

Risk Management Update

Audit & Governance Committee

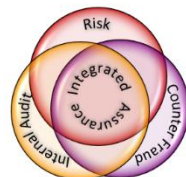
Plymouth City Council

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Official



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1. Introduction.

Plymouth City Council (PCC) like all public sector organisations, cannot be risk adverse and be successful. Risk Management enhances the ability to achieve the council's objectives, deliver its services and be successful, it strengthens the ability to respond to change and challenge, be more resilient and improve decision-making across the council.

PCC has an existing Risk Management framework that it uses to ensure that there is a consistent approach to Risk Management, this was approved by the Audit & Governance committee in November 2023.

Following the issue of Central Government's [English Devolution White Paper - GOV.UK](#) senior leadership resource has been reassigned to ensure PCC is best prepared to deal with the challenges and opportunities that Devolution will create. This has meant that active support around Risk Management was reduced, therefore PCC leadership utilised its relationship with Devon Assurance Partnership (DAP) to help support the continued support and development of the Risk Management framework, ensuring that the risks accurately reflect PCC's position and that risks are managed in line with the risk management framework that PCC has set out. DAP has qualified and experienced staff to help assist with this and work has begun in further embedding the framework and accurate risk definition.

In addition, PCC were subject to a recent 'Risk Management' audit review in March 2025, which whilst awarded a 'Reasonable Assurance' rating highlighted some key areas for improvement;

- Key Risk Management positions, sponsorship and support.
- Training and awareness of PCC's risk management framework.
- Fully developed and defined risks on the council's risk register.
- Further embedding and development of the council's risk management framework.
- Closer connections between audit reviews and risks identified.
- Increased responsibility and collaboration between service/operational areas.
- Opportunity risk management.
- Clear accountability supporting Risk Management.
- Risk management performance.

2. Planned actions.

Following discussion with Senior Leadership, the work supporting risk management will be delivered in three phases as described below;

1. Working with the Senior Leadership team to further embed the current Risk Management framework, this work will focus on accurate risk language and definitions, scoring methodology and appropriate response. Additionally, work with Senior Leadership will focus on developing the key corporate risks that the council faces, describing these risks accurately and designing mitigating controls that are effective and efficient.
2. Collaborating with operational staff to embed the Risk Management framework, increasing the knowledge, and understanding around risk language giving staff the confidence to accurately describe, score and respond to a risk.
3. Further development of the Risk Management framework, including establishing a Corporate Risk Management Group to actively manage risk, creation of operational risk

registers, updating training materials and designing risk engagement strategies that support identification and management of risk across the organisation.

Work has already commenced around the first phase of the work, whereby a risk workshop was held with DAP and PCC colleagues in August 2025. The remainder of the first phase, and the work supporting the second and third phase are due to be completed in the remainder of 2025. Further updates will be provided to each Audit & Governance committee providing progress against the work outlined above.

Brad Hutton – Senior Assurance Manager, Devon Assurance Partnership. August 2025.