

Risk Owner	Directorate	Department	Risk Type	Title	Which Corporate Priority does this risk primarily relate to?	Risk Description	Existing Key Controls	Q4 23/24 Probability	Q4 23/24 Impact	Q4 Total Risk Score	Mitigation	Q1 24/25 Probability	Q1 24/25 Impact	Q1 Total Risk Score	Is this risk being managed in collaboration with another directorate?	Which Directorate is this being managed with?	Does this risk impact our partners?	Which Partners?	Notes
Chris Squire	Resources Directorate	HUMAN RESOURCES AND ORGANISATIONAL DESIGN	Strategic	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	4	5	20	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	4	5	20			FALSE		Remains on register until recruitment completed. Review in Q1/2 24/25.
Carolyn Haynes	Resources Directorate	FINANCE	Strategic	The Council's expenditure exceeds the resources available to meet that expenditure within the medium term financial plan period (2024/25-2027/28)	Spending money wisely	A balanced budget for 2024/25 has been set and 2023/24 Month 2 monitoring is showing a balanced position but with underlying risks. We are now embarking on closing the MTFP gap of £25m for the next two years	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 their 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.	4	5	20	Close monitoring of 2023/24 spend with mitigations for any forecast pressures. Early engagement with SLT and Team Plymouth. Launch "Every £ Counts" in July 2024. MTFF will be published to July Cabinet, with clear plan set out to produce a balanced MTFP in November and Budget in February 2025. All monitoring reports will be presented to Scrutiny Management Board CIPFA Financial Self Assessment undertaken June 2024 with action plan CIPFA undertaking a financial review July/August 2024	4	5	20	TRUE	All Directorates	FALSE		
Gary Walbridge	People	INTEGRATED COMMISSIONING	Strategic	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	Resources	TRUE		No previous impact/probability scores recorded
Ruth Harrell	Office of Director of Public Health	PUBLIC HEALTH	Strategic	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 Council's control mean that this risk is unlikely to be further mitigated. The development of the Building Bridges to Opportunity Framework will help to draw further attention to the potential mitigations across the city	4	4	16	TRUE	Health / NHS Services	TRUE		No significant change currently; some positive signs with energy costs reducing, and inflation slowing but there is still significant risk that inequalities will not reduce, driven by elements around living costs and poverty
Ruth Harrell	Office of Director of Public Health	PUBLIC HEALTH	Strategic	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	4	12	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. There are national alerting systems for new potential threats and the plans to manage them.	3	4	12	TRUE	Health / NHS Services	TRUE		The covid 19 outbreak management plan has been re written for a generic disease, capturing the processes and systems put in place for public health management. PH team are linked in to emerging disease information via UK HSA and the CMO
Philip Heseltine BSc, MSc, MPhil, MCIHT	Place	PLANNING AND INFRASTRUCTURE	Strategic	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.	4	3	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 of 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		All Directorates	FALSE		
John Finch	Resources Directorate	DIGITAL AND CUSTOMER EXPERIENCE	Strategic	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 Council's 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	3	4	12	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.	3	4	12	TRUE	All Directorates	FALSE		
John Finch	Resources Directorate	DIGITAL AND CUSTOMER EXPERIENCE	Strategic	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	3	4	12	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	4	12	TRUE	All Directorates	FALSE		Risk is reducing and probability will likely change at Q1 24/25.

