

PLYMOUTH CITY COUNCIL OPERATIONAL RISK REGISTER - COMPOSITE LIST  
Summary by Risk Rating

ROW NO	DEPT RISK REF	DEPT	POTENTIAL RISKS IDENTIFIED	PREVIOUS RESIDUAL RISK RATING			CURRENT RESIDUAL RISK RATING			MOVEMENT IN RISK SCORE	COMMENTS
				May 09			Nov-09				
				* P	* I		* P	* I			
2	Safer Comm	Comm Ser	Insufficient external funding for Community Safety commissioning	3	5	15	4	5	20		COMMENTS NOV 09: Risk of insufficient funding has increased due to reduction in external funding sources.
3	CPP4	CHILD/SER	Inability of Carefirst to meet business requirements of changes to service provision.	New			4	5	20		COMMENTS NOV 09: Project Manager appointed and Project Plan in place which has scoped the full impact of Carefirst. Accountabilities through SFCYP, ICT and CMT. Detailed Project Risk Register in place.
1	13	Dev	LHC not agreed as a priority for funding as part of the Single Conversation and Local Investment	New			4	4	16		COMMENTS NOV 09: The benefits of establishing a Local Housing Company have been articulated as part of the development of our Local Investment Plan. It seeks to identify the LHC as one of our key investment priorities. A first draft LIP has been prepared and workshops with key stakeholders are planned for December to agree a draft LIP by 31.12.09
4		Rev	Economic Downturn affecting Council Tax collection	4	4	16	4	4	16	—	
5	5	PED / Corp Support	Failure to deliver the Accommodation Strategy	New			4	4	16		
6	6	PED / Corp Support	Unable to fully rationalise Corporate Estate	New			4	4	16		
7	8	PED / Corp Support	Missed opportunity for maximising Capital receipts (schools)	New			4	4	16		
8	9	PED / Corp Support	Inability to continue service (Building cleaning & Caretaking) due to increase in costs	New			4	4	16		
9	4c	Legal	Acting on results of staff survey / communication training.	4	4	16	4	4	16	—	
10	6	Dev	Government mortgage rescue pilot scheme	New			4	4	16		
11	14	Dev	Ability to meet requirements of private sector housing legislation	New			4	4	16		
12	6	Comm Ser	Maintaining the Hoe Foreshore in an appropriate condition.	4	5	20	4	4	16		
13	Libraries/Museums	Comm Ser	Identifying a new building for the Records Office.	4	4	16	4	4	16	—	
14	Libraries/Museums	Comm Ser	Compliance with national standards e.g. Libraries, Museums Registration, Transforming Youth Work.	4	4	16	4	4	16	—	
15	Leisure	Comm Ser	Establish and agree a management agreement and lease with the Devonport Community Leisure Trust, for Brickfields sport and recreation	4	4	16	4	4	16	—	
16	Mt Edacumbe	Comm Ser	Coastal Erosion	4	4	16	4	4	16	—	
17	Libraries/Museums	Comm Ser	Reduction in Renaissance in the Regions funding	5	3	15	4	4	16		
18	LFS 4	CHILD/SER	Inaccurate pupil number forecast in school admissions	New			4	4	16		
19	LFS 5	CHILD/SER	Not meeting statutory requirement for 25 hours education	New			4	4	16		

