

PLYMOUTH CITY COUNCIL STRATEGIC RISK REGISTER SIXTEEN FEB 2013 - Summary by Risk Rating APPENDIX A

ROW NO	RISK REF	POTENTIAL RISKS IDENTIFIED	RESIDUAL RISK RATING			RESIDUAL RISK RATING			RESIDUAL RISK RATING			CURRENT RESIDUAL RISK RATING			CHANGE IN RISK RATING	COMMENTS	LEAD OFFICER	RISK CHAMPION
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1	21	Medium Term Financial Forecast issues - unable to meet spending reduction targets, negative impact on budgets, loss of reputation, negative impact on front line services and a negative opinion from external audit.	5	5	25	5	5	25	5	5	25	5	5	25	R	COMMENTS AUG 12: With the election of a new administration and their adjustments to the corporate plan linked to the 100 manifesto pledges, a new MTFS is currently being written and will be presented to the Council in the coming quarter. COMMENTS FEB 13: 13/14 Revenue and Capital budgets to be approved at full Council 25 February 2013. Once signed off, a new MTFF will be written for approval at Cabinet July 2013. CMT have a monthly strategic finance meeting scheduled where regular challenges and updates to the MTFF occur.	Malcolm Coe	Angie McSweeney
2	49	Future of Civic Centre and Council House following listed status as not currently fit for purpose.	4	5	20	4	5	20	4	5	20	4	5	20	R	COMMENTS AUG 12: A formal procurement process has now commenced with Executive Project Board and Project Team in place. If no solution is provided following this process the Council would be forced to carry out necessary works to bring the building into a 'fit for purpose' condition. COMMENTS FEB 13: The procurement process is proceeding as planned and the Council is currently in dialogue with four potential developers. It is currently anticipated that a contract award will be made in June 2013. However, as the Council does not have any legal certainty of an acceptable outcome at this stage of the procurement process the risk remains unchanged.	Alwyn Thomas	Carol Rowe
3	89	Development of HR Transformation Project				New			3	4	12	4	5	20	R	COMMENTS AUG 12: Project plan includes appropriate testing of systems and processes. Contingency plan in place to cover all eventualities during the implementation phases. Additional budget approved for resources as required. COMMENTS FEB 13: Testing through August and September identified some fundamental flaws in the functionality within the AX environment. This was coupled with delays in supplier deliverables all of which are being managed at senior levels of all organisations (PCC and supplier). One of the secondary suppliers went into administration in January 2013 – replacement suppliers are being sourced by our primary contractor KPMG.	Mark Grimley	Helen Cocks
4	92	Deterioration of the condition of the City's Highway Network (carriageway and footways)							New			5	4	20	R	COMMENTS FEB 13: The condition of the highway network has deteriorated significantly following some of the coldest and wettest winters on record. The volume of defects being picked up on the network and the need to make defects safe within 24 hours has put extreme pressure on Transport's current revenue budgets. Some permanent repairs are completed but for the most part there is not sufficient budget to carry out permanent repairs. The public see this as inefficient working and a poor use of resources. There is currently a backlog of approximately 42,000 defects on the network awaiting permanent repairs. A three staged approach to tackle the condition of the highway network is being recommended:- 1. Change the way we carry out temporary repairs and move to first time permanent repairs with only minimal temporary repairs being undertaken, 2. Adopt a medium term patching and resurfacing programme to address the roads that have been subject to customer complaint and allocate a Capital injection of £2 million per year over the coming years to help to clear the backlog of defects on the network. 3. Adopt a long term strategy to repair our unclassified network.	Tom White	Carol Rowe

