

ROW NO	RISK REF	DEPT	DESCRIPTION OF RISK (Risk description should include cause / risk event / consequence and risk category)	LINK TO CORPORATE PLAN	KEY CONTROLS / SOURCES OF ASSURANCE (aligned to three lines of defence)			PREVIOUS RESIDUAL RISK RATING		CURRENT RESIDUAL RISK RATING		RAG RATING /CHANGE IN RISK RATING	ACTION PLAN / FUTURE MITIGATION / ASSURANCE PLAN	HOW WILL PROGRESS BE MEASURED (LIST MEASURABLE BENEFITS AND NON-QUANTIFIABLE BENEFITS)	TARGET DATES (or review date if target unknown)	RESPONSIBLE OFFICER(S)	DIRECTOR / ASSISTANT DIRECTOR	RISK CHAMPION		
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1	SF2 ORR (OF2) IRR BREXIT	Finance	<b>Delivering Council services within the envelope of the resources provided in 2019/20-2021/22 Medium Term Financial Plan (MTFP)</b> - Risk to services of not delivering within reduced budgets and to delivery of the Plymouth Plan from reduced revenue and funding of the Capital Programme  Risk Category: FINANCIAL  Risks linked to UK leaving the EU: EU/E101 Financial impacts of preparation and response on the Council given current financial constraints EU/E102 Economic impact creates financial impacts on the Council (given current financial constraints) - enhanced financial instability should the UK enter a recession post-leaving EU that impacts on local economy, ability of residents to pay council tax, increases the number eligible for council tax support and negatively impact investments and affect the MTFP.	Spending money wisely	Higher profile of Council's finances at both Corporate Management Team (CMT) and Cabinet. Budget presented to senior officers and members in scoreboard format, delivering greater transparency and challenge.  Workforce Modernisation Programme underway looking at the way the council works to operate in a modern and efficient way to meet customers expectations, examining current budget and actual spend; contracts; income opportunities and any synergies and efficiencies across the whole council.  Departmental Reps assessing the potential impact of leaving the EU upon services. Regular reports are reported to CMT and Scrutiny.	Regular Finance Management meetings to review the current financial position. The Cabinet have been briefed and plans are continually reviewed and developed to close the affordability gap.  Finance and Assurance Review Group (FARG) monitor integrated commissioning risks	Progress reported within monthly finance reporting to Cabinet members. Monthly reports presented to Scrutiny. RAG rating document circulated to members of Scrutiny.  Continued Member engagement in Budget process and MTFP setting process by having regular Member briefings.  CMT have the MTFP as a standing agenda item.  Audit & Governance Committee oversee the financial reporting process.  The Chief Internal Auditor supports the Audit & Governance Committee and reviews its effectiveness annually.	5	5	25	5	5	25	R	Treasury Management diversification of portfolio to increase income and longer term actions to reduce risks from future interest rate rises.  Investment in income earning assets. Ambitious capital programme and strategic investments from income earning assets.  Cross department strategy on grant maximisation.  Deep dive review of all budgets to review current projected pressures. Implementation of strict recruitment controls with a CMT Panel created to authorise new posts.	Better return on the investment portfolio.  Income generation monitored via revenue budget.  Improved efficiency and reduced costs.  Increase in successful bids.  Reduced contract costs.	Ongoing  Qty MTFP updates  Ongoing Qly reviews  Ongoing	Paul Looby	Andrew Hardingham	Katie Harris
2	SF3 IRR	Finance	<b>Being unable to deliver Council services within the envelope of the resources provided in 2019/20 leading to negative impact on budgets, loss of reputation, negative impact on front line services and a negative opinion from external audit.</b>  Risk Category: FINANCIAL	Spending money wisely	RAG ratings have been identified for all savings and cost pressures that emerge during the year including an analysis of which savings have been delivered and which are at risk.  Budget presented to senior officers and members in scoreboard format, delivering greater transparency and challenge.  Budget sessions and DMTs.	Finance and Assurance Review Group monitor Integrated Commissioning risks.  CMT have MTFP as a standing agenda item.	