur - 'impact'. Managers will assess each element of the judgement and determine the score. The tables below give the scores and indicative definitions for each element of the risk ranking process:-

Score	Likelihood	Threat / Risk
5	Almost Certain (80-100%)	Is expected to occur in most circumstances.
		Will undoubtedly happen, possibly frequently e.g. Annually or more frequently.
		Imminent/near miss.
4	Likely (50-80%)	Will probably occur in many circumstances.
		Will probably happen, but not a persistent issue e.g. Once in 3 years.
	D 314 (05 500()	Has happened in the past.
3	Possible (25-50%)	Could occur in certain circumstances.
		May happen occasionally, e.g. Once in 10 years.
2		Has happened elsewhere.
2	Unlikely (10-25%)	May occur only in exceptional circumstances. Not expected to happen, but is possible e.g. Once in 25 years.
		Not known in this activity.
1	Rare (0-10%)	Is never likely to occur.
	Traic (0-1070)	Very unlikely this will ever happen e.g. Once in 100 years.
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
	Cataoti opinio i tion	critical financial loss, severe service disruption or a severe impact on the public. Examples:-
		Unable to function without 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;
		Death;
		Adverse national publicity - highly damaging, severe loss of public confidence;
		Significant public interest;
		Litigation certain and difficult to defend;
		Breaches of law punishable by imprisonment;
		Very significant exposure of public funds with funding being managed across organisations and complex
		reporting;
		Total project budget in excess of £5,000,000.
4	Major Risk	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:
		Significant impact on service objectives; Short - medium term impairment to service capability;
		Major financial loss - supplementary estimate needed which will have a major impact on the Council's
		financial plan;
		Extensive injuries, major permanent harm, long term sick;
		Major adverse local publicity, major loss of confidence;
		Litigation likely and may be difficult to defend;
		Breaches of law punishable by fines or possible imprisonment;
		Relatively large budget £1 - £5M.
3	Moderate Risk	Risks which have a notificeable effect on the services provided. Each one will cause a degree of
		disruption to service provision and impinge on the budget. Examples:-
		Service objectives partially achievable;
		Short term disruption to service capability;
		Significant financial loss - supplementary estimate needed which will have an impact on the Council's
		financial plan;
		Medical treatment required, semi-permanent harm up to 1 year;
		Some adverse publicity, needs careful public relations;
		High potential for complaint, litigation possible;
		Breaches of law punishable by fines only;
	Minor Di-I:	Budget between £500k - £1M
2	Minor Risk	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. However, if action is not taken, then such risks may have a more significant cumulative effect. Examples:-
		Minor impact on service objectives;
		No significant disruption to service capability;
		Moderate financial loss - can be accommodated at HOS level;
		First aid treatment, non-permanent harm up to 1 month;
		Some public embarrassment, no damage to reputation;
		May result in complaints/litigation;
		Breaches of regulations/standards;
		Budget within delegation.
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1	Insignificant Risk	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. However, if action is not
		taken, then such risks may have a more significant cumulative effect. Examples:-
		Minimal impact, no service disruption;
		Negligible impact on service capability;
		Minimal loss - can be accommodated at SAC level;
		No obvious harm/injury;
		Unlikely to cause any adverse publicity, internal only;
		Breaches of local procedures/standards;
		Budget within delegation and relatively small or within operational costs.

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		No significant disruption to service capability
		Moderate financial loss – can be accommodated at HOS level
		First aid treatment, non-permanent harm up to 1 month
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