

RISK MANAGEMENT MONITORING REPORT

Q4 2024/25



1. Purpose

- 1.1. This quarterly report analyses the strategic risks facing Plymouth City Council as of Q4. Overall, the strategic risk profile has remained relatively stable between Q3 and Q4, with 18 strategic risks requiring focused management attention. Most concerning are risks with "Management effort required" status, particularly in the areas of Adult Social Care budget pressures, cyber-security, and organisational financial management.
- 1.2. The report also consolidates some risks following discussion at the Corporate Management Team.

2. Risk Appetite Status Overview

- 2.1. The April 2025 risk register shows the following breakdown of strategic risks by appetite status:

Risk Appetite Status	Number of Risks	Percentage
Management effort required	2	11%
Management effort worthwhile	1	5%
Manage & monitor	4	21%
Accept but monitor	12	63%
Accept	0	0%

- 2.2. Following the proposed changes, the consolidated risk profile would shift to:

Risk Appetite Status	Number of Risks	Percentage
Management effort required	2	19%
Management effort worthwhile	3	25%
Manage & monitor	4	25%
Accept but monitor	9	31%
Accept	0	0%

Overall Impact:

- Total risks reduced from 19 to 18 (1 risk removed (net))
- 7 risks removed in Q4
- 6 new (consolidated) risks added in Q4

3. Directorate Risk Summaries

3.1. Adults, Health and Communities

- 3.1.1. The Adult Social Care budget pressures and Adult Social Care reforms risks are now recommended to be archived and consolidated into a new "Social Care Sustainability" risk. This new approach provides a more holistic view of social care challenges across both adults and children's services.
- 3.1.2. The homelessness services (score 12), National Living Wage funding (score 9), and workforce recruitment/retention (score 6). risks will continue to be monitored separately due to their distinct operational focus.

3.2. Children's Services

- 3.2.1. The key risk "failure to meet statutory duties" (score 9) is recommended to be archived and incorporated into the new "Social Care Sustainability".
- 3.2.2. This consolidated approach will allow for more integrated management of social care challenges across age groups, particularly where there are common themes related to increasing demand, financial constraints, and legislative compliance.
- 3.2.3. The specific operational aspects of Children's Services, including Social Worker recruitment and Early Intervention and Prevention, will be maintained as components within the consolidated risk.

3.3. Office of Director of Public Health

- 3.3.1. The Office of Director of Public Health manages two key strategic risks that both remain at a score of 12 with a "Manage & monitor" status.
- 3.3.2. Failure to reduce Health Inequalities continues to be a significant concern as it means the city's poorest residents face shorter lives and more years in ill health. Mitigation efforts include implementing the Building Bridges to Opportunity Framework, utilising the Household Support Fund, and relaunching the Thrive Plymouth initiative. Despite some positive signs with reducing energy costs and slowing inflation, external factors beyond Council control continue to drive inequalities.
- 3.3.3. The risk of pandemic or high impact disease outbreak remains stable, with management actions centered on maintaining outbreak plans, disease surveillance, and regularly tested response protocols.

3.4. Growth Directorate

- 3.4.1. The risk of failing to meet carbon reduction targets (score 12) and leadership on the city's net zero mission (score 9) is recommended to be archived and replaced with a more comprehensive "Climate Adaptation and Environmental Resilience" risk. This new risk broadens the scope beyond carbon reduction to include preparation for climate-related impacts on infrastructure, services, and vulnerable populations.
- 3.4.2. The directorate continues to manage two other strategic risks that remain unchanged from Q3: insufficient economic performance (score 9) and managing major projects amid capacity constraints and cost inflation (score 9). These risks continue to be addressed through inward investment efforts, job creation in the Blue and Green economy, and partnerships with funding bodies like DLUC and Homes England to share

inflationary risks across the £1bn project pipeline.