Progress reported within monthly finance reporting to Cabinet members. Monthly reports are presented to Scrutiny.  Continued member engagement in budget process and MTFP setting process by having regular member briefings.  Audit and Governance Committee oversee the financial reporting process.  The Chief Internal Auditor supports the Audit and Governance Committee and reviews its effectiveness annually.  Higher profile of Council's finances at both CMT and Cabinet. CMT have the MTFP as a standing agenda item. Staff suggestions for cost saving have been requested. Portfolio Holders undertaking line-by-line reviews of budgets.	5	5	25	5	5	25	R	Treasury Management diversification of portfolio to increase income.  Investment in income earning assets. Ambitious capital programme and strategic investments from income earning assets.  Cross department strategy on grant maximisation. Implementation of outcomes from 'Fresh Look' Programme which will improve efficiency and reduce costs whilst still delivering benefits to the customer. Significant savings are focussed in the following key programmes:- Growth, Assets and Municipal Enterprise (GAME2); Integrated Health and Wellbeing; Identification of new revenue funding sources to support the budget e.g. use of section 106 income in current and future years. Investigating earlier implementation of Fees and Charges, review of reserves, bad debt provision, accelerated income generation. Further capitalisation. Undertaking an in year review of all services to ensure a balanced budget can be achieved. Additional management solutions and escalated action to deliver further savings from service reviews.	Better return on the investment portfolio.  Income generation monitored via revenue budget.  Improved efficiency and reduced costs.  Increase in successful bids.  Reduced contract costs.	Ongoing  Qty MTFP updates  Ongoing Qly reviews  Ongoing	Paul Looby	Andrew Hardingham	Katie Harris
3	SCYPF2 ORR (OCYFF1) IRR	Children's Social Care	<b>Projected in-year increase in costs and demand in Children's Social Care</b> caused by the complexity of need and level of provision and support needed. This includes specialist residential provision.  Risk Category: FINANCIAL	Spending money wisely	Independent fostering review action plan. Fortnightly placement review. Review of staying put arrangements and financial remuneration. Maximise local residential placements to avoid higher out of area associated costs. Residential block contract "Caring in Partnership" is being maximised to keep children local.	Finance and Assurance Review Group (FARG). Service Director persistently raising matter of budgetary pressures at all staff meetings. Director and Finance review all financial assumptions. Fortnightly Programme Boards	Independent fostering review Regional Youth Justice Board	4	5	20	4	5	20	R	Urgent work is underway council-wide to find additional savings across the organisation which is being supported by a budget management group.  Additional management solutions and escalated action to deliver further savings from service reviews.  Implementation of the Fostering Project Delivery Plan - Front door end to end project to enhance processes for recruitment of carers.  Ongoing rigour in decision making to manage demand.  Ensuring action plan milestones are reached.	Financial Results Delivery Performance	Ongoing monitoring	Jean Kelly	Alison Botham	Sandy Magee
4	SEPS1 IRR	Education, Participation & Skills	<b>Continued issues across the secondary education system that impact on the level of pupil attainment</b>  Risk Category: COMPLIANCE, REGULATION & SAFEGUARDING	A caring council - Improved schools where pupils achieve better outcomes	Ofsted inspection outcome tracking. Data analysis. Plymouth Education Board Policy for Intervention, Challenge and Support for Schools makes clear the relationship with schools.	Trust development to secure school improvement. LA oversight of Maintained Schools	Education & Children's Social Care Overview & Scrutiny Committee. Standards Partnership and LA work across system	4	5	20	4	5	20	R	Plymouth Education Board (PEB) (and sub groups) will increasingly hold all schools to account.  Development of an accountability and support model involving a number of partners.  School improvement work will create a partnership of distinct interventions to drive improvement and raise achievement.  Cause for concern meetings. Inclusion strand of PEB work.  Proposed Inclusion Mark for the City to celebrate inclusion.	Ofsted Inspection results. Over 50% secondary schools good or better.  Attainment levels and data analysis.  Evidence of innovative solutions based programmes that are evaluated against outcomes.	Review Mar 20	Judith Harwood	Alison Botham	Julie Reed