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5	46	Ensure the Council has robust Information Governance processes in place to safeguard information assets and prevent fines for non-compliance being imposed by the Information Commissioner's Office.	4	4	16	4	4	16	4	4	16	4	4	16	A	COMMENTS AUG 12: The Information Lead Officers Group (ILOG) has been in operation since March 2012 and is now developing an Action Plan to coordinate strategic interventions within each directorate in order to minimise the opportunity for sensitive personal or commercial data to be inappropriately disclosed or stolen from the council. Failure to manage Information Governance could result in regulatory penalties from the Information Commissioner or the Courts. Each department will monitor compliance through completing an Information Governance Risk template. No change to scoring as the IG risk templates have not yet been updated or Action Plan outcomes known. COMMENTS FEB 13: The Information Lead Officers Group (ILOG) is becoming established and considering the use, security and dissemination of the Council's information asset. There has been one monetary penalty from the Information Commissioner, and to address this risk each department will monitor compliance through an Information Governance Risk template. Once the use of the template is standardised, and particular risk hotspots identified for remedial action, the overall risk assessment of this risk will be reduced.	Richard Woodfield	Dave Saunders
6	83	Health Inequalities - not meeting high level partnership target to reduce the gap in life expectancy by at least 10% between the fifth of areas (eight neighbourhoods) with the lowest life expectancy and the population as a whole by 2020	New			4	4	16	4	4	16	4	4	16	A	COMMENTS AUG 12: Plan implemented and being integrated with JSNA work and Health and Wellbeing Board plan and commissioning. COMMENTS FEB 13: Key findings of JSNA now incorporated in draft Health and Wellbeing Strategy. Tackling Health Inequalities is one priority. Health and Wellbeing Strategy finalised by March. Delivery of priorities will be coordinated through the Joint Commissioning Partnership.	Peter Aley	Lynn Clark
7	84	Impact of Welfare Reform on Plymouth City Council and our customers	New			4	4	16	4	4	16	4	4	16	A	COMMENTS AUG 12: Identified as key priority for the Council and working groups delivering workstreams to anticipate /mitigate effects. COMMENTS FEB 13: Work to mitigate the effect of the cuts includes: two new local schemes due to be implemented in April 2013, advice and support for claimants training and plans for jobs and child poverty.	Peter Aley	Lynn Clark
8	33	Ensuring there is adequate capital for Education Infrastructure	4	4	16	4	4	16	4	4	16	4	4	16	A	COMMENTS AUG 12: Cabinet report presented March 2012 securing resources and approval for Waves 3 and 4. Reporting back to Cabinet on Waves 5 & 6 in the Autumn term 2012 to secure further resources for projects. COMMENTS FEB 13: The Waves 1-4 basic need projects are all in hand and on track. There has been a delay in waves 5-6 whilst we are awaiting to hear about allocations from central government. We anticipate providing a cabinet paper in the spring where proposals will be listed.	Jayne Gorton	Julie Reed



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9	88	Failure to secure Government funding through new process to deliver sufficient Major Transport Schemes (MTS)				New			4	4	16	4	4	16	A	COMMENTS AUG 12: Outline Business Cases being prepared by April 2013 for 3 schemes - 2 x Eastern Corridor Major Transport Schemes and the Northern Corridor Whole Route Implementation Plan for section north of A38. COMMENTS FEB 13: Number of schemes being submitted for Major Scheme Funding has been prioritised down to 5 schemes (2 x Eastern Corridor, 2 x Northern Corridor and 1 x City Centre). Government has allocated £40m to HotSW LTB (2015-19). Funding bids across HotSW currently amount to £114m of which £31.7m, based on scheme costs calculated at Q3 2012 prices is required by PCC. While some funding is likely through this source, it is also likely that this new funding process will not be able to contribute to all 5 PCC schemes for completion by 2019. A minimum of 10% local contribution by PCC as the scheme promoter will be required through developer contributions either through the Section 106 process, through the Community Infrastructure Levy or through PCC's own Investment Fund. Other external grant opportunities will need to be explored but the requirement for local contributions as part of external grant conditions will remain.	Philip Heseltine	Carol Rowe
10	42	Maintain and support Health & Safety Management processes to aid the wellbeing of staff and reduce sickness levels.	3	5	15	3	5	15	3	5	15	3	5	15	A	COMMENTS AUG 12: HSE audit of waste and recycling completed Feb 2012 concluded good level of HS management. Corporate health and safety policy implemented. COMMENTS FEB 13: Formal Internal Audit programme implementation underway.	Mark Grimley	Helen Cocks
11	59	Financial risk associated with investigation and clean up of contaminated land	3	5	15	3	5	15	3	5	15	3	5	15	A	COMMENTS AUG 12: Contaminated Land Strategy under review. Prioritisation has been undertaken on those sites initially assessed, and a priority list produced. This is under continual review as new information becomes available. COMMENTS FEB 13: The situation has not changed and the last comments are still relevant to the citywide risk.	Jayne Donovan / Robin Carton	Carol Rowe
12	67	Working with partners in the prevention of Violent Extremism.	3	5	15	3	5	15	3	5	15	3	5	15	A	COMMENTS AUG 12: Prevent Plan updated and being delivered with partners, including training and Counter Terrorism Local Profile received and being responded to. COMMENTS FEB 13: Prevent action plan continues to be implemented and Members briefed on CTLP.	Peter Aley	Lynn Clark
13	24	Ensuring processes are in place to protect staff from violent incidents whilst carrying out their duties.	3	5	15	3	5	15	3	5	15	3	5	15	A	COMMENTS AUG 12: A prototype for PVP case management, using CRM, has been produced. This is being reviewed by HSW team in preparation for review by service user group in August. COMMENTS FEB 13: CRM and protal development is on target to be complete by the end of March 2013, training package under development. Launch will be delayed as key reporting requirements depend on the payroll solution, so will not be available until May 2013.	Mark Grimley	Helen Cocks