3.5. Customer and Corporate Services

- 3.5.1. The separate risks for cyber-attack vulnerability (score 16) and keeping data secure (score 9) are recommended to be archived and consolidated into a new "Digital and Data Resilience" risk.
- 3.5.2. The directorate continues to manage the Council's expenditure potentially exceeding available resources (score 20), which remains the highest scoring risk across the organisation. This risk requires significant management effort, focusing on addressing a £28m gap over the 5-year horizon set out in the Medium-Term Financial Plan. The workforce insufficiency risk (score 9) remains separate due to its distinct people-focused nature.

3.6. Executive Office

- 3.6.1. In addition to the existing risks - Governance Arrangements for the Family of Companies (score 6) and Emergency Response Centre back-up power (score 8) - three new strategic risks are being added to the Executive Office risk register:
- **Local Government Reorganisation and Devolution Transition** (score 12) - This new risk addresses the potential operational, service, and financial disruption during the transition to a unitary authority model under the English Devolution Bill. Mitigation actions include a comprehensive transition plan, dedicated program management resources, and a risk-based approach to service integration priorities.
 - **Legislative Change Implementation** (score 9) - This risk focuses on the Council's ability to implement multiple significant legislative changes concurrently within required timescales. Mitigations include a legislative change tracker, cross-directorate coordination, and early engagement with government departments on implementation challenges.
 - **Risk Culture and Management Capability** (score 12) - This risk addresses Internal Audit findings regarding weaknesses in the Council's risk management culture and capability. Key mitigations include filling vacant risk management positions, establishing directorate risk leads, mandatory risk management training, and improving integration of assurance work.
- 3.6.2. These new risks reflect the Council's strategic focus on governance, compliance, and organisational capability in the face of significant external changes.

4. Risk Score Changes Q3 to Q4

4.1. The comparison of strategic risk scores between Q3 and Q4 shows stability, with no strategic risks changing their score during this period. This indicates either:

- Effective management and mitigation strategies keeping risks stable, or
- Slow progress in implementing mitigation actions that would reduce risk scores

5. Risk Review

5.1. Following CMTs last review of the risk register several related risks are proposed to be consolidated to provide a more holistic view of key challenges. The following changes are recommended:

5.2. Risks to be Archived

Several individual risks should be archived as they have been consolidated into broader strategic risks:

- **Adult Social Care budget pressures** (Adults, Health and Communities)
- **Adult Social Care (ASC) Reforms** (Adults, Health and Communities)
- **Failure to meet statutory duties in Children's Services** (Children's Services)
- **Carbon reduction targets** (Growth)
- **Leadership on the city's net zero mission** (Growth)
- **Cyber-attack vulnerability** (Customer and Corporate Services)
- **Keeping data secure** (Customer and Corporate Services)

5.3. New / Consolidated Risks

These archived risks have been incorporated into new consolidated strategic risks that provide a more comprehensive view of key challenges:

- **Social Care Sustainability** (People Directorate) - Score 16
 - Consolidates adult and children's social care risks
 - Provides holistic view of care system sustainability
 - Owned at Strategic Director level for cross-service coordination
- **Digital and Data Resilience** (Customer and Corporate Services) - Score 16
 - Combines cyber security and data protection risks
 - Addresses systematic risk management processes

- Includes IT resilience, cyber-attacks, and information management
- **Climate Adaptation and Environmental Resilience (Growth) - Score 12**
 - Expands beyond carbon reduction to include adaptation
 - Addresses infrastructure resilience to climate impacts
 - Includes flood risk, extreme weather, and environmental degradation
- **Local Government Reorganisation and Devolution Transition (Executive Office) - Score 12**
 - New risk addressing English Devolution Bill implications
 - Covers transition to unitary authority model in Devon
 - Focuses on service continuity during potentially significant organisational change
- **Legislative Change Implementation (Executive Office) - Score 9**
 - Addresses multiple concurrent legislative changes
 - Focuses on compliance requirements and implementation challenges
 - Cross-directorate coordination required
- **Risk Culture and Management Capability (Executive Office) - Score 12**
 - Addresses Internal Audit findings on risk management weaknesses
 - Includes training, roles/responsibilities, and assurance integration
 - Critical foundation for effective management of all other risks