5	SEPS2 ORR (OEPS5) IRR	Education, Participation & Skills	<b>Growing volume and complexity of demand across services increases risk of failure to meet statutory duties</b> and impacts our ability to improve outcomes for vulnerable children and young people with Special Education Needs and Disabilities (SEND):- Short/medium-term consequences:- -Compliance failures -Customer disappointment/failure to manage expectations -Media reporting and adverse publicity -Damage to reputation -Impact on other departments/increased caseloads -Reduced staff resilience - uncertainty of 'End 2 End' review Long-term consequences:- -Litigation -Reduced ability of those affected to achieve full potential / impact on future economy / increased demand for adult services  Risk Category: COMPLIANCE, REGULATION & SAFEGUARDING	A caring council - Keep children, young people and adults protected	Ofsted inspection outcome tracking; Role profiles are reviewed when staff leave; KPIs	Monitoring of EPS Scorecard; Monitoring of risks	Ofsted inspections; Plymouth Education Board; Education & Children's Social Care Overview & Scrutiny Committee	4	4	16	4	4	16	A	Action plans to manage impact;  Performance management going forward;  Review of Service demands to identify trends;  Strategic planning for the department will set our future arrangements to secure functions and capacity;  Move to partnership working with schools to secure functions and improve capacity.  The development of an integrated Children's Service will better align Education and Social Care.  Action plans will manage the strategic oversight of the repositioning of the school/Local Authority (LA) partnership and schools expectations of the role of the LA.	Delivery plans and clear service standards; Performance Scorecard; Actions from staff wellbeing and stress surveys.	Ongoing	Judith Harwood	Alison Botham	Julie Reed

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6	SCEO5	CEX (CMT)	<b>Ensuring departments are adequately prepared and resilient to deliver essential council services in light of the global outbreak of COVID-19</b> (Coronavirus). Possible long-term consequences:- -Health and social care systems may become overloaded. -Normal life is likely to face wide disruption particularly due to staff shortages affecting the provision of essential services. -There will be strain on the economy.  Risk Category: SERVICE DELIVERY / REPUTATION	Providing quality public services	Business continuity exercise undertaken based on worst case scenario; Strategic response plan and guidance for managers; Corporate Business Continuity Incident Management Plan; Rapid work on policy decisions has been undertaken; Each department has a Covid-19 lead as well as BCM lead; Following national guidance; Guidance website in place; Close liaison with Public Health England.	Strategic Business Continuity Group in place; Covid-19 office set up to coordinate action and communications, Emergency Ops Coordination prepared.	Shadow Council Emergency Management Response Team in place; The LGA is liaising with Public Health England (PHE), the Department for Health and Social Care and the Ministry of Housing, Communities and Local Government regarding the evolving situation with the outbreak of the Coronavirus; Director of Public Health in close contact with PHE	New		4	4	16	A	Extended Business Continuity Management plans in place (following Pandemic Plan framework); Compliance with national guidance re: social distancing and social isolation; Supplementary guidance to managers being following; Communication plan in place.	Monitor sickness and self-isolation absence; Monitor guidance from government agencies; Monitor ability to deliver key services.	Ongoing monitoring	Corporate Management Team	Giles Perritt	Maddie Halifax	