Maat Garrett	People	COMMUNITY CONNECTIONS	Strategic	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		
Philip Heseltine BSc, MSc, MPhil, MCIHT	Place		Strategic	Failure of bus companies to operate the current network of bus services commercially	Fewer potholes, cleaner, greener streets and transport	The income collected by bus companies through public sector subsidies and through the fare box is capped because of the £2 fare cap, level of reimbursement for participating in the £2 fare cap being linked to CPI and continued suppression of trips made by concession pass holders still less than 70% of pre-Covid-19 demand. Bus operating costs (congestion, salaries, parts and fuel) have and continues to be higher than growth in income. The continued squeeze on profit margins means the withdrawal of commercial bus journeys to reduce costs is more likely and to impact on wider parts of the city. The Council only has a fixed Non-Commercial Bus Services budget to secure replacement journeys through the competitive tendering process.	PCC has been monitoring patronage levels locally, both fare paying and concession pass holders. PCC has secured £816,000 of BSIP Phase 2 funding for 23/24 and will receive a further £816,000 in 2024/2025 to supplement the existing NCR budget to at least enable the retention of routes which otherwise would have disappeared. To make the budget go as far as possible, routes have been redesigned where possible to enable the use of developer contributions to part or wholly fund some non-commercial routes. BSIP+ funding is also being used to implement measures to improve information for bus passengers along a demonstration corridor between St. Budeaux, Devonport, City Centre, Plymstock and Plympton to understand the impact small scale measures could have on raising patronage. PCC has refreshed its Bus Service Improvement Plan which was published on 8th July 2024. PCC also signed its Enhanced Bus Partnership with all its local bus operators in March 2023 and now meets quarterly. Linked to the partnership are two parallel Scheme Delivery Groups that are focusing on the Passenger Charter and passenger information. Schemes continue to be delivered through the Transport Capital Programme to encourage patronage returning to pre-pandemic levels as soon as possible. FVLR and Morlay Drive	3	5	15	Further mitigation is to provide passenger improvements on Royal Parade for completion by Spring 2025. The Council submitted in December 2023 a bid, in partnership with Plymouth Citybus and parent company Go-Ahead Group, to fund 50 new zero emission buses representing about 50% of the current Peak Vehicle Requirement. That bid has been successful and delivery for the 50 battery powered vehicles is planned for 2025/2026. The Council will also be undertaking the Woolwell to the George Transport Improvement Scheme, with the first phase commencing in 2024. With the expansion of the number of spaces at the Park and Ride site and improvements to the highway to improve bus service reliability and reduce bus journey times on this part of the A386, bus use should become a little more attractive. The Council has also secured Outline Business Case approval for improvements on the Major Road Network and at Manadon, both of which incorporate bus priority for delivery over the next 5 years.	3	4	12	FALSE		TRUE		
Temilola Salimon	Childrens' Services	CHILDREN, YOUNG PEOPLE AND FAMILIES	Strategic	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	Executive Office	TRUE	Health / NHS Services	
David Draffin	Place	ECONOMIC DEVELOPMENT	Strategic	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 helps to identify businesses under economic stress. Labour market remains very tight and is likely to remain tight, restricting economic growth. We are working closely with people directorate to support the skills launch pad. Destination Plymouth are funded by the Council to undertake brand and image study of Plymouth around attracting talent to the City. 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.	3	3	9	Seeking to maximise all opportunities to secure inward investment, additional funding for economic initiatives including focussing on creating new jobs in the Blue and green economy. Account manage new inward investment landings in high growth sectors. The initiatives include: The Plymouth and South Devon Freeport, National Marine Park, large scale defence investment, £4bn development pipeline and over £100m of grant funding. We will continue to maximise all inward investment and good growth through account management and seeking 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	Unemployment / Claimant Count Rising / economic shock from incidents such as riots		
Philip Heseltine BSc, MSc, MPhil, MCIHT	Place	PLANNING AND INFRASTRUCTURE	Strategic	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	Plymouth is on track to meet the Plymouth Local Planning Authority (LPA) area target set out in the Joint Local Plan of 13,200 net additional dwellings to be delivered over the period 2014 to 2034 (annualised to 660 dwellings per annum). Monitoring development activity in the construction sector to understand the effect of housing market disruption caused by a combination of Brexit, COVID-19 high build cost inflation, increasing interest rates, supply chain challenges, availability of skilled labour on housebuilding. 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				
David Draffin	Place	ECONOMIC DEVELOPMENT	Strategic	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 won't 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 linked to grant funding deadlines of March 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 liaised with funding bodies such as DLUC and Homes England to ensure that the programme and inflationary risks are shared.	3	3	9	FALSE	Central Government			

