

Directorate	Risk Type	Category	Title	Which Corporate Priority does this risk primarily relate to?	Risk Description	Existing Key Controls	Q3 23.24 Post-Mitigation Probability Update Score	Q3 23.24 Post-Mitigation Impact Update Score	Overall Risk Score	Mitigation	Q4 23.24 Post-Mitigation Probability Update Score	Q4 23.24 Post-Mitigation Impact Update Score	Overall Risk Score2	Does this risk impact our partners?	Which Partners?	Is this risk being managed in collaboration with another directorate?	Which Directorate is this being managed with?
Resources Directorate	Strategic	Operational/Service Delivery	Cyber-attack	Providing quality public services	A Cyber-attack renders all of the Council's IT inaccessible for an extended period of time therefore impacting on the Councils ability to deliver services.	IT Security Policy current and adhered to Business Continuity plans tested and fit for purpose IT Infrastructure patched to current levels All IT providers assessed regularly All connected partners / Suppliers assessed and accredited	5	5	25	Cyber Security Briefings now part of CMT quarterly reports. DELT Cyber Security plan now developed for CMT sign off. The council has undertaken significant action to mitigate against cyberattacks, however the threat remains constant as such the probability of attack remains high.	5	4	20	FALSE		TRUE	All Directorates
People	Strategic	Financial	Increased and sustained pressure on Adult Social Care budget	Working with the NHS to provide better access to health, care and dentistry	The escalating and sustained strain on the Adult Social Care budget, driven by rising care costs, hospital flow challenges, and a growing population with complex needs, poses a risk of failing to meet statutory service obligations.	Real time management information Strong Reablement Offer Established Review Programme Commissioning Strategies / Intentions and Commissioning Activity to further develop models of care.	4	4	16	Strengthen Scheme of Delegation and management actions focused on practice with our key Partner Livewell South West Increase focus on Practice and outcomes Continued work with health partners to increase numbers discharged from Hospital to the "Home first" pathway Design of appropriate workforce development plans providing care workforce sufficient and skills 1-2 year mitigations Dom Care zoning approach included in procurement aimed to increase efficiency and reduce waste and intermediate care growth to include front door.	4	4	16	TRUE		TRUE	Resources
Office of the Director of Public Health	Strategic	Operational/Service Delivery	Failure to reduce Health Inequalities	Focusing on prevention and early intervention	Failure to reduce Health Inequalities will mean our poorest residents continue to live shorter lives as well as more years in ill health.	The Thrive Plymouth framework Plymouth Plan and Integrated Commissioning Strategies	4	4	16	Significant council actions are underway to address Health Inequalities. This has included the recent cost of living programme and ongoing work around reducing barriers to opportunity. The strength of external factors (Cost of Living Crisis etc) which are beyond the Councils control mean that this risk is unlikely to be further mitigated.	4	4	16	TRUE	Health / NHS Services		
Resources Directorate	Strategic	Financial	Council's expenditure exceeds the resources available	Spending money wisely	The Council's expenditure exceeds the resources available to meet that expenditure within the medium term financial plan period (2022/23-2025/26).	System of monthly financial reporting to DMT's, CMT, and Cabinet and Quarterly to Full Council. 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 has annual and ongoing programmes of work to identify and understand potential savings opportunities. The governance system of the Council comprise a rigorous system of financial control.	4	4	16	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. A balanced budget for 2024/25 is still reliant on the Outturn for 2023/24 currently showing +£1.2m gap	4	4	16	FALSE		TRUE	All Directorates
Place	Strategic	Compliance, Regulation and Safeguarding	Carbon reduction targets	Fewer potholes, cleaner, greener streets and transport	Risk of the City Council failing to meet its carbon reduction targets to reach net zero by 2030.	A governance structure is in place to ensure that the city and council's climate emergency objectives are led, managed and delivered.	3	4	12	A 3-year City Council Net Zero Action Plan (NZAP) is rolled forward on an annual basis. This focuses on things in direct control of the City Council and the influencing actions of the Council in support the Net Zero agenda. The Growth and Infrastructure Overview Committee is engaged in the development and monitoring of the NZAP, and the NZAP is endorsed and supported annually by the City Council. Annual monitoring of PCC corporate emissions is undertaken to keep track of progress and to identify specific areas of focus for driving down emissions.	4	3	12	FALSE		TRUE	All Directorates
Resources Directorate	Strategic	People & Culture	Insufficient statutory senior leadership capacity	Empowering and Engaging our staff	The Council having insufficient statutory senior leadership capacity and resilience to deliver the required to meet statutory obligations.	Develop a peer-support network of leaders Develop our managers through Chartered Management Programmes	3	4	12	Recruitment for Senior Manager Appointments are underway through appropriate executive search / recruitment agencies. Permanent appointments made to Strategic Director Children's, SD EPS, SD HR-OD, extension to 151 arrangements to March 2025. COAP campaigns just started for Strategic Director Adults, Service Director Integrated Commissioning, Director of Public Health, Service Director CYPFS, Head of Finance	3	4	12	FALSE			