7	SF5 IRR	Finance	<b>The Council not meeting its obligation to keep data secure by failing to adhere to Data Protection Act 2018 Regulations</b> results in loss of trust in the Council and/or financial penalty from the Information Commissioner's Office (ICO)  Risk Category: COMPLIANCE, REGULATION & SAFEGUARDING	Providing quality public services	Staff awareness training has been rolled out.  Incident reporting and management in place.  Escalation of breaches to Senior Information Risk Owner (SIRO).  Annual IT Health Check Regular vulnerability scans carried out IT Infrastructure patching policy in place Pro-active monitoring by Babcock.  ICO Action Plan. Information Audit completed for all departments Staff workshops completed re: GDPR	Devon Information Security Partnership (DISP)  Information Lead Officer Group (ILOG) raise awareness within department  Completion of mandatory eLearning being tracked through Balanced Scorecards	Senior Information Risk Owner (SIRO) in place.  Annual Information Governance report to Audit and Governance Committee  External Compliance assessment.  CMT regularly briefed.	5	3	15	5	3	15	A	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. Implement greater reporting consistency within directorates. Implement improved incident analysis within the Service Desk. Standardised breach management processes distributed to key staff. Implement compliance requirements into Delt business as usual - This is a workstream of the information management project. Corporate Privacy Notice complete, service specific Notices being finalised.	Reports from HR training detailing completion statistics  Improved breach reports distributed to directorates  Detailed breach reports for partners and escalation at contract management meetings  Monitor action plan through ILOG	Ongoing  Ongoing  Ongoing	John Finch	Andy Ralphs	Emma Rose
8	SCEO4 ORR (OCEO1) BREXIT	CEX	<b>Failing to adequately prepare and deliver combined local and Police and Crime Commissioner elections</b> which could result in an Election Petition against the Council and damage to our reputation. Risk of not having enough staff or locations available, failure of our IT systems or contracted services, failure to manage the impact of last minute registration activities or higher election turn-out (queues at polling stations), heightened stress level for all elections team members and other key partners.  Risk Category: REPUTATION / COMPLIANCE, REGULATION AND SAFEGUARDING	Providing quality public services	Election Risk Register Stakeholder and Communication Plan to core and wider team to prepare. Communications plan towards PCC staff. Partners have been briefed and confirmed readiness (IT/Polling stations / Printers and other key partners).	Call out Returning Officer/Local Returning Officer to CMT for support Data quality review	Strategic Election Board Electoral Registration Select Committee Data quality review of Electoral Registration signed off by Association of Electoral Administrators (AEA)	5	3	15	5	3	15	A	Ongoing monitoring		Ongoing	Glenda Favor-Ankersen	Giles Perritt	Maddie Halifax
9	SCEO3 ORR (OCEO12) IRR BREXIT	CEX	<b>Failing to, or inability to understand impacts of the UK leaving the EU</b> in light of uncertainty during transition period adversely affects the Council's ability and capacity to manage changes and deliver its objectives.  Risk Category: REPUTATION	Providing quality public services	Brexit Organisational and City specific risk registers linked to corporate risk registers. Department Brexit lead officers in place. Port Liaison Group established with key stakeholders. Plymouth Brexit Business Group launched in collaboration with Devon and Plymouth Chamber of Commerce. All departments have reviewed business continuity plans. Corporate web page with links to government advice. Growth Board on-line advice tool. Officer attendance at local and regional events. Brexit impact scoping within MTFP. Government funding announced. Scenario planning has been undertaken. We will keep no deal plans under review until December 2020 to ensure readiness is maintained during the transition period.	Brexit Officer Group in place. Established groups with our business community and Port stakeholders. Plymouth Growth Board. Local Enterprise Partnership.	Brexit, Infrastructure & Legislative Change Overview & Scrutiny and Select Committee. Overview and Scrutiny and Select Committee. Brexit Resilience and Opportunities Group (HotSW LEP). CMT - quarterly update.	5	3	15	4	3	12	A	Continued regional engagement to maintain strong influence. Continue to act promptly on government guidelines when issued. Continue to bid for additional funding from Central Government particularly around Port responsibilities. Keep no deal plans under review to ensure readiness is maintained until Dec 2020. Brexit Officer Group action plan shows programme of work identified leading up to Dec 2020.	Reports to Brexit, Infrastructure & Legislative Change Overview & Scrutiny Group	Ongoing monitoring	Kevin McKenzie	Giles Perritt	Maddie Halifax