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20	1a	Legal	Ensuring adequate feedback / communication to team on Service's Business priorities.	3	5	15	3	5	15	—	
21	1c	Legal	Ensuring regular monitoring of service quality delivery at highest management level.	3	5	15	3	5	15	—	
22		ICT	Insufficient number of staff/skill sets to fulfil essential tasks and new projects.	3	5	15	3	5	15	—	
23	9	ICT	Ensuring adequate notification of leavers & joiners.	5	3	15	5	3	15	—	
24	15	Dev	Inadequate or unstable funding for regeneration programmes	New			3	5	15		
25	16	Dev	Poor homeless service/increasing homelessness	New			5	3	15		
26	5	Comm Ser	Maintaining safe playgrounds and parks environment.	3	5	15	3	5	15	—	
27	CSL	Comm Ser	Inadequate Project Management / Insufficient capacity	New			3	5	15		
28	CSL	Comm Ser	Cancellation of Events	2	5	10	3	5	15	↗	
29	LFS 6	CHILD/SER	Insufficient support arrangements for children with autistic spectrum disorder	New			3	5	15		
30	CSC 1	CHILD/SER	Dramatic increase in acses and those subject to protection plans as a result of Baby P	New			3	5	15		
32	LFS	CHILD/SER	Funding of free school meals	1	2	2	3	5	15	↗	
32		Rev	Budget pressures	4	4	16	3	4	12	↘	
33		Rev	Change Management	3	4	12	3	4	12	—	
34	7	PED / Corp Support	Failure to implement new financial legislation (IFRS) alongside current re-valuation workload	New			3	4	12		
35	3	PED / Corp Support	Ensuring suitable comprehensive property database.	3	4	12	3	4	12	—	
36	4	PED / Corp Support	No electronic accounts link for validation and payment of energy bills electronically	4	3	12	4	3	12	—	
37	1h	Legal	Lack of resources and funding to monitoring service delivery at highest Management level.	3	4	12	3	4	12	—	
38	1b	Legal	Failure of other Service users to sign up to service delivery	3	4	12	3	4	12	—	
39	2a	Legal	Obtaining co-operation from other Local Authorities in exchange of benchmarking data to help improve efficiency in Legal Services provision -	3	4	12	3	4	12	—	
40	2c	Legal	Obtaining co-operation from other authorities to help improve efficiency in Coronial Service provision.	3	4	12	3	4	12	—	
41	4b	Legal	Senior Management training.	3	4	12	3	4	12	—	
42	4d	Legal	Lack of training in staff appraisals.	3	4	12	3	4	12	—	
43	2d	Legal	Review of Risk Management Strategy	3	4	12	3	4	12	—	

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44		ICT	Information Governance	3	4	12	3	4	12	—	
45	1	Fin Serv	Need to address clarity in capital programme approvals process.	3	4	12	3	4	12	—	
46	2	Fin Serv	Ensuring payments & invoices are made to clients & providers within 30 days.	4	3	12	4	3	12	—	
47	11	Fin Serv	Setting a robust and balanced budget in a timely manner	3	4	12	3	4	12	—	
48		Fin Serv	Corporate impact of major services, which are transferred or externalised and managing the impact on the service.	3	4	12	3	4	12	—	
49		Fin Serv	Managing issues and risks pre and post Housing Stock Transfer	3	4	12	3	4	12	—	
50	7	Fin Serv	VFM / Failure to identify and achieve Finance Service efficiency action plan.	3	3	9	4	3	12	↗	
51		Fin Serv	Risk of Payroll not running into monthly automatic GL reports	2	2	4	4	3	12	↗	
52	12	Dev	Reduced return (Income/Financial) from our property investments	4	3	12	4	3	12	—	
53	11	Dev	Maintaining a safe highway network to minimise claims.	3	4	12	3	4	12	—	
54	24	Dev	Insufficient funds to prepare for Eastern Corridor Major Schemes bid beyond 2008	3	4	12	4	3	12	—	
55	25	Dev	Reduction in Central Government Funding for LTP/Major Transport Schemes	3	3	9	3	4	12	↗	
56	17	Dev	Shortage of affordable social housing	New			3	4	12	—	
57	18	Dev	Inadequate revenue funding General Fund	New			3	4	12	—	
58		Comm Ser	Credit crunch impact on world recycling markets reducing recycling rates and income	4	4	16	3	4	12	↘	
59	13	Comm Ser	Historical cemetery and crematoria registers	3	5	15	3	4	12	↘	
60	13	Comm Ser	Major pollution incident at Chelson Meadow	3	4	12	3	4	12	—	
61	2	Comm Ser	Tree management.	3	4	12	3	4	12	—	
62		Comm Ser	Meeting PFI OBC recycling and composting targets	3	4	12	3	4	12	—	
63	3	Comm Ser	Business continuity planning across SSD in the event of loss of IT systems.	4	3	12	4	3	12	—	
64	GMP2	Comm Ser	Disabled facilities grant funding availability.	3	4	12	3	4	12	—	
65	PF6	Comm Ser	Carefirst (OLM) ownership and implementation	3	4	12	3	4	12	—	
66	SMLC1	Comm Ser	Carefirst Version control	3	4	12	3	4	12	—	
67	ES	Comm Ser	Unsupported software for Crematoriums at Eford and Weston Mill	New			3	4	12	—	