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14	51	Delivery of sustained and accelerated economic and population growth in line with the Council's Corporate Plan and vision for the City.	3	5	15	3	5	15	3	5	15	3	5	15	A	COMMENTS AUG 12: Unemployment trends have remained stable with a slight drop in the overall rate but stubborn high levels of young unemployed and long-term unemployed. The Council received confirmation that a £2m application for Coastal Communities Fund money had been successful at first stage. The city has applications waiting assessment in both the Regional Growth Fund and Growing Places Fund. Local company KPM has received £1m of Grant for Business Investment for expansion at Ernesettle. Preparations are being made to secure further ERDF funds for the Urban Enterprise Programme. COMMENTS FEB 13: Unemployment has fallen month on month although there remains a significant problem with high levels of long-term unemployed and within younger age groups. We have launched a major initiative by way of the Plan for Jobs which included 19 projects to create over 2000 jobs; we secured a major piece of inward investment with the Money Group commencing and creating circa 200 jobs; we are hopeful of a positive announcement of receipt of some monies from the CCF within the next week; a City Deal proposal has been submitted which can help the city target economic growth if approved; we have secured monies to progress issues around digital exclusion; the 1000 Club already has over 100 members and has created approx 200 jobs since October; we are putting bids in for Flexible Support Funding; working with the LEP on future access to new EU funding programmes from 2014 onwards; are working with the private sector and the LEP to support companies and / or co-ordinate bids into the next round of the Regional Growth Fund; Cabinet has approved the next stage of work to look at the creation of a new Community Economic Development trust in the north of the city.	Chris Grace / John Dixon	Carol Rowe
15	85	Health Integration - Transfer of public health commissioning activity, functions and staff from NHS Public Health departments to PCC				New			3	5	15	3	5	15	A	COMMENTS AUG 12: The detailed local transition plan has now been developed however the establishment of key milestones timeframe remains difficult due to most national deadlines now behind schedule. Models of integration have been initially scoped, a vision and outcomes workshop is planned for the beginning of August and a joint risk register is being developed. Commissioning mapping activity across Plymouth in relation to the transition has been acknowledged at a cluster level as an excellent model which is now being followed by others. COMMENTS FEB 13: Good progress generally. Draft Health & Wellbeing Strategy presented to Shadow Board. Terms of Reference for Joint Commissioning Partnership being developed. Public Health transfer model agreed with implementation on 1 April 2013. Shadow Health & Wellbeing Board in place. NEW Devon CCG - a number of senior positions have been filled and the remaining vacancies are in the process of being appointed to. Tender award for Healthwatch agreed.	Tony Hopwood	Lynn Clark