10	SSS1	Street Scene & Waste	<b>Risk of non delivery of a plan for waste that delivers increased recycling levels in Plymouth</b> and ensures it meets the PFI targets agreed in the SW Devon Waste Partnership  The city's recycling targets are achieved and the service is modernised and fit for purpose so that the increase in demand on the service in accordance with the Plymouth Plan Housing Growth can be met  Risk Category: DEVELOPMENT & REGENERATION	A growing city - A green, sustainable city that cares about the environment	The Way We Work Opportunity Assessment in place across Street Scene and Waste Department focussing on back office systems and processes which are designed to improve the delivery of frontline services for customers. Measures either delivered or in progress include communications campaigns; utilising other teams in the Council who are engaging with residents to also encourage recycling; improving service request resolution times; optimising crew routes; and new technology to transform task allocations and data recording. Utilising Street Services Information Management System (SSIMS) data recorded by crews to target domestic compliance with recycling standards.  Increased the number of community recycling bins within the city	Monthly Modernisation Board to review progress against Modernisation Plan, supported by regular Performance meetings to assess customer experience.  Monthly Balanced Scorecard of KPIs which include recycling rates.	The South West Devon Waste Partnership (SWDWP) hold quarterly meetings.	3	4	12	3	4	12	A	Continued delivery of alternate weekly collections against adopted business case - monthly monitoring with SWDWP partners with regard to disposal tonnages. Utilisation of commissioned participation survey to target areas that have lower rates of recycling. Introduction of home composting scheme. Further use of SSIMS data to make intelligent decisions targeting interventions.	Delivery against Modernisation Plan, service standards and KPIs. Monitoring of tonnages against forecasted disposal amounts	Ongoing	Phillip Robinson / Chris Lynn	Anthony Payne	Andy Sharp

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11	STS1 IRR	Office of the Director of Public Health	<b>Failure to reduce Health Inequalities</b> will mean our poorest residents continue to live shorter lives as well as more years in ill health. This risk impacts the city's growth ambitions as well as the sustainability of the health and social care system through increased demands on welfare care, support and health services. Further risk of failing to achieve the city's vision where "an outstanding quality of life is enjoyed by everyone" and the key Caring Plymouth objective to reduce health and social inequalities.  Reducing inequalities particularly in health and between communities is a long term priority for the City Council to support the delivery of the vision for Plymouth where an outstanding quality of life is enjoyed by everyone  Risk Category: COMPLIANCE, REGULATION & SAFEGUARDING	A caring city - Reduced health inequalities	Thrive Plymouth framework was adopted by full council in 2014 and links directly to the Plymouth Plan and Integrated Commissioning Strategies. It provides good foundation to achieve prevention in all services and decision making processes. The focus of Thrive Plymouth in year one was on workplace health and wellbeing, in year two it was on schools and young people, in year three it was on localising the national 'One You' health improvement campaign. In year four was on mental wellbeing (focussing on the five ways to wellbeing) and in year five was on people connecting through food. The current year six focus is arts, culture, heritage and health and is using the Mayflower 400 commemorations as the vehicle for delivery. This was launched on 29 November 2019. The focus of year seven (starting in November 2020) will be trauma informed. Worked with partners to launch four Wellbeing hubs	Finance and Assurance Review Group review Joint Integrated Commissioning Risk Register quarterly.	The Health & Wellbeing Board.  Thrive Plymouth integral to the original Plymouth Plan and updated information included in the refreshed version (monitored via CMT/Cabinet/Full Council.)  