

Risk Management Update

Audit & Governance Committee

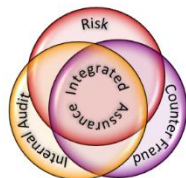
Plymouth City Council

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Official



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1. Introduction.

We are pleased to update members of the Audit & Governance committee on the progress on the outlined Risk Management support work that was reported in November 2025.

As a reminder the work commissioned was to further embed Risk Management at the Council and respond to the findings in a recent 'Risk Management' audit review, 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. Risk Identification.

We reported to the committee in November that the initial stages of the Risk Management work, has identified eleven strategic risks that PCC faces. A strategic risk is defined as: *"Potential events that could impact the long-term strategic objectives of the organisation."* These risks are detailed below;

- **Failure to establish strong partnerships and a resilient supply chain.**
- **Failure of climate strategy to deliver mitigation, adaptation, and community resilience.**
- **Failure to recruit, retain and support workforce capability and capacity, impacting service delivery and organisational performance.**
- **Failure of cyber security protection framework to prevent data breaches, service disruption or loss of sensitive data.**
- **Failure of financial planning and governance undermining long-term sustainability.**
- **Failure to safeguard vulnerable people from neglect and harm.**
- **Failure to leverage strategic data effectively, resulting in poor decisions.**
- **Failure to effectively implement devolution and local government reorganisation, undermining support for Plymouth communities.**
- **Failure to respond effectively to emergencies or disasters, undermining community support.**
- **Failure to effectively support and maintain local infrastructure.**
- **Failure of strategic asset management to support service delivery and value for money.**
- **Failure to uphold a strong and supportive reputation.**

3. Next Steps

The aim of the next steps of this work will focus on the embedding Risk Management at service area level, in addition the work will focus on identifying and assessing operational risks that would have the potential to impact the Council.

Below is a brief overview of the focus areas that will be covered;

- Further workshops with each directorate/service area to review the current set of objectives and goals, then to understand the current risks (and gaps) associated with the achievement of these objectives and goals.
- Development of the operational risk register following the workshops and ensure that, where relevant, appropriate risks are escalated to the corporate risk register.
- Work with operational staff, officers and managers to establish and embed the risk framework within PCC.
- Develop the PCC Corporate Risk Management Group (CRMG) to pro-actively manage risk both at operational and corporate levels.
- Ensure that all points and observations found in the most recent Risk Management internal audit are addressed adequately.
- Aim to 'bring it alive' through the engagement with operational staff, ensuring the Risk Management is seen as a management tool, rather than an additional step to take.

We look forward to bringing a further update to the committee in March 2026 with progress against the above outlined action points.



Brad Hutton – Senior Assurance Manager, Devon Assurance Partnership.