



Overall Risk Status

Orange - Severe

Possibility of major or catastrophic impact

⊗ There are **4 severe risks** at Plymouth City Council

✓ **None** of these risks are overdue updates.



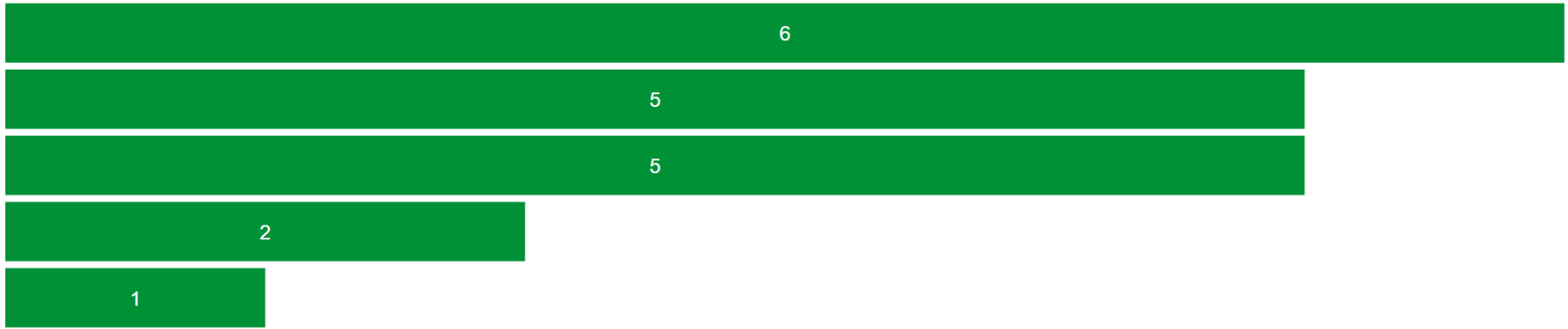
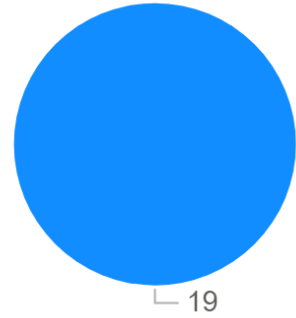
	Likelihood				
	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Certain (5)
Catastrophic (5)			1	3	
Major (4)		1	2	4	2
Moderate (3)			3	1	2
Minor (2)					
Insignificant (1)					

Plymouth City Council - Post Mitigation Risk Matrix



Impact	Likelihood				
	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Certain (5)
Catastrophic (5)			1	3	
Major (4)		1	2	4	2
Moderate (3)			3	1	2
Minor (2)					
Insignificant (1)					

Risk Type ● Strategic



- Financial
- Compliance, Regulation and Safeguarding
- Operational/Service Delivery
- Development and Regeneration
- People & Culture

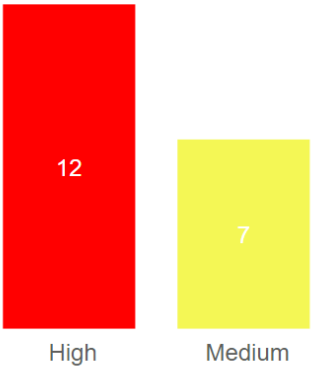
Plymouth City Council - Mitigation Analysis



Pre-mitigation Risk Matrix

Impact	Likelihood				
	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Certain (5)
Catastrophic (5)				2	1
Major (4)		1	3	5	3
Moderate (3)			1	1	2
Minor (2)					
Insignificant (1)					

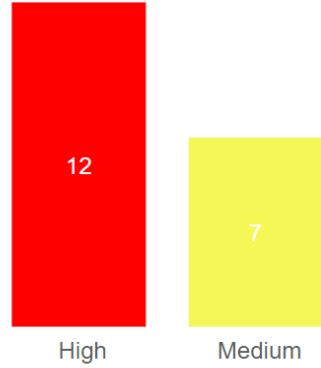
Pre Mitigation



Post-mitigation Risk Matrix

Impact	Likelihood				
	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Certain (5)
Catastrophic (5)			1	3	
Major (4)		1	2	4	2
Moderate (3)			3	1	2
Minor (2)					
Insignificant (1)					

Post Mitigation



Risk Ranking Pre / Post Difference

Risk Ranking	Pre	Post	Difference	Diff %
25	1		-1	-100%
20	5	5	0	0%
16	5	4	-1	-20%
15	2	3	1	50%
12	4	3	-1	-25%
9	1	3	2	200%
8	1	1	0	0%