The Director of Public Health's (DPH) annual report focusses on the previous year of Thrive Plymouth (highlighting successes and challenges)	3	4	12	4	3	12	A	Persistent action across the Council is required at many levels to tackle inequalities by addressing the wider detriments of health.  The public health team and partners continue to work with employers (year one focus) and schools (year two focus) to influence healthier lifestyles. The team continues to embed and promote the national One You campaign across the city. The 'five ways to wellbeing' has been adopted across the city as the single approach to improving mental wellbeing. The work that started in year five on 'people connecting through food' is ongoing with a number of new initiatives developed.  Thrive Plymouth has an annual focus determined by local and national priorities an annual action plan is developed and implemented. The Thrive Plymouth Network will continue to meet on a quarterly basis to ensure delivery of the programme.	At the highest level health inequalities can be measured in changes in life expectancy. ODPH produces a report each year to monitor this, along with a Thrive Plymouth Performance Framework providing more detail at a local level. Each year of the Thrive Plymouth campaign is evaluated and reported upon in the subsequent DPH annual report.	Nov-20	Sarah Lees / Rob Nelder	Ruth Harrell	Katharine O'Connor
12	SHR1	Customer & Corporate HRDD	<b>Maintaining Corporate/Senior Leadership Team capacity and resilience to deliver the Corporate Plan.</b> Potential for adverse impact on the citizens of Plymouth and the Council's reputation if strategic workforce plans are not effectively implemented.  We take responsibility for our actions, care about their impact on others and expect others will do the same. Critical success factors: attraction, recruitment, development and retention of senior leaders; organisational design which is fit for purpose to deliver our statutory duties and Council objectives; Senior Leaders reporting they feel safe, happy and thriving at work with appropriate arrangements in place to support resilience  Risk Category: SERVICE DELIVERY / REPUTATION	Providing quality public services	Organisational Restructure toolkit in place. CMT/SLT leadership development programme under evaluation. Team Plymouth quarterly events in place. Multi-agency coaching network in place. Occupational Health and Employee Assistance Programme in place. Succession Plans being developed for all critical roles. Agile HR policies and procedures available on staffroom. Workforce data. Sickness absence and staff turnover. Agency/interim spend controls.	We develop our succession plans as part of the Workforce Modernisation Board  HSW Steering Group  Chief Officer Appointment Panel (COAP) have agreed total reward scheme for senior leaders.	Organisational Design proposals approved by Council.  People Strategy endorsed by CMT.  Senior Leadership capacity has increased with the permanent appointment of the Strategic Director for People in December 2019. Appointment to Service Director for Street Service - Feb 2020. Interim permanent recruitment has also commenced.	2	5	10	2	5	10	G	Organisational Development Phase 2 Action Plan for the Senior Leadership Team to be implemented to include: Strategic workforce plans for the Senior Leadership Team.  Implementation of 'The Way We Work' programme (technology, information management, accommodation) to enable the right conditions for success.  Review of senior structure to provide resilience and capacity - April 2020	Sickness absence due to stress, anxiety or depression; performance against Council's objectives; delivery of People Strategy; staff survey; wellbeing and resilience survey; safety climate survey; senior leadership staff turnover; exit interviews	Apr-20	Kim Brown	Andy Ralphs	Clare Cotter
13	SSPI1	Strategic Planning & Infrastructure (Housing & Infrastructure)	<b>Cladding issues on buildings in Plymouth</b> above 18m that have the potential to contain, or have been identified as containing aluminium composite material (ACM) cladding that has a risk of combustion  Risk Category: COMPLIANCE, REGULATION & SAFEGUARDING	A caring council - Keep children, young people and adults protected	National guidance has been produced and actioned or communicated by PCC.  A strategic overview on affected buildings has taken place and communication to all relevant building owners.  24 hour patrols and a full list of fire and safety measures have been fully implemented at three sites including compartmentalisation and all publically owned buildings are being reviewed. Sprinkler system is being installed in three Devonport towers.		