

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 decrease 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
1	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 Red since July 2020	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: <ul style="list-style-type: none"> - 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	<p>IT supply chain constraints results in increased costs and extended lead times for equipment.</p> <p>This will lead to budget pressures for the Council plus Service delivery pressures as new and replacement IT equipment experiences considerable delays.</p>	<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	<p>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.</p>	<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	<p>The Council having insufficient workforce capacity and resilience to deliver the required range of services to meet statutory obligations and administration priorities the</p>	<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
		<ul style="list-style-type: none"> - 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>	<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.</p>	20	<p>Amber</p> 	<p>Red</p> 	Anthony Payne
7	<p>Ongoing COVID-19 rates (with potential for further peaks) affect city's recovery / reset plans.</p>	<p>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.</p>	16	<p>Amber</p> 	<p>Amber</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> <ul style="list-style-type: none"> Fair cost of care Charging reforms Local Protection Safeguards Care Quality Commission Assurance programme 	<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
	<p>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.</p>	<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	<p>Risk of failing to meet carbon reduction targets to reach net zero by 2030.</p>	<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	<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.</p>	<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

	<p>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.</p>				
3	<p>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</p>	<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 <hr style="border: 1px solid black;"/> Red since Feb 2021	Kim Brown
4	<p>Risk of injury or incident from inadequate traffic management and segregation between pedestrians and vehicles at depots</p>	<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 <hr style="border: 1px solid black;"/> 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.	- 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
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