6. Current Strategic Risks

Directorate	Category	Title	Risk Description	Existing Key Controls	Pre Mitigation Risk Score	Mitigation	Post Mitigation Risk Score
Customer and Corporate Services	Financial	The Council's expenditure exceeds the resources available to meet that expenditure within the medium-term financial plan period (2024/25-2027/28)	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 MTFF 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 the 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	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 Sel Assessment undertaken June 2024 with action plan CIPFA undertaking a financial review July/August 2024	20
Children's Services	Operational/Service Delivery	Social Care Sustainability	Inability to maintain sustainable, effective, and statutorily compliant social care services across both adults and children's services due to increasing demand, financial constraints, and complex legislative changes.	Regular review of demand and capacity across both adults and children's services, Trend analysis informing projections, Strong Reablement Offer, National and regional groups including LGA and ADASS, Additional Social Workers recruited	25	Development of integrated transformation approach across both service areas, supported by the People Strategy, Focus on early intervention and prevention, Collaborative commissioning with health partners, Care zoning approach in adult services, Regular review by Corporate Management Team.	16
Customer and Corporate Services	Cyber	Digital and Data Resilience	Risk of critical service failure due to inadequate digital resilience, cyber security and systematic risk management processes. This includes cyber-attacks, system failures, data breaches, and information management weaknesses. CAF assessment identified lack of risk ownership, consistent risk appetite statement, and systematic risk management process for cyber security.	IT Security Policy, Business Continuity plans, Infrastructure patching, IT provider assessment, Information Audits, Staff training	25	Implement clearly defined risk ownership model for IT risks Develop consistent Risk Appetite statement specific to IT and Cyber Security Enhance cyber security monitoring and response capabilities Implement Network and Information Security regulations requirements Regular system resilience testing Data management improvements Staff information security training Strong and tested business continuity plans	16

Directorate	Category	Title	Risk Description	Existing Key Controls	Pre Mitigation Risk Score	Mitigation	Post Mitigation Risk Score
Office of Director of Public Health	Operational/Service Delivery	Failure to reduce Health Inequalities	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	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, as will the relaunch of Thrive Plymouth in November. The confirmation of the Household Support Fund will enable some mitigation of these risks.	12
Office of Director of Public Health	Operational/Service Delivery	Pandemic or high impact disease outbreak	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; COVID 19 and flu seasonal vaccination programme/ Corporate emergency response plans / business continuity plans / regular meetings ODPH and UKHSA	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.	12
Adults, Health and Communities	Operational/Service Delivery	Homelessness	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.	25	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.	12