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68	CSL	Comm Ser	Sustainability of Schools Library Service	New			3	4	12		
69	CPP1	CHILD/SER	Swine Flu Pandemic	New			3	4	12		
70	LFS1	CHILD/SER	Implementation of CAF and Lead Professional after grant funding ceases	2	5	10	3	4	12	↗	
71	LLL 4	CHILD/SER	Decrease in standards funds for Primary and Secondary funding.	New			3	4	12		
72	LLL2	CHILD/SER	Adult learning service ceasing to exist	3	3	9	3	4	12	↗	
73	LLL 3	CHILD/SER	Duty to deliver childcare act 2006	3	3	9	3	4	12	↗	
74	PP6	CHILD/SER	Compliance with Statutory Reporting Functions	2	4	8	3	4	12	↗	
75	PP7	CHILD/SER	Ensuring Business Objects Publisher is compliant	2	4	8	3	4	12	↗	
76	LLL/LFS 4	CHILD/SER	Recruitment & retention process for staff on teaching terms and conditions	1	2	2	3	4	12	↗	
77		Revs	Failure of Lean Systems Thinking Programme	2	5	10	2	5	10	—	
78	1	PED / Corp Support	Asbestos management arrangements (Corporate).	2	5	10	2	5	10	—	
79	1	ICT	Misuse of IT equipment or information.	2	5	10	2	5	10	—	
80	7	ICT	Compromised availability of single data centre	1	5	5	2	5	10	↗	
81	5	Dev	Lack of private sector interest in the local housing company	New			2	5	10		
82	Safer Comm	Comm Ser	Methane Gas build up in the pump and surrounding area of the inspection hatch at The Ride	New			2	5	10		
83	CSL	Comm Ser	Vandalism to existing facilities/sites	3	5	15	2	5	10	↘	
84	Libraries/Museums	Comm Ser	Security of collections	2	5	10	2	5	10	—	
85	Libraries/Museums	Comm Ser	Health & Safety - Staff & Customers.	2	5	10	2	5	10	—	
86	Libraries/Museums	Comm Ser	Replacing Library Management System.	2	5	10	2	5	10	—	
87	Libraries/Museums	Comm Ser	Condition of buildings & facilities.	2	5	10	2	5	10	—	
88	Mt Edgcumbe	Comm Ser	Sudden Oak Death	5	2	10	5	2	10	—	
89	Mt Edgcumbe	Comm Ser	Ensuring Heritage Project meets agreed outcomes	2	5	10	2	5	10	—	
90	LFS 3.4	CHILD/SER	Delivering IDS for Children and Families - Information	2	5	10	2	5	10	—	
91	LFS 7	CHILD/SER	Delays in the delivery of Phase 3 of Children's Centres	New			2	5	10		
92	1d	Legal	Ensuring adequate training from ISD to enable a quick and easy who's who reference guide via Web	3	3	9	3	3	9	—	