People	Strategic	Operational/Service Delivery	Homelessness	Keeping children, adults and communities safe	There is a significant demand for homelessness services, leading to pressure on service delivery and statutory targets with additional significant budget implications. Realisation of risk will lead to significant negative impact upon individuals, families and communities in Plymouth.	The Homelessness Delivery Plan 2020 - 2025 which encompassed all work within Homelessness services in the city. Demand has now risen over and above the planned demand as articulated in the strategy.	3	4	12	Homelessness Recovery Plan has been developed. Housing Task Force providing strategic leadership and is driving the recovery plan this includes representation from across the council to ensure that the organisational has the appropriate focus on this priority areas - This is led by the Relevant Cabinet Member and the Chief Executive. The Homelessness Recovery Board is managing / delivering operational elements of the recovery plan, and reports onto the Taskforce.	3	4	12	TRUE		TRUE	

Childrens' Services	Strategic	Compliance, Regulation and Safeguarding	Failure to meet statutory duties	Keeping children, adults and communities safe	Failure to meet statutory duties due to growing volume and complexity of demand for children's social care services	Trend analysis informing projections about the numbers of children coming into care to monitor activity. Regular scrutiny via lead member for children and finance.	3	3	9	Regular review of demand and capacity. Additional Social Workers recruited to support Children and Families. Focus on reduction of overall demand through Early Intervention and Prevention. Risk regularly considered as part of Corporate Management Team discussions. Referrals increase in months 10 and 11 of Q4 but reduced significantly in month 12.	3	3	9	TRUE	Health / NHS Services	TRUE	Executive Office
Place	Strategic	Development and Regeneration	Insufficient economic performance	Green investment, jobs, skills and better education	Insufficient economic performance to sustain the City's economy and growth plans.	Account management of our key businesses will help early identification of risks. Labour market remains very tight and we are working closely with people directorate to support the skills launch pad. The freeport has been launched and is now live. The defence sector and HM Naval Base has significant construction plans we are working closely with government and Homes England to position Plymouth for additional investment and help attract new people/workforce to the City. Shared Prosperity Funding is targeted at support for Port development, City Centre and Skills. In addition we are still facing the longer term impact of inflation, higher levels on interest rates and Covid debt repayment. The combined effect of which is to reduce the level of capital available for new investment in both the public and private sectors.	4	4	16	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, large scale defence investment, £1bn development pipeline and over £100m of grant funding. We will continue to maximise all funding opportunities for our city region. We also have a strong economic monitoring function and well developed strategic economic partnership to monitor and oversee our interventions and impact.	3	3	9	FALSE	Business Community		
Place	Strategic	Development and Regeneration	Housing Delivery	Build more homes – for social rent and affordable ownership	Risk of failing to deliver the range of housing to meet Plymouth's need	Driving progress on previous Plan for Homes site releases to seek accelerated construction of new homes, progress regularly reviewed with Portfolio Holder. Sites identified in the JLP 5 year land supply regularly reviewed to consider what actions might bring forward sites currently in years 6 and 7 into 5 year supply. Delivery Strategy for JLP sites, with options identified for potential intervention based upon the identification barriers and resources. Data base established to allow for more effective review of actions and progress. Review of partnerships and partners to manage delivery and ensure capability and maximise capacity, including funding for new homes.	3	3	9	On track to meet the Plymouth Local Planning Authority (LPA) area target set out in the Joint Local Plan. Monitoring development activity in the construction sector to understand the effect of housing market disruption caused by a multiple factors. Managing 5 year land supply position to ensure that decisions on sites are taken using a balanced and objective assessment of market conditions. Launched Plan for Homes 4 in March 24 to provide the framework for future housing delivery initiatives to deliver the ambition of a minimum of 5,000 homes over the next five years. Working in partnership with Homes England to create a long term partnership for housing growth and regeneration, with a particular focus on the city centre, with the aim to create the right conditions and confidence for the private sector to also invest and deliver, to shape placemaking and ensure an appropriate range and mix of housing tenures are delivered. Continuing to bring long term empty homes back into use. Focus on delivering our existing pipeline of sites (Plan for Homes and developer led) that could deliver over 3,000 homes of which circa 60% would be affordable. Continuing to bring long term empty homes back into use.	3	3	9	FALSE			
Resources Directorate	Strategic	Operational/Service Delivery	IT supply chain constraints	Providing quality public services	IT supply chain constraints results in increased costs and extended lead times for equipment.	Regular IT Budget monitoring Regular Delt engagement Procurement liaison Business Continuity plans tested and fit for purpose ICT Review Group Other project and programme boards	5	4	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 engagement with current suppliers and escalation of any changes to current prices / lead times.	3	3	9	FALSE		TRUE	All Directorates