Directorate	Category	Title	Risk Description	Existing Key Controls	Pre Mitigation Risk Score	Mitigation	Post Mitigation Risk Score
Chief Executive Office	Strategic Change	Local Government Reorganisation Uncertainty	The ongoing Local Government Reorganisation (LGR) driven by the UK Government's Devolution White Paper presents both significant opportunities and existential threats to Plymouth City Council. There is a risk that Plymouth City Council may not achieve its growth ambitions through boundary expansion to include the 13 surrounding parishes, and instead may be abolished or subsumed into an alternative unitary authority. This could result in loss of local identity, reduced local democratic representation for Plymouth residents, diminished strategic capacity to deliver Plymouth-specific priorities, and potential service disruption during transition. The risk is heightened by competing proposals from Devon County Council and other district authorities who may advocate for alternative reorganisation models that do not align with Plymouth's interests.	Interim Plan submission to Government (March 2025) establishing Plymouth's initial position and growth ambitions Programme Board with senior leadership to coordinate business case development Initial stakeholder mapping and engagement with parish councils and key partners Regular dialogue with Ministry of Housing, Communities and Local Government Dedicated Programme Director and project resources allocated Collaborative engagement with relevant local authorities in Devon Development of compelling evidence base for Plymouth Growth Area proposal	20	Develop comprehensive, evidence-based business case for Plymouth Growth Area by November 2025 deadline Implement structured 'Let's Talk' engagement programme with residents and stakeholders to demonstrate local support Build strategic alliances with parish councils in the 13 proposed areas to strengthen proposal Establish regular briefings with MPs and government officials to advocate for Plymouth's position Develop robust financial modelling demonstrating clear benefits of Plymouth's proposal compared to alternatives Create contingency plans for alternative reorganisation outcomes Ensure strong alignment between Plymouth's proposal and government's devolution objectives Develop compelling service improvement plans showing benefits to residents across the expanded footprint Maintain active involvement in Devon-wide discussions to influence emerging proposals Establish dedicated communications strategy to build public and stakeholder support	12
Growth	Development and Regeneration	Climate Adaptation and Environmental Resilience	Risk of inadequate preparedness for climate-related impacts including extreme weather events, flooding, and environmental degradation affecting infrastructure, services, and vulnerable populations. Climate change presents an existential threat globally with Plymouth facing specific local challenges including coastal flooding, increased storm intensity, and biodiversity loss. Failure to adapt Council infrastructure, services, and planning processes to climate impacts will result in higher financial costs, service disruption, and disproportionate effects on vulnerable communities.	Climate Emergency Declaration (March 2019) Net Zero Action Plan with annual monitoring Flood risk management plans Emergency response plans for extreme weather events Planning policies requiring climate-resilient development	20	PCC's Climate Emergency Declaration (March 2019) triggered multiple actions including: annual Climate Emergency Action Plans (now the Net Zero Action Plan); the creation of a Climate Emergency Investment Fund; the establishment of the Plymouth Net Zero Partnership; annual monitoring of and reporting on Plymouth's greenhouse gas emissions Substantial investment in infrastructure resilience, decarbonising transport and housing retrofit Behavioural change programmes and Climate Connections digital hub for local engagement on climate issues Climate Ambassadors programme to enhance community engagement Continuing to be proactive in seeking funding for new carbon reduction and adaptation initiatives Three main priorities: rationalisation/decarbonisation of fleet; investment in renewables and energy efficiency across corporate estate and infrastructure; changes to working practices	12

Directorate	Category	Title	Risk Description	Existing Key Controls	Pre Mitigation Risk Score	Mitigation	Post Mitigation Risk Score
Chief Executive Office	Compliance, Regulation and Safeguarding	Risk Culture and Management	Risk of inadequate risk management culture and capability leading to ineffective identification, assessment, and control of strategic and operational risks. Internal Audit has identified some weaknesses including vacant key positions, insufficient training, data quality issues, unclear roles/responsibilities, and limited integration of assurance work. This reduces the organisation's ability to anticipate and manage threats and opportunities effectively, potentially resulting in service failures, financial losses, and reputational damage.	Risk and Opportunity Management Strategy Risk app for reporting CMT quarterly reviews Risk Management site with accessible guidance on risk management.	20	Establish directorate risk leads with appropriate seniority Make risk management training mandatory for Team Plymouth Commission Devon Audit Partnership for risk workshops Utilise free risk control days for targeted risk reviews Integrate audit findings into risk register Update Risk Management e-Learning content Review role profiles to clarify risk responsibilities Risk assessment and audit modules being rolled out	12
Growth	Development and Regeneration	Insufficient economic performance	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.	16	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.	9