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93	1g	Legal	Ensuring adequate resources to extended quality assessment form Risk Management Team.	3	3	9	3	3	9	—	
94	3a	Legal	Ensuring commitment from Members in constitutional and democratic process	3	3	9	3	3	9	—	
95	1e	Legal	Ensuring adequate resources/support from ISD to improve quality case management information and improved more cost effective services	3	3	9	3	3	9	—	
96	5	ICT	Dealing with potential failure of telephony.	3	3	9	3	3	9	—	
97	3	ICT	Equipment/Application failure.	2	3	6	3	3	9	↗	
98	4	Fin Serv	Ensuring accurate/timely submission of grant claims and government returns.	3	3	9	3	3	9	—	
99	5	Fin Serv	Significant impact on Financial System Users from system availability and/or slow response times.	3	3	9	3	3	9	—	
100	8	Dev	CPO procedures for Gateway site	New			3	3	9		
101	9	Dev	Accessibility Action Plans - partnership	New			3	3	9		
102	HSG	Comm Ser	Community tensions/violence	3	5	15	3	3	9	↘	
103	2	PED / Corp Support	Programme Maintenance (Corporate).	2	4	8	2	4	8	—	
104	4e	Legal	Lack of trained resources for business continuity planning / risk assessment training.	3	4	12	2	4	8	↘	
105	9	Fin Serv	Governance of key partnerships - impact on delivery of shared outcomes and UoR score.	3	4	12	2	4	8	↘	
106	10	Fin Serv	Impact on core business of supporting additional and emerging projects / initiatives / CIPS	3	4	12	2	4	8	↘	
107	3	Fin Serv	Ensuring accurate information provided to aid decision making.	2	4	8	2	4	8	—	
108	10	Dev	Highways transformational change programme	New			2	4	8		
109	11	Dev	Public transport services - partnership	New			2	4	8		
110	HSG	Comm Ser	Asylum seekers with a negative decision	4	4	16	4	2	8	↘	
111	ASC	Comm Ser	Community safety issues supporting offenders with learning disabilities in the community	2	4	8	2	4	8	—	
112	HSG	Comm Ser	Dealing with potentially violent customers	2	4	8	2	4	8	—	
113	Leisure	Comm Ser	Review and revise the Sports plan and facilities strategy, develop new facility strategy	2	4	8	2	4	8	—	
114	CSL	Comm Ser	Swimming Pools options	2	4	8	2	4	8	—	
115	6	ICT	Asset Management	2	3	6	2	3	6	—	
116	6	Fin Serv	Treasury Management risks arising from either: a inaccurate cashflow / capital programme monitoring. B Insecure investments or C ability to	2	4	8	2	3	6	↘	
117	LFS 4	CHILD/SER	Elective Home Educated Pupils	2	5	10	2	3	6	↘	
118	4a	Legal	Management training.	1	5	5	1	5	5	—	

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119	1f	Legal	Ensuring service users return feedback forms on external lawyer provision where services engaged.	1	5	5	1	5	5	—	
120	3b	Legal	Member training.	1	5	5	1	5	5	—	
121	2	ICT	Control of projects. (Planning, costs, scheduling).	2	2	4	2	2	4	—	
122	4	ICT	Supplier failure/failure of Strategic Projects.	1	4	4	1	4	4	—	
123	Leisure	Comm Ser	Purchase/Implement new management information system. Set up monitoring, recording and reporting systems for sports division	2	4	8	1	4	4	↘	
124	7	Dev	Waste Treatment facility	New			1	3	3	—	
125	08	ICT	Physical access & security of computer rooms.	1	2	2	1	2	2	—	
126	Libraries/Museums	Comm Ser	Fraud	2	1	2	2	1	2	—	
127	12	Dev	Financial risk associated with contaminated land	4	4	16	Delete				On Strategic
128	HSG	Comm Ser	Ability to meet requirements of private sector housing legislation	4	4	16	Delete				
129		Comm Ser	Availability of DFG budget to support provision of assessed needs	4	4	16	Delete				
130	ASC	Comm Ser	Delivering the transformational of Adult Social Care through Putting People First framework	4	4	16	Delete				
131	Leisure	Comm Ser	Develop and submit a bid to the football foundation to progress the Manadon Football Development Centre	4	4	16	Delete				
132	HSG	Comm Ser	Funding for regeneration programmes - East End, Efford, Neighbourhood Management in Stonehouse and North Prospect	3	5	15	Delete				
133	HSG	Comm Ser	Potential for shortfall in HRA funding impacting on service delivery	3	5	15	Delete				
134		Dev	Delivering sustained and accelerated economic and population growth.	3	5	15	Delete				On Strategic
135	HSG	Comm Ser	No adequate fire alarm system in Prince Rock Depot	3	5	15	Delete				
136	HSG	Comm Ser	Risk of exposure to asbestos	3	5	15	Delete				
137	HSG	Comm Ser	Poor Homeless Service/ Increasing Homelessness	3	5	15	Delete				
138	HSG	Comm Ser	Revenue funding General Fund	3	4	12	Delete				
139	HSG	Comm Ser	Affordable social housing	3	4	12	Delete				
140	06 S/S	Comm Ser	Managing publicity and consequences arising from Coroner requests for public disclosure/report	3	4	12	Delete				
141	28 CM6	Comm Ser	Implementation of Improvement Plan.	3	4	12	Delete				
142	21	Comm Ser	Transition Issues.	3	4	12	Delete				