Risk Group	Pre	Post	Diff	Diff %
	19	19	0	0.00%

Plymouth City Council - Strategic Risk Log - High Risks



Title	Owner	Type	Pre Mitigation	Mitigation	Post Mitigation
Council's expenditure exceeds the resources available	david.northey@plymouth.gov.uk	Strategic	25	System of monthly financial reporting to DMT's, CMT, and Cabinet and Quarterly to Full Council, with monthly consideration of directorate level financial issues at each Scrutiny Committee. In addition the Council has introduced a system of detailed monitoring of they delivery of savings targets so that a view is published monthly in Cabinet reports. 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.	20
Cyber-attack	john.finch@plymouth.gov.uk	Strategic	20	LGA Cyber 360 review completed in March - review findings and recommendations due in April. Cyber 360 recommendations will be included in the Cyber improvements plan overseen by the Cyber Governance Board and Optimising our Assets Programme Board Cyber security briefing for SLT planned in April to raise awareness further of the threat and requirements of staff to reduce the risk of attack. Hackney Council are due to speak about their experience recovering from a major ransomware attack Cyber security awareness week planned for May 23, including a business continuity exercise, Member awareness training and staff briefings Finance, Customer and Performance Scrutiny Panel reviewed PCC cyber security and readiness in February and have requested a further update (date TBC) IT Health check (previously PSN certification) testing to take place in March, remediation's to be included into the Cyber improvements plan	20
Emergency Accommodation Bed and Breakfast Budget overspends	matt.garrett@plymouth.gov.uk	Strategic	16	"Temporary Accommodation Plan. Housing Service Delivery Plan to provide further mitigation. Working with rough sleep strategy group to spend additional funding from MHCLG. New Homelessness action plan to be written Awaiting clarity around level of recourse to public funds following Brexit"	20
Failure to meet statutory duties	david.haley@plymouth.gov.uk	Strategic	20	Weekly reviews of unregulated placements and high risk children The sufficiency strategy is being reviewed and updated Edge of Care Team supporting young people on the edge of care and reunification. Ongoing rigour in decision making to manage demand via the weekly Children's Resource Panel chaired by the Service Director with a focus on all requests for Local authority care and/or the initiation of legal proceedings Ensuring action plan milestones are reached via monthly monitoring at Programme Board/Finance DMT. Financial and future demand forecasting is informing the change work necessary to balance the Medium-Term Financial Plan (MTFP), The implementation of the new targeted operating model will support earlier intervention and prevention of children coming into care wherever possible	20
IT supply chain constraints	john.finch@plymouth.gov.uk	Strategic	20	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 have been provided with the Capital plan for 2022/23 Delt engagement with current suppliers and escalation of any changes to current prices / lead times Assessment of alternative suppliers	20

Plymouth City Council - Strategic Risk Log



Title	Owner	Type	Pre Mitigation	Mitigation	Post Mitigation
Adult Social Care (ASC) Reforms	gary.walbridge@plymouth.gov.uk	Strategic	16	Charging and Liberty Protection Safeguards reforms have been pushed back by government. We will continue cost of care exercises locally, including working with our local care market to better understand impact on finance and resources. We will continue engagement with Local Government Agency and regional and national groups (such as ADASS) to determine approach to managing all reforms. We will continue to seek to understand impacts of all reforms through our established transformation programmes, and will consider potential use of Offers and Asks due to cost of new burdens on the service.	16
Failure to reduce Health Inequalities	ruth.harrell@plymouth.gov.uk	Strategic	16	Persistent action across the Council and the city is required at many levels to tackle inequalities by addressing the wider detriments of health, as embedded in the Plymouth Plan. Austerity, the pandemic, and the current economic downturn and cost of living crisis all serve to widen health inequalities. Thrive Plymouth continues, with a wide range of partners, and work to tackle child poverty and support people in need is ongoing but is unlikely to sufficiently mitigate the impact of the current risks to narrow HI.	16
Increased and sustained pressure on Adult Social Care budget	gary.walbridge@plymouth.gov.uk	Strategic	16	Real time management information Strong Reablement Offer Established Review Programme Commissioning Intentions through Market Sustainability Plans 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	16
Insufficient economic performance	david.draffan@plymouth.gov.uk	Strategic	16	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. We will continue to maximise all funding opportunities for our city region.	16

Plymouth City Council - Strategic Risk Log



Title	Owner	Type	Pre Mitigation	Mitigation	Post Mitigation
Carbon reduction targets	paul.barnard@plymouth.gov.uk	Strategic	12	<p>Year 1, 2 and 3 CCRPs and CEAPs have been prepared to date, covering the period 2020-2022.</p> <p>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.</p> <p>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.</p> <p>Growth and Infrastructure Overview and Scrutiny Committee receive 6 monthly performance updates.</p>	12
Government's Draft Environment Bill	philip.robinson@plymouth.gov.uk	Strategic	12	<p>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:</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. 	12
Insufficient statutory senior leadership capacity	pamela.moffat@plymouth.gov.uk	Strategic	12	<p>Current gaps in senior leadership positions will be addressed through interim appointments.</p> <p>Recruitment for Senior Manager Appointments are underway through appropriate executive search / recruitment agencies.</p>	12

Plymouth City Council - Strategic Risk Log



Title	Owner	Type	Pre Mitigation	Mitigation	Post Mitigation
Housing Delivery	paul.barnard@plymouth.gov.uk	Strategic	12	<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> <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>	9
Response to Ofsted Focused Visit	david.haley@plymouth.gov.uk	Strategic	9	<p>A new Improvement Board is in place for the Children's Services across the Plymouth (March 2023).</p> <p>Service Director chairs a fortnightly Improvement Board for the Front Door which has partner engagement (Feb 23).</p> <p>Improved capacity in management structures has been in place since January 2023.</p> <p>Review of processes and focus on performance improvement in place.</p> <p>Key metrics are reviewed alongside Audit activity to test quality of decision making.</p>	9
Schedule 3 of the Flood and Water Management Act	paul.barnard@plymouth.gov.uk	Strategic	20	<p>DEFRA has not begun the consultation announced in January 2023. Given proximity of General Election its likely Orders will not be laid before Parliament until at least Q3 when the risk will be reviewed.</p>	9
Peninsula Transport Sub-National Transport Body	paul.barnard@plymouth.gov.uk	Strategic	8	<p>The DfT has restated their commitment to ensure that the host authority for these positions will not be liable for all costs relating to these posts and any redundancies should they be required. Hold a meeting between the STB, DfT and PCC to understand whether DfT are able to honour their commitment to cover cost of salaries and underwrite cost of redundancies before commencing recruitment. Agreement of annual business plans with DfT and monitoring progress against the business plan. Monthly monitoring of income and expenditure as part of the Council's role as the Accountable Body and receiving funding directly from DfT.</p>	8