Directorate	Category	Title	Risk Description	Existing Key Controls	Pre Mitigation Risk Score	Mitigation	Post Mitigation Risk Score
Customer and Corporate Services	Compliance, Regulation and Safeguarding	Insufficient workforce	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.	15	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	9
Adults, Health and Communities	Operational/Service Delivery	Adult Social Care - funding for National Living Wage increase	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.	9	Update February 2025: Holding comms has been sent to providers to explain the timing for any communication of uplifts and that we appreciate the challenges they are facing. Continuing sense of anxiety amongst providers that they will need to make service changes to be able to balance their budgets. Regular provider forums continue alongside benchmarking with other local authorities as part of regional groups. Finance have modelled a range of possible increases and impact, informed by ADASS/Partners in Health and Care insight. The outcome of this will be communicated to providers by the end of February. Providers are generally seeking an uplift of between 9 and 10% - we will be offering 6%. Providers who approach us with concerns will be asked to submit financial information so we can assess the risk to sustainability.	9
Growth	Financial	Major projects - capacity and cost inflation	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.	15	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.	9

Directorate	Category	Title	Risk Description	Existing Key Controls	Pre Mitigation Risk Score	Mitigation	Post Mitigation Risk Score
Chief Executive Office	Compliance, Regulation and Safeguarding	Legislative Change Implementation	Risk of non-compliance, reputational damage, and financial penalties due to inability to implement multiple significant legislative changes concurrently within required timescales. The Council faces unprecedented volume of legislative changes across multiple service areas, including building safety reforms, procurement regulations, data protection changes, environmental targets, social care reforms, and planning system changes. Limited resource capacity, competing priorities, and inadequate horizon scanning may result in implementation failures.	Directorate-level monitoring of legislative changes Legal Services briefings to Corporate Management Team Departmental policy reviews Contract Standing Orders Monitoring of legislative changes	16	Legislative change tracker with implementation timelines and responsibilities Cross-directorate coordination group for managing legislative changes Early engagement with government departments on implementation challenges Budget planning for implementation costs Prioritisation based on compliance risk All procurement professionals to complete new regulations training programme delivered by central government Act upon findings of purchasing access review to include removal/amendment of officer access Develop Procurement self-service approach to make it easier for Officers to comply with procurement rules	9
Executive Office	Trust and Confidence	Emergency Response Centre (ERC) back-up power	As a category 1 responder under the Civil Contingencies Act 2004, the Council must maintain essential services during emergencies. Since losing the Primary Emergency Response Centre (ERC) at Windsor House in July 2023, the Council has operated with limited backup facilities. A secondary site at Burrington Way became available in June 2024, but both locations lack backup power capabilities. Without funding for power resilience upgrades, the Council risks being unable to fulfil its statutory emergency response duties.	There are no existing key controls as it is understood there is limited capability within the Council to generate power. In addition, no contract is in place to deliver generated power and no means to hook up this power even if deployed.	8	At present it is understood that the Council has limited capability to provide generated power. The Council House does have a generator which is believed to have UPS to the traffic signals system and CCTV comms unit only. This is insufficient to provide any level of mitigation for the wider organisation.	8