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143	SMLC7	Comm Ser	Management of Complaints - current & retrospective.	3	4	12	Delete		
144	ADCF2	Comm Ser	Learning Disabilities Partnership	3	4	12	Delete		
145	SMLC6	Comm Ser	Care providers do not accept PCC fee levels	3	4	12	Delete		
146	SMFP101	Comm Ser	Sustainability of contracts with charitable providers	3	4	12	Delete		
147	MB5	Comm Ser	Safeguarding	3	4	12	Delete		
148		Comm Ser	Supporting people - lack of control and monitoring of service provider	3	4	12	Delete		
149	HSG	Comm Ser	Risk of electric shock when using appliances outside	2	5	10	Delete		
150	HSG	Comm Ser	Smoke detectors	2	5	10	Delete		
151	HSG	Comm Ser	Legionella	2	5	10	Delete		
152	SC	Comm Ser	Extremism leading to support for Terrorists	2	5	10	Delete		
153	07	Comm Ser	Project Management System	2	5	10	Delete		
154	SC	Comm Ser	Working conditions and Stress Management	3	3	9	Delete		
155	Safer Comm	Comm Ser	Unable to fill vacant posts	3	3	9	Delete		
156	SMLC2	Comm Ser	Adverse Budget Out-turn.	3	3	9	Delete		
157	BB6	Comm Ser	Management of funding issues (NHS Mental Health Partnership)to achieve income towards gross contracts for Independent Service Users Contracts (ISU) for the city	3	3	9	Delete		
158	HSG	Comm Ser	Repairs service - inability to sustain improvements	3	3	9	Delete		
159	HSG	Comm Ser	Reduction of funding for capital programmes	4	2	8	Delete		
160	Leisure	Comm Ser	Purchase/Implement new management information system. Set up monitoring, recording and reporting systems for sports division	2	4	8	Delete		
161	25b	Comm Ser	Operational buildings out of commission.	2	4	8	Delete		
162	SMIC4	Comm Ser	Potential budget reduction target for domiciliary care not achieved	2	4	8	Delete		
163	06	Comm Ser	Meeting expected target for percentage of new older clients where assessments completed within 28 days.	2	4	8	Delete		
164	CSL	Comm Ser	Swimming Pools options	2	4	8	Delete		

