

| Service | Sub-Service Area | Directorate | Risk and Mitigation |
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| Core Services | | | |
| Building Caretaking and Cleaning Services | Not applicable | Corporate Services | Reducing school buyback and impact on overhead recovery. Options appraisal for future service delivery and overhead apportionment |
| Children's University | Not applicable | People | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/13 |
| City Youth Council and Junior Life Skills/Model United Nations | Not applicable | People | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |
| Communication Skills Resource Bank (CSRB) and Dyspraxia Resource Base (DRB) | Not applicable | People | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |
| Copyright and other Licences | Not applicable | People | None assessed |
| Corporate Communications | Not applicable | Executive Office | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |
| Devon Audit Partnership Financial Services | Internal Audit | Corporate Services | None assessed |
| Early Years' Service Advisory Support, Childcare 0 - 19 and Children's Centres | Not applicable | People | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |
| Education Welfare | Academies only | People | Service not yet recovering cost. Review statutory responsibilities for academy pupils and amend pricing accordingly |
| Ethnic Minority Achievement Team Support | Not applicable | People | New service offer to be developed in line with school funding reform. Buyback levels will determine staff restructuring and possible redundancies |
| Fischer Family Trust (FFT) Data Subscription Offer | Not applicable | People | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/13 |
| Governor Development Team | Governor Development | People | None assessed |
| | Clerking Service | People | Service not yet recovering cost. Develop business plan to show the viability of the service and discontinue if necessary |
| Human Resources and Organisational Development | Payroll and Pensions | Corporate Services | True overhead costs not yet established. Service currently makes a small contribution to overhead costs. Future pricing to be reviewed. |
| | Advisory Services | Corporate Services | |
| Legal Services | Not applicable | Corporate Services | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/13 |
| Plymouth Centre for Faiths and Cultural Diversity | Not applicable | People | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/13 |

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| Plymouth Leadership Advisers – Leadership Offer | Not applicable | People | Prices will be increased to cover estimated shortfall. Risk that schools will not pay increased fee which could lead to service reductions. Trading outside of city boundary will also be explored |
| Plymouth Life Education Centre | Not applicable | People | Service not yet recovering cost. Prices will be increased. Explore opportunities to work with public health to expand offer to more schools |
| Plymouth Schools Library Service | Not applicable | People | None assessed |
| Plymouth Youth Music Service | Not applicable | People | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |
| Risk Management and Insurance | Balance of Risks Insurance for Maintained Schools | Corporate Services | None assessed |
| | Main Programme for Maintained | Corporate Services | None assessed |
| | Playground Inspection Service for Maintained Schools | Corporate Services | None assessed |
| | Motor Insurance Maintained Schools | Corporate Services | None assessed |
| | Brokering and claims management for Academies | Corporate Services | None assessed |
| School Accountancy Team | Not applicable | Corporate Services | None assessed |
| School Admissions | Academies only | People | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |
| School Meals | Free School Meals Eligibility Checking - Academies | People | None assessed |
| | School Meals Service | People | School buyback will impact on overhead recovery. |
| Transaction Centre | Cash Collection and Processing Service – Cashier Service | Corporate Services | None assessed |
| | Cash Collection and Processing Service – G4S | Corporate Services | Service is currently not recovering the G4S collection charges. Assess options to reduce the G4S cost or increase charges to schools |
| | Creditors Payments Services | Corporate Services | None assessed |
| | Debt Collection | Corporate Services | None assessed |

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| Pay as you go | | | |
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| Armed services schools – pre-school settings and cadet groups | Not applicable | People | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |
| Building Surveying | Not applicable | Place | None assessed |
| Carbon Management | Not applicable | Corporate Services | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |
| Children’s Integrated Disability Service (ChIDS) | Not applicable | People | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |
| Coaching to Improve Teaching and Learning | Not applicable | People | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |
| Consortium of Local Education Authorities for the Provision of Science Services (CLEAPSS) - Academies | Not applicable | People | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |
| Diggin’ It in the park | Not applicable | External | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |
| Human Resources and Organisational Development | Equal Pay Audit Toolkit - Academies | Corporate Services | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14. Some pay as you go services support the Council to fulfil its statutory and regulatory duties |
| | Equality Toolkit - Academies | Corporate Services | |
| | Occupational Health | Corporate Services | |
| | Recruitment and Retention | Corporate Services | |
| | Reward and Remuneration | Corporate Services | |
| Wellbeing | Corporate Services | | |
| Outdoor Education Advisory Service - Academies | Not applicable | People | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |
| Outdoor Education Advisory Service - Maintained Schools | Not applicable | People | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |
| Plymouth Music Zone (PMZ) | Not applicable | People | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |
| Plymouth Psychology Service | Not applicable | People | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |
| Plymouth Schools Healthy Child Quality Mark | Not applicable | People | Service currently not recovering cost but working with health to improve viability in 13/14 or discontinue if necessary |
| Project Services | Not applicable | Place | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |
| Raising Aspiration and Achievement across the Arts and Linking to Value in the Community | Not applicable | People | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |
| Safeguarding Business Team | Not applicable | People | financial review. Complete prior to setting prices for 2013/14 |

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| School Admission Appeals | Not applicable | People | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |
| School Exclusion Appeals | Not applicable | People | Smaller service not yet subject to full financial review. Complete prior to setting prices for 2013/14 |

Commercially Available Services (Signposted from Prospectus)

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| Design Studio | Not applicable | Executive Office | None assessed |
| Events Team | Not applicable | Place | None assessed |
| Mount Batten Centre | Not applicable | External | None assessed |
| Parks Services | Not applicable | Place | None assessed |
| Plymouth Adult and Community Learning Service | Not applicable | People | None assessed |
| Plymouth Community Homes Services | Not applicable | External | None assessed |
| Plymouth Transport and Highways | Not applicable | Place | None assessed |
| Print and Document Services | Not applicable | Executive Office | None assessed |
| Public Buildings and Conference Facilities | Not applicable | Place | None assessed |
| Recruitment and Other Advertising – Euro RSCG Riley | Not applicable | External | None assessed |
| Waste Collection Service | Not applicable | Place | None assessed |

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| Services to be removed from prospectus | | | |
| Architectural Design | Not applicable | Place | None assessed |
| Assessment Advice and Support | Not applicable | People | None assessed |
| Corporate Premises - Fire Safety Advice and Training | Not applicable | Place | None assessed |
| Curriculum Development – Primary Support | Not applicable | People | None assessed |
| Customer Relations Team | Not applicable | Corporate Services | None assessed |
| E-Learning and E-Safety | Not applicable | People | None assessed |
| Facilities Management Training, Advisory and Consultancy Services | Not applicable | People | None assessed |
| Human Resources and Organisational Development – Online Recruitment Toolkit | Not applicable | Corporate Services | None assessed |
| International Education | Not applicable | People | None assessed |
| Premises Legislation Compliance | Not applicable | Place | None assessed |
| Primary Support to Improve Teaching and Learning | Not applicable | People | None assessed |
| Teaching and Learning in Religious Education | Not applicable | People | None assessed |
| Disabilities (SEND) – School Improvement Service | Not applicable | People | None assessed |
| Strategic Capital and Buildings | Not applicable | Place | None assessed |
| Strategic Property Services | Not applicable | Place | None assessed |
| Subject Leader Network Support – Modern Foreign Languages | Not applicable | People | None assessed |
| Support for Positive Play | Not applicable | People | None assessed |
| Sustainable Development | Not applicable | Place | None assessed |
| Translate Plymouth | Not applicable | People | None assessed |
| Workforce Development | Not applicable | People | None assessed |