Directorate	Category	Title	Risk Description	Existing Key Controls	Pre Mitigation Risk Score	Mitigation	Post Mitigation Risk Score
Growth	Financial	Concession Bus Fares Reimbursement	As of January 2025 monitoring, expenditure on concession fares reimbursement in 2024/2025 is forecast to be £4,120,000 against a budget of £4,350,09, or 94.7% of the available budget. Concession bus travel is a demand-led service, with demand increasing steadily since the ending of the pandemic. Concessionary trips are still well below pre-pandemic levels, currently at 69%, so there is latent demand for concession bus trips across the city coupled with policies to increase bus patronage overall, including bus travel amongst those eligible to hold a concession bus pass. Further pressure has come from the bus operators to increase their respective reimbursement rates per trip made by 6%-7% to cover inflation and increase in NI contributions. To accept these increases could put the budget in deficit by over £240,000. DfT are also considering expanding eligibility of the concession pass scheme to include people with invisible disabilities with no indication as to whether additional funding would come to the Council from Government to cover the additional travel.	There is very close monitoring of spend against budget each month and comparing with many years of data being able to forecast with confidence Year End forecast of spend against budget. The Public Transport Team employs consultants ITP to calculate reimbursement rates to individual bus operators in accordance with the DfT Calculator that leave bus operators no better or worse off as a result of the scheme.	12	Based on forecast trips put a proposal to bus operators for a 1% increase in reimbursement rates which should keep costs within budget. Citybus have accepted our 1% increase proposal, but Stagecoach, our other major operator, has yet to respond to our proposal. Implementing a 1% increase would bring our 25/26 forecast spend within budget at 99.9% of a £4.350m budget.	8
Adults, Health and Communities	Operational/Service Delivery	Commissioned providers - workforce recruitment and retention	Regarding Commissioned Providers - Risk of adult social care workforce choosing to leave the profession, risking the delivery of care in the short, medium and longer term.	Caring Plymouth Partnership - working with providers, schools and colleges and those seeking work to match people to careers and job opportunities.	6	Update February 2025: Ongoing engagement such as provider events, tracking of demand and capacity in the provider market, protocols such as Shackleton to draw on mutual support in the event of a provider failure. Provider stability/performance is tracked through fortnightly "Provider of Concern" briefings to the Service Director to support intervention where needed. Quarterly meetings remain in place with CQC to share market intelligence. The Caring Plymouth partnership and associated governance supports the future pipeline for recruitment. If a provider faces challenges, we provide wrap around support for the staff to ensure they are aware of other employment options in the sector.	6

Directorate	Category	Title	Risk Description	Existing Key Controls	Pre Mitigation Risk Score	Mitigation	Post Mitigation Risk Score
Executive Office	Trust and Confidence	Governance Arrangements for the Family of Companies	The current governance arrangements are inadequate for safeguarding the council's interests as the owner/shareholder of various companies, known collectively as the "Family of Companies." This exposes the Council and its Family of Companies to several potential risks: Financial Mismanagement: Inadequate financial oversight may result in budget overruns, adversely affecting the financial stability of both the company and the local authority. Opaque Decision-Making: A lack of transparency in decision-making processes can foster distrust among stakeholders and the public. Insufficient Reporting: The absence of regular and transparent reporting on performance and financial status can obstruct accountability. Dual Roles: Individuals who hold positions in both the local authority and the company might encounter conflicts between public responsibilities and commercial interests. Legal Breaches: Non-adherence to laws and regulations can incur legal penalties and tarnish reputation. Lack of Performance Monitoring: Without adequate performance metrics, it is challenging to verify that the company is achieving its goals.	The council adheres to a code of corporate governance, which is based on and revised in accordance with the CIPFA/SOLACE Delivering Good Governance in Local Government Framework 2016. The annual governance statement details how the council fulfils key principles of corporate governance. Within the council's family, there are 21 companies; all Articles of Association are centrally stored. A register of directors and shareholders is also established and regularly updated. The family of companies is frequently discussed by the Corporate Management Team, and officers representing the council or linked to the companies are surveyed annually to confirm their compliance with the corporate governance code.	9	A New Family of Companies Governance Framework will be established to define clear roles, responsibilities, and accountability mechanisms for effective oversight. Pending committee approval, this will involve a Shareholder Committee (a sub-committee of Cabinet) to provide guidance and oversight to the family of companies, with provisions for involving scrutineers. Financial colleagues are implementing strong financial controls, preparing for regular audits and financial reviews. The framework aims to improve transparency and ensure consistent reporting through the Shareholder Committee. Conflict of interest policies have been created, along with an Officer interest register. Training for current and prospective shareholder representatives and Council-appointed directors is currently in development, with an anticipated launch in the Autumn 2024. Although there are 21 companies, they range in complexity and therefore financial and governance arrangements. These differing requirements will form part of the governance review. The PCC commercial finance team work with both internal and external auditors to ensure good financial arrangements are in place	6