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165	HSG	Comm Ser	Gas appliance replacement	2	4	8	Delete		
166		Comm Ser	MDA Walking Frame Alert	2	4	8	Delete		
167	CH	Comm Ser	Reduction in Supporting People Grant	2	4	8	Delete		
168	HSG	Comm Ser	Passenger Lifts - Sheltered Accommodation	2	4	8	Delete		
169	ASC	Comm Ser	Community safety issues supporting offenders with learning disabilities in the community	2	4	8	Delete		
170	HSG	Comm Ser	Reduction of funding for capital programmes	4	2	8	Delete		
171	HSG	Comm Ser	Dealing with potentially violent customers	2	4	8	Delete		
172	Leisure	Comm Ser	Review and revise the Sports plan and facilities strategy, develop new facility strategy	2	4	8	Delete		
173	25b	Comm Ser	Operational buildings out of commission.	2	4	8	Delete		
174	SMIC4	Comm Ser	Potential budget reduction target for domiciliary care not achieved	2	4	8	Delete		
175	06	Comm Ser	Meeting expected target for percentage of new older clients where assessments completed within 28 days.	2	4	8	Delete		
176	HSG	Comm Ser	Gas appliance replacement	2	4	8	Delete		
177		Comm Ser	MDA Walking Frame Alert	2	4	8	Delete		
178	CH	Comm Ser	Reduction in Supporting People Grant	2	4	8	Delete		
179	HSG	Comm Ser	Passenger Lifts - Sheltered Accommodation	2	4	8	Delete		
180	18	Comm Ser	Embedding commissioning within Community Care Division.	2	3	6	Delete		
181	03	Comm Ser	Trade Disputes - strikes & work to rule.	2	3	6	Delete		
182	13	Comm Ser	Older People's Strategic Planning & Commissioning	2	3	6	Delete		
183	JG13	Comm Ser	Avoidable death or serious injury to Mental Health Client or caused by Mental Health Client - Staff death in course of duty (violence/stress).	2	3	6	Delete		
184	ORG13	Comm Ser	Ensure integrated approach/cycle for planning, performance & investment.	2	3	6	Delete		
185	JG17	Comm Ser	Developing appropriate services for people with physical and sensory disabilities	2	3	6	Delete		
186	MG4	Comm Ser	Secure access to supporting people funding promoting options for people with learning disability	2	3	6	Delete		
187	27e	Comm Ser	Management of fire risks in Council Home for Vulnerable Adults.	1	5	5	Delete		
188	SMIC3	Comm Ser	Disaster recovery.	1	5	5	Delete		
189	ORG11	Comm Ser	Emergency planning capacity/disaggregation issues	1	5	5	Delete		



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190	HSG	Comm Ser	Electrical Testing	1	5	5	Delete		
191	HSG	Comm Ser	HRA public liability claims	2	2	4	Delete		
192	Adult SC	Comm Ser	Sensory Task Lamps	1	4	4	Delete		
193		Comm Ser	Adult Protection - Out of Hours response.	2	2	4	Delete		
194		Comm Ser	Meeting needs & transition of Aspergers/Autism clients.	2	2	4	Delete		
195		Comm Ser	Outreach Service.	1	4	4	Delete		
196	ORG14	Comm Ser	Payment runs and impact on Adult Social Care	2	2	4	Delete		
197		Comm Ser	Legal/litigation follow statutory intervention, eg. Metal Health Act - alleged failure to protect.	1	3	3	Delete		
198	PASS3	Comm Ser	Managing rise in reimbursement levels for delayed transfer from acute hospital.	1	3	3	Delete		
199	ORG2	Comm Ser	Carers service & strategy.	1	2	2	Delete		
200	LLL1	CHILD/SER	Service Investigations	4	4	16	Delete		
201	PP1	CHILD/SER	Providing responses within statutory timescales under FOI and DPA	3	5	15	Delete		
202	PP8	CHILD/SER	Training availability for Emergency Planning Volunteers	3	4	12	Delete		
203	CSC2	CHILD/SER	ICS - ensuring project plan stays on course	3	4	12	Delete		
204	LLL6	CHILD/SER	Re-establishment of workforce development and training centre	2	5	10	Delete		
205	CSC5	CHILD/SER	Service impact of a child death	2	5	10	Delete		
206	CSC 1	CHILD/SER	Health & Safety issues at Ginko House	2	5	10	Delete		
207	PP4	CHILD/SER	Successful implementation of Parent and Family Support Strategy	2	5	10	Delete		
208	PP5	CHILD/SER	Capacity of team to meet increased demands for commissioning services	2	4	8	Delete		
209	CSC 4	CHILD/SER	Performance Management of staff and service investigations	2	3	6	Delete		
210	LLL5	CHILD/SER	Integrated Youth Support Service delivery	1	5	5	Delete		
211	CSC 3	CHILD/SER	Recruitment and retention of Social Care Staff	2	2	4	Delete		

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