

RISK MANAGEMENT MONITORING REPORT

November 2022



Introduction

This report provides the position with regard to the strategic and operational risk registers.

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.

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 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.

There is one red risk pertinent to the committee. **Risk number six in table one** relating to insufficient economic performance to sustain the City's economy and growth plans.

3.3 Strategic Risk update table one

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

No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
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>	<ul style="list-style-type: none"> 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	Amber 	Red 	Anthony Payne
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. 	12	Amber 	Amber 	Anthony Payne

No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
		<ul style="list-style-type: none"> 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 				
17	Risk of failing to deliver the range of housing to meet Plymouth's need.	<ul style="list-style-type: none"> 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. 	9	Green	Green	Anthony Payne

No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
		<ul style="list-style-type: none"> • 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. • We will work with DLUHC and Homes England. Continuing to bring long term empty homes back into use. 				
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.</p> <p>Frequent liaison meetings with bus operators.</p> <p>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.</p> <p>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.</p> <p>To make the budget go as far as possible, routes have been redesigned where possible to be able to use developer</p>		N/A	Amber New Risk	Anthony Payne

No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
		<p>contributions to part or wholly fund some non-commercial routes. Enhanced cleaning regime of buses to continue.</p> <p>Ensure clear messaging by transport providers about maximising messages about maintaining safe travel.</p> <p>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.</p> <p>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.</p> <p>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.</p>				