

# RISK MANAGEMENT MONITORING REPORT

February 2023



## 1. 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 March 2023, 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. Strategic Risk Register – Monitoring Summary

- 2.1. Two risks have been identified as sufficiently mitigated and have been moved to the operational register. These are -
  - The Council not meeting its obligation to keep data secure by failing to adhere to Data Protection Act 2018 Regulations.
  - The Council not meeting its legal obligations regarding the health, safety and wellbeing of its workforce.



## 3. Strategic Risk Register

- 3.1. There strategic risks pertinent to the Committee are shown in the tables overleaf.

### 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.

**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	<b>The Council's expenditure exceeds the resources available to meet that expenditure within the medium term financial plan period (2022/23-2025/26)</b>	<ul style="list-style-type: none"> <li>• The Council has also taken the following steps               <ul style="list-style-type: none"> <li>○ to adopt a 5 year MTFP moving forward rather than a 1 year or 3 year model</li> <li>○ 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</li> </ul> </li> <li>• 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.</li> <li>• 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. This is underway but until this work is completed later in 2022 the risks will remain at the current level.</li> </ul>	25	<b>Red</b>  Red since May 2022	<b>Red</b> 	David Northey



Risk Register No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
		<p>The Deputy leader/PFH for Finance is meeting each week with S151 Officer and Strategic Director for Customer &amp; Corporate Services to review the 2022/23 Monitoring position. There are also Member &amp; Officer Budget Working Subgroup meetings every 2 weeks to monitor progress on 2023/24 budget.</p>				
3	<p><b>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.</b></p>	<ul style="list-style-type: none"> <li>- Cyber Governance board implemented</li> <li>- 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</li> <li>- Programme report and plan developed in September required reworking, now expected in November 22</li> <li>- It will also improve the annual IT Health Check by looking at repeat issues and introducing process changes to prevent them from reoccurring.</li> </ul>	20	<p style="text-align: center;"><b>RED</b></p> <p style="text-align: center;">█</p>	<p style="text-align: center;"><b>RED</b></p> <p style="text-align: center;">█</p> <p style="text-align: center;">Red since January 2022</p>	Andy Ralphs
4	<p><b>IT supply chain constraints results in increased costs and extended lead times for equipment.</b></p> <p>This will lead to budget pressures for the Council plus Service delivery pressures as new and replacement IT equipment</p>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- Delt engagement with current suppliers and escalation of any changes to current prices / lead times</li> <li>- Assessment of alternative suppliers</li> <li>- Budget monitoring</li> <li>- IT Service Level Management</li> <li>- Monitoring of procurement lead times</li> </ul>	20	<p style="text-align: center;"><b>RED</b></p>	<p style="text-align: center;"><b>RED</b></p> <p style="text-align: center;">█</p>	Andy Ralphs

Risk Register No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
	experiences considerable delays.					
11	The Council having insufficient workforce capacity and resilience to deliver the required range of services to meet statutory obligations and administration priorities.	<ul style="list-style-type: none"> <li>- Develop online training programmes</li> <li>- Implementation of 'The Way We Work' programme (technology, information management, accommodation) to enable the right conditions for success</li> <li>- Review of senior structure</li> <li>- Review of business plans</li> <li>- Possible remodelling of services</li> <li>- Ongoing 1:1 supervision meetings</li> <li>- Working towards Gold Wellbeing at Work Award</li> <li>- Increase in number of Wellbeing Champions to 60 (from 44)</li> <li>- Implement New Ways of working and deliver Accommodation Strategy.</li> </ul> <p><i>**This Strategic Risk is under review following the meeting of the Health Safety and Wellbeing Steering Group.**</i></p>	15	Amber	Amber	Andy Ralphs
18	<b>Risk of financial impact of delivering proposed</b>	<ul style="list-style-type: none"> <li>• The Council have partnered with the Waste Industry body WRAP to jointly commission external</li> </ul>	12	Amber	Amber	Anthony Payne