The responsibility lies with the individual building owners but PCC and Devon and Somerset Fire and Rescue Service (DSFRS) have taken the lead on communicating relevant information to all affected properties.  Strategic lead overview (Gold) at PCC with support from DSFRS and the relevant affected building 'responsible person'.  Central Governments 'DELTA' system (to identify all risk buildings) has been completed and closed out.	2	3	6	2	5	10	G	Monitoring of remedial measures by PCC to ensure building owners are carrying out their responsibilities effectively.  Re-cladding of some buildings has taken place and is satisfactory. Some buildings still have the ACM but are currently being procured to action and interim measures still in place.	Internal business process monitoring.  PCC taking a complete overview of monitoring and intervention where necessary.  Possible enforcement action in the future via relevant legislation.	May-20	Paul Barnard	Anthony Payne	Andy Sharp
14	SCYPF1 IRR	Children's Social Care	<b>Risk to vulnerable children and young people in the care system, by not delivering early intervention and prevention</b> and responding as soon as possible to their needs and promote better long term life outcomes.  Early intervention aims to promote better long term life outcomes for families, and in doing so, also prevent them needing more intensive and higher cost services in the future, such as children's social care or the criminal justice system.  Risk Category: COMPLIANCE, REGULATION & SAFEGUARDING	A caring council - Focus on prevention and early intervention	Troubled Families Programme  Early Help Assessment Tool  The Children and Young People's Commissioning Plan  Families with a Future initiative	CYP System Design Group. Performance and Complaints monitoring.	Local Safeguarding of Children Board.  Claims Validation 'spot check' compliance achieved from the Troubled Families Team of the Ministry of Housing, Communities and Local Government	3	3	9	3	3	9	G	Continue to drive forward change across the partnership in relation to whole family working, engagement with the Early Help Assessment Tool process, data exchange and achieving the outcomes required within the Troubled Families Outcomes Plan.	Reduction in caseloads	Ongoing	Tracey Green / Siobhan Wallace	Alison Botham	Sandy Magee
15	SSPI2 BREXIT	Strategic Planning & Infrastructure (Housing & Infrastructure)	<b>Risk of failing to deliver the range of housing to meet Plymouth's need</b> via the Joint Local Plan (JLP) and the Homes for Plymouth Programme  Risk Category: DEVELOPMENT & REGENERATION  Brexit Risk: Potential impact of rising material costs and shortfall of labour on Plan for Homes and Capital Programme	A growing city - A broad range of homes	Driving progress on previous Plan for Homes site releases to seek accelerated construction of new homes, regularly reviewed.  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.  Each JLP site now has a Delivery Strategy, with various forms of proposed intervention based upon the identification of 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.  On-going strategic relationship management with Homes England to achieve a fair share of the national funding.		Plymouth Growth Board. GAME Board. JLP Member Steering Group. JLP Leadership Delivery Group.	3	3	9	3	3	9	G	Undertake a Strategic Land Review of PCC sites to identify sites for housing delivery. Strategic Land Review completed and a number of sites have been agreed to be dedicated to Plan for Homes 3 which will support delivery of new homes. Plan for Homes 3 has established a Housing Investment Fund that will help fund interventions in the market to unlock more delivery. We will consider acquiring and lending to unlock direct delivery. Reviews of small and stalled sites complete with delivery strategies to be implemented. Development of bids to a number of Government funding programmes to support new homes e.g. Accelerated Construction, Housing Infrastructure Fund, Land Release Fund, Starter Homes and Care and Support Funding. Ongoing work with Homes England and MHCLG to unlock funding and making the case for a fairer allocation of national funding for homes. Ongoing innovation to improve the proactive and fast track approach to planning to deliver housing. Starter Homes Land Fund Partnership Authority to work with Homes England to bring forward a portfolio of stalled, lapsed and brownfield sites to unlock delivery and accelerate new homes in what is becoming a highly competitive environment for government funding.	Regular reports to Portfolio Holders. JLP Member Steering Group and JLP Leadership Group	Annual delivery monitoring year end and on going	Paul Barnard	Anthony Payne	Andy Sharp