7. Removed at Q4 review (see section 5.3)

Directorate	Category	Title	Risk Description	Existing Key Controls	Pre Mitigation Risk Score	Mitigation	Post Mitigation Risk Score
Adults, Health and Communities	Financial	Increased and sustained pressure on Adult Social Care budget	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.	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.	16
Customer and Corporate Services	Operational/Service Delivery	Cyber-attack	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	16	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 cyber-attacks; however the threat remains constant as such the probability of attack remains high.	16
Growth	Strategic Change	Carbon reduction targets	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 Council's climate emergency objectives are managed and delivered. Led by the Cabinet member for Environment and Climate Change, all key decisions are made by Cabinet and Full Council. The Strategic Director for Place leads the Climate Emergency Board with oversight of the corporate objectives. Management and deliverables are led by the Service Director for Strategic Planning & Infrastructure. A Net Zero Action Plan is in place, covering a three-year period but rolled forward annually.	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 Natural Infrastructure and Growth Scrutiny Panel 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.	12
Children's Services	Compliance, Regulation and Safeguarding	Failure to meet statutory duties	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.	16	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.	9

Directorate	Category	Title	Risk Description	Existing Key Controls	Pre Mitigation Risk Score	Mitigation	Post Mitigation Risk Score
Customer and Corporate Services	Compliance, Regulation and Safeguarding	Keeping data secure	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	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	9
Growth	Strategic Change	Failure to deliver effective leadership in Plymouth's mission to be a net zero city	Climate changes present an existential threat globally. In response, the Climate Change Act 2008 commits the UK government by law to reducing greenhouse gas emissions by at least 100% of 1990 levels (net zero) by 2050. However, this cannot be achieved without everyone's involvement, and local government has a key leadership role to play at a local level. Failure to achieve net zero will result in global temperatures continuing to rise, with predicted consequences of increased frequency and severity of extreme weather events and other impacts on the environment that will impact greatly on both humans and wildlife.	PCC's Climate Emergency Declaration (March 2019), which triggered multiple actions including annual Climate Emergency Action Plans (now the Net Zero Action Plan), the creation of a Climate Emergency Investment Fund, the establishment of the Plymouth Net Zero Partnership, and annual monitoring of and reporting on Plymouth's greenhouse gas emissions; substantial investment in net zero infrastructure, decarbonising transport and housing retrofit; behavioural change programmes; Climate Connections digital hub for local engagement on climate issues; Climate Ambassadors; restructure of Net Zero Delivery Team (February/March 2024) to enhance strategic leadership capacity.	15	PCC's Climate Emergency Declaration (March 2019) triggered multiple actions including: annual Climate Emergency Action Plans (now the Net Zero Action Plan); the creation of a Climate Emergency Investment Fund; the establishment of the Plymouth Net Zero Partnership; annual monitoring of and reporting on Plymouth's greenhouse gas emissions; substantial investment in net zero infrastructure, decarbonising transport and housing retrofit; behavioural change programmes; Climate Connections digital hub for local engagement on climate issues; Climate Ambassadors. Continuation with existing mitigations; continuing to be proactive in seeking funding for new carbon reduction initiatives	9
Adults, Health and Communities	Operational/Service Delivery	Adult Social Care (ASC) Reforms	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	16	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.	6

8. Annex: Risk Analysis and Scoring Guidance

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

Score	Likelihood	Threat / Risk
5	Almost Certain (81-100%)	- Is expected to occur within twelve months in most circumstances - Imminent/near miss
4	Likely (51-80%)	- Will probably occur in many circumstances - Will probably happen, but not a persistent issue e.g. once in three years - Has happened in the past
3	Possible (26-50%)	- Could occur in certain circumstances - May happen occasionally, e.g. once in 10 years - Has happened elsewhere
2	Unlikely (11-25%)	- May occur only in exceptional circumstances - Not expected to happen, but is possible e.g. once in 25 years - Not known in this activity happening
1	Rare (0-10%)	- Is never likely to occur - Very unlikely this will ever happen e.g. once in 100 years