Risk Register No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
	<p><b>changes to Waste Services as set out in the Government's Draft Environment Bill.</b></p>	<p>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:</p> <ul style="list-style-type: none"> <li>- To understand the implications of, and ensure the Council meets, the government's requirements as proposed in the Resources &amp; Waste Strategy</li> <li>- To help inform the future design of the Council's household waste collection service and understand the implications in terms of reprocessing infrastructure</li> <li>- To understand the likely impact that changes to the current household waste collection service will have on the Council's recycling performance</li> <li>- 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</li> <li>- 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.</li> </ul>				

## 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.

No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
19	<b>Risk of failing to deliver the range of housing to meet Plymouth's need.</b>	<ul style="list-style-type: none"> <li>- Current and future actions to consider includes;</li> <li>- Continue to lobby Government/respond to planning reforms seeking changes/assistance</li> <li>- State assistance for Affordable Housing delivery and prioritising Previously Developed Land /Urban housing regeneration</li> <li>- Progress Plan for Homes programme, prioritising interventions to build back AH delivery</li> <li>- New strategic land review to identify further suitable Council owned sites</li> <li>- Investigate potential for acquisition of some Plymouth allocated sites i.e. HE intervention</li> <li>- Funding opportunities to unlock PDL sites? i.e. Devolution Deal, HE/DLUHC funding streams</li> <li>- Increase Direct delivery to build pipeline of quality, well designed greener homes</li> <li>- Links to Skills Strategy and links with Building Plymouth for training and employment opportunities</li> <li>- Current activity includes;</li> <li>- Plan for Homes has identified and released 50 Council owned housing sites to the market; working to drive forward delivery on these sites.</li> <li>- Housing Investment Fund in Plan for Homes 3 targeted to support activity to unlock housing delivery to meet identified housing needs; funding either spent, allocated or committed to priority interventions.</li> <li>- Extensive discussions at a senior level with Homes England in attempting to support the creation of a place-</li> </ul>	9	<b>Green</b> 	<b>Amber</b> 	Anthony Payne

No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
		<p>based partnership, to unlock future funding to support market interventions and develop a pipeline of housing sites, support City Centre renaissance and to help align Government funding with housing site opportunities.</p> <ul style="list-style-type: none"> <li>- Launched the Plymouth Eco-Homes Programme to support building a pipeline of over 250 low-carbon and net-zero homes across Plymouth.</li> <li>- Commencing on site the 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.</li> <li>- Developed two Housing Partnership Agreements with key Housing Association Partners to maximise their investment and delivery in the city.</li> <li>- Considering site acquisitions and provided funding to help unlock stalled JLP sites. Reviews of JLP sites completed and monitored, with delivery strategies being implemented.</li> <li>- Secured £2.2m Brownfield Land Release Funding to help unlock 325 affordable homes on PCC owned land.</li> <li>- Ongoing innovation to improve the proactive and fast track approach to planning to deliver housing.</li> <li>- Monitoring development activity in the construction sector to understand the effect of COVID-19 on housebuilding.</li> <li>- 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.</li> <li>- Work with the Plymouth Housing Development Partnership to leverage their investment and progress housing projects to stimulate affordable housing delivery, and support SME's to start building again.</li> </ul>				

No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
		<ul style="list-style-type: none"> <li>- Continuing to bring long term empty homes back into use.</li> <li>- Lack of market led delivery leads to lack of AH delivery – PDL delivery challenges vs greenfield, supply of sites left in Plymouth predominantly PDL – viability, demand and high values on greenfield sites in SH/WD</li> <li>- We are not unique in Plymouth- urban lower value cities have fared worse than affluent parts of the SE.</li> </ul>				
21	<p><b>Viability of commercial bus operators with patronage not yet back to pre-Covid levels,</b> 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>	<ul style="list-style-type: none"> <li>- 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</li> </ul>	15	<b>Amber</b>	<b>Amber</b>	Anthony Payne



No.	Description	Mitigation	Risk Score	Previous risk rating	Current risk rating	Risk Owner
		<p>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. At the moment it is not possible to deliver Plymotion to encourage the take up of bus services. Schemes continue to be 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.</p>				