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16	SED1 <b>BREXIT</b>	Economic Development	<p><b>Risk of not delivering sustained and accelerated economic and population growth</b> in line with the Council's Corporate Plan and vision for the City which could lead to higher unemployment and lack of the right labour skills to match the needs of businesses.</p> <p>Risk Category: DEVELOPMENT &amp; REGENERATION</p> <p>Risks linked to the UK leaving the EU: EU/E104 A reduction in EU student numbers and difficulties in accessing EU grants. UK and/or Plymouth not considered an attractive place to study causes a loss of student economy. EU/E105 Economic impact on the city due to loss of direct support from the EU. EU/E103 Loss of Foreign Direct Investment (FDI) into the city. Manufacturers no longer consider the region an attractive place to operate from due to negative perception of the UK, the implementation of import tariffs or inability to recruit sufficient staff results in loss of jobs, loss of business rate income and stalls our growth ambition.</p>	A growing city - Economic growth that benefits as many people as possible	<p>Key investment headlines which the Council are directly involved in delivering to help drive sustainable economic growth include:</p> <ul style="list-style-type: none"> <li>• £100m Completed Projects</li> <li>• £200m Projects onsite</li> <li>• £900m Development pipeline</li> <li>• 3271 Direct Jobs</li> <li>• 1737 Indirect Jobs</li> <li>• £45.6m external funding</li> <li>• £273m inward investment</li> </ul> <p>Place have undertaken direct development including (Header Court), Oceansgate (phases 1 &amp; 2), The Box (£46m project), alongside enabling investments such as Derry's roundabout and former BHS store (£70m), Civic Centre (£40m), The Range (£25m) Plymouth Railway Station (£80m). Additionally strategic transport projects to unlock growth and help drive productivity have secured a £435m pipeline of recently completed, underway or pending schemes. This includes £74m of secured third party funding alongside outstanding bids amounting to a further £244m</p>	GAME Programme Board.	Growth Board.	3	3	9	3	3	9	<p>Future plans include: Oceansgate Phase 3: Delivery of the Derrys Roundabout Development (110 bed Premier Inn &amp; 500 bed student accommodation; former BHS store (new B&amp;M store and 2 new restaurants), The Box Opening (£46m project, 365 jobs and projected 250k visitors, UK's biggest cultural project opening in 2020), Civic Centre (£40m project, apartments, public realm and Civic Square improvements), New George / Old Town St (new public realm / pavilion retail units, £30m partnership between British Land and Council); Derriford District Centre (food store, retail, leisure, new homes and improved transport links); regeneration of Plymouth Railway Station (£80m project, refurb of Intercity Place, new car park, hotel, University facility, retail and office facilities, improved public realm); Direct Development Programme (Header Court phase 3, Broadley Park, Derriford &amp; Embankment Road). Business Support - development of the marine/blue tech sector, co-ordinating inward investment, leveraging off the Local Enterprise Partnership to improve connectivity and exploiting the Mayflower 400 to reposition the city at the centre of commemorations. We are developing Nuclear and Marine national deals linked to the HotSW Productivity Plan further building on our strengths. Brexit element of this risk will be considered in line with corporate Brexit risk template. Series of business support projects (growth hubs, start up and advice) commissioned. Launched new STEM strategy.</p>	<p>Monitor:-</p> <p>Weekly wage rates, Gross Value Added per hour worked.</p> <p>Job Seeker Allowance claimants.</p> <p>Youth Job Seeker Allowance claimants, Business births, employee numbers, visitor numbers, growth in jobs</p>	Ongoing	David Draffan	Anthony Payne	Andy Sharp
			IRR	Links to Joint Integrated Commissioning Risk Register															
			ORR	Links to Operational Risk Register															
			BREXIT	Links to Brexit Risk Register															