

APPENDIX A - RISK MANAGEMENT MONITORING REPORT

December 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.

In total there are five red risks. One is pertinent to the committee -

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.

Strategic Risk update table one

Table one provides an update on strategic risks with mitigation that is fully influenced by Plymouth City Council.

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
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 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.</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 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 	20	Red	Red Red since July 2020	Sharon Muldoon

Risk Register No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
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

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.

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 - Managing risk through winter strategy for the domiciliary care market. 	20	Red	Red Red since Oct 2021	Anna Coles

No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
13	<p>Insufficient pupil attainment to achieve economic / quality of life outcomes across the secondary cohort</p> <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"> - 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. - 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 style="text-align: center;">Amber</p> <p style="text-align: center;">■</p>	<p style="text-align: center;">Amber</p> <p style="text-align: center;">■</p>	Sharon Muldoon