Resources Directorate	Strategic	Compliance, Regulation and Safeguarding	Insufficient workforce	Providing quality public services	The Council having insufficient workforce capacity and resilience to deliver the required range of services to meet statutory obligations and administration priorities	Workforce data. Employee Assistance Programme. Organisational Restructure toolkit.	3	4	12	Targeted support for Children Services – resourcing and capacity / Introduction of new assistant social worker positions Review of People Strategy for 2024 Presented proposals to SLT in relation to Recruitment and retention strategy. These will now be developed and implemented as appropriate. Improving induction processes. Recruitment sprint project completed, moving to 2nd phase Recruitment Manager Appointed Collaborative work with ADEPT on national campaign for Place recruitment Extension of apprenticeships	3	3	9	FALSE		TRUE	Resources
Resources Directorate	Strategic	Compliance, Regulation and Safeguarding	Keeping data secure	Providing quality public services	The Council not meeting its obligation to keep data secure by failing to adhere to Data Protection Act 2018 Regulations results in loss of trust in the Council and/or financial penalty from the Information Commissioner's Office (ICO)	Annual IT Health Check Vulnerability scan IT Infrastructure patching policy ICO Action Plan Information Audit Staff workshops GDPR	5	3	15	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	3	3	9	FALSE		TRUE	All Directorates

Place	Strategic	Financial	Major projects - capacity and cost inflation	Green investment, jobs, skills and better education	The Economic Development team has a pipeline of £1bn of major projects with over £100m of grant funding to be spent by 2026. This included major programmes such as the Freeport, National Marine Park and latterly the onboarding of the Civic Centre. This is a major endeavour which needs additional project management capacity. In addition all of these projects have inflationary cost pressures combined with a contractor market that wot give a guaranteed maximum or fixed price.	All projects have strong governance models using Prince 2 methodology with identified SRO, Project Dir and Programme manager. All political decisions clearly flag risk and there is monthly reporting on all projects There however remains a significant programme risk linke to grant funding deadlines of Mark 25 and March 26.	3	3	9	We have secured additional project management capacity for the NMP, Freeport and Civic Centre. These costs are added to overall project costs. We have also increased contingency where possible to allow for the current contractor market instability. We have liased with funding bodies such as DLUC and Homes England to ensure that the programme and inflationary risks are shared.	3	3	9	TRUE	Central Government		
People	Strategic	Operational/Service Delivery	Adult Social Care (ASC) Reforms	Spending money wisely	There are a number of reforms to ASC that have created significant financial uncertainty in terms of being able to accurately understand the cost, volume and funding that will be made available to deliver the requirements of these reforms.	National and regional groups including Local Government Association and ADASS ASC reform programmes established Fair cost of care exercise to better understand position Departmental and directorate management teams	2	1	2	Continued uncertainty over much needed reform increases risks of sustainability over time. We will continue to advocate for the need for reform along with the key issues and solutions we feel reform will need to address/can offer through regional ADASS and LGA bodies and the Offers and Asks of our directorate.	3	2	6	FALSE		TRUE	Executive Office
People	Strategic	Operational/Service Delivery	Adult Social Care - funding for National Living Wage increase	Keeping children, adults and communities safe	Risk of adult placement providers withdrawing services or seeking to place with other local authorities if the cost of meeting the increase to the National Living Wage is not met.	Budget planning in hand to ensure that the cost of the increase is covered.	2	2	4	Regular provider forums, newsletter and communications. Contract managers are available for any providers experiencing financial issues to be able to have a more in depth discussion. Benchmarking with other local authorities as part of regional groups. Providers have generally accepted the proposed uplifts for 2024/25 and been understanding of our financial and funding position. We will continue to have individual conversations where this has not been accepted.	2	3	6	TRUE	Voluntary and Community Sector	TRUE	Resources
People	Strategic	Operational/Service Delivery	Lack of adult social care workforce	Keeping children, adults and communities safe	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.	Real time management information Provider Contingency Plans and Mutual Aid Protocol Activity Dialogue with Care Market Enhanced risk management process around individual client list.	4	5	20	There has been some return to stability in the ASC Market workforce, although we would want to see another quarter of good performance before we consider risk reductions.	2	2	4	FALSE		TRUE	Resources
Office of the Director of Public Health	Strategic	Operational/Service Delivery	Pandemic or high impact disease outbreak	Keeping children, adults and communities safe	Pandemic or high impact outbreak of infectious disease including new variant of COVID infection with no or limited population immunity or available control measures. With worldwide changes to climate, movement of people, poor environment, overcrowding, modern social living patterns, health related pathogens are more likely to be encountered and spread globally rapidly. Includes accidental or deliberate release of a novel pathogen.	UKHSA disease surveillance and early warning system including local participation in disease surveillance and reporting schemes e.g. NOIDS and Port health / UKHSA case responses/ planning exercises; COVID19 and flu seasonal vaccination programme/ Corporate emergency response plans / business continuity plans / regular meetings ODPH and UKHSA	3	5	15	Incident response and recovery plans, and business continuity plans, which are flexible, up to date and have incorporated key learning from covid, and are tested regularly. Ongoing COVID 19 vaccination programmes. These mitigations are required but with significant uncertainty over the nature of the pandemic, these may not be sufficient to lower impact considerably but do support preparedness			0	TRUE	Health / NHS Services		