Score	Impact (Severity)	Threat / Risk
5	Catastrophic Risk	Risks which can have a catastrophic effect on the operation of the Council or service. This may result in critical financial loss, severe service disruption or a severe impact on the public. Examples: - - Unable to function without the aid of government or other external Agency - Inability to fulfil obligations - Medium – long term damage to service capability - Severe financial loss – supplementary estimate needed which will have a catastrophic impact on the Council's financial plan and resources are unlikely to be available - Death (single or multiple) or work-related diagnosis leading to death Page 136 - Adverse national publicity – highly damaging, severe loss of public confidence - Very significant exposure of public funds with funding being managed across organisations and complex reporting - Very complex stakeholder community with new partnerships, collaborations and suppliers/stakeholder environment volatile or with significant external change factors
4	Major Risk	Risks which can have a major effect on the operation of the Council or service. This may result in major financial loss, major service disruption or a significant impact on the public. Examples: - - Significant impact on service objectives - Short–medium term impairment to service capability - Major financial loss – supplementary estimate needed which will have a major impact on the Council's financial plan - Extensive injuries, major permanent harm, long term sick - Permanent/significant disability - Major adverse local publicity, major loss of confidence

Score	Impact (Severity)	Threat / Risk
3	Moderate Risk	Risks which have a noticeable effect on the services provided. Each one will cause a degree of disruption to service provision and impinge on the budget. Examples: - • Service objectives partially achievable • Short term disruption to service capability • Significant financial loss – supplementary estimate needed which will have an impact on the Council's financial plan • RIDDOR (Reporting of injuries, diseases and dangerous occurrences regulations) or major injury • Medical treatment required, semi-permanent harm up to one year • Some adverse publicity, needs careful public relations • High potential for complaint, litigation possible • Breaches of law punishable by fines only
2	Minor Risk	Risks where the consequences will not be severe and any associated losses will be minor. As individual occurrences they will have a negligible effect on service provision. If action is not taken, then such risks may have a more significant cumulative effect. Examples: - • Minor impact on service objectives • No significant disruption to service capability • Moderate financial loss – can be accommodated at head of service level • Three day + injury • First aid treatment, non-permanent harm up to one month • Some public embarrassment, no damage to reputation • May result in complaints/litigation • Breaches of regulations/standards • Budget within delegation
1	Insignificant Risk	Risks where the consequences will not be severe and any associated losses will be relatively small. As individual occurrences they will have a negligible effect on service provision. If action is not taken, then such risks may have a more significant cumulative effect. Examples: - • Minimal impact, no service disruption • Negligible impact on service capability • Minimal loss – can be accommodated at senior technical accounting level • First aid injury • Unlikely to cause any adverse publicity, internal only • Breaches of local procedures/standards • Budget within delegation and relatively small or within operational costs

Residual Risk Score		1-4	5-10	10 - 15	15-20	20-25
Risk Category	Compliance, Regulation & Safeguarding (including Health, Safety & Wellbeing)	Accept	Accept but monitor	Management effort worthwhile	Management effort required	Extensive management essential
	Financial	Accept	Accept but monitor	Management effort worthwhile	Management effort required	Extensive management essential
	Reputation	Accept	Accept but monitor	Manage effort worthwhile	Management effort required	Extensive management essential
	Operational/Service Delivery	Management effort to identify opportunities	Accept but monitor	Manage & monitor	Management effort worthwhile	Extensive management essential
	Strategic Change	Management effort to identify opportunities	Accept but monitor	Manage & monitor	Management effort worthwhile	Extensive management essential
	Development & Regeneration	Management effort to identify opportunities	Accept but monitor	Manage & monitor	Management effort worthwhile	Extensive management essential
	People & Culture	Management effort to identify opportunities	Accept but monitor	Manage & monitor	Management effort worthwhile	Extensive management essential