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16	52	Ensure the Capital Programme is delivered within agreed financial targets	3	5	15	3	5	15	4	4	16	3	4	12	 A	<p>COMMENTS AUG 12: Score increased due to changes in staff and restructure. However, all new staff have adopted existing protocols and governance to mitigate this risk. New governance and processes are being developed which will reduce the impact further. COMMENTS FEB 13: Recent success in receiving grant funds (circa £5.5m) has given the capital programme a more affordable position. Decisions in the 2013/14 budget setting to move funds from reserves and to increase borrowing to allow the council to set up an investment fund also puts the capital programme into a more healthy position. The reliance on capital receipts is now a balanced position. Progress on reconsidering the governance of the capital programme has stepped up and plans to make constitutional changes for April 2013 are in progress.</p>	Gareth Simmons	Carol Rowe
17	28	Increase in the number of looked after children and those subject to a Child Protection Plan leading to cost pressures on independent placements, staffing and resources	3	5	15	3	5	15	3	5	15	3	4	12	 A	<p>COMMENTS AUG 12: In terms of risk areas there has been over the last year a 20% increase in referral rates to Social Care and the present increase in the number of pre-birth assessments taking place with vulnerable young women in particular could lead to an increase in numbers of children in care. As predicted there has been an increase in the number of Special Guardianship applications from relatives and the additional costs to fund needs based allowances. From November young people on remand will become classified as Children in Care and from April next year the LA will be responsible for the full cost of the accommodation whilst on remand. In mitigation we are continuing to receive applications for foster carers and adopters and alongside this the Family Justice Review and Adoption Action Plan should reduce delay in placements and also the provision of 'foster to adopt' carers. COMMENTS FEB 13: Referrals to Children's Social Care are continuing to increase at the rate of approximately 10% per year. Whilst CAF activity has significantly increased it is essential that the Early Intervention and Prevention Programme begins to deliver on targeted wrap around support services to impact on Social care front door. Children in Care numbers have decreased slightly in the last 3 months due to the impact of the Family Justice Review and reduced court timescales. However the complexity of need of Children in the care system means that there is a continuing pressure on the independent sector placements budget. We are beginning to see increased sufficiency in our in house foster care service that should have a positive impact in terms of less reliance on Independent Foster care.</p>	Dave Simpkins / Anne Osborne	Julie Reed

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18	68	Failure to reach recycling targets and divert waste from landfill	3	4	12	3	4	12	3	4	12	3	4	12	—	COMMENTS AUG 12: The total biodegradable municipal waste (BMW) landfilled in 2011/12 was 381 tonnes less than the same period in 2010/11 and with its LATS allocation and purchased credits the Council has sufficient permits to cover this biodegradable amount and hence no fines will be levied for 2011/12. The Q1 2012/13 performance has improved slightly compared with similar period in 2011/12 with recycling/reuse/composting performance up by 0.5% and the amount of waste landfilled down by 224 tonnes over similar period. The PFI reference recycling initiative to collect glass from the kerbside is due to begin a pilot collection service on one round from Sept 2012. COMMENTS FEB 13: Recycling rates to end of Q3 2012/13 are up 0.75% on last year and tonnage to landfill is down 0.75%. The commingled glass pilot has commenced, however the procurement to replace PCC's MRF was delayed whilst awaiting DCLG bid announcement although is now underway which will delivery on a PFI commitment.	Jayne Donovan / Mark Turner / Sue Lorne	Carol Rowe
19	60	Economic downturn affecting treasury management	3	5	15	3	4	12	3	4	12	3	4	12	—	COMMENTS AUG 12: On-going monitoring of global economic situation in place. COMMENTS FEB 13: Treasury Management Board continues to meet and opposition spokesman for Finance has been invited to join to strengthen strategic view. Working with advisors on new strategies eg. 1 April £5m investment in property fund to yield 6% return. Looking at Investment in Local property.	Malcolm Coe	Angie McSweeney
20	81	Impact of trading services and loss of local authority funding through academy status	4	4	16	3	4	12	3	4	12	3	4	12	—	COMMENTS AUG 12: Whilst the government is anxious to increase the number of primary schools to academy status the level of buy back and the impact will need to be monitored. Changes to the schools funding formula will mean schools have the money in their budgets through further delegation to purchase services, but there will be more choice available in the market place. COMMENTS FEB 13: Continuing to respond to changes and work with Schools Forum to address the unique situation in Plymouth. Each school irrespective of status has a Plymouth Leadership Adviser from the Schools & Settings Team who will discuss buy-back with the Headteacher.	Gareth Simmons / Jayne Gorton	Julie Reed
21	72	Significant pressure on Adult Social Care budget	4	4	16	3	4	12	3	4	12	3	4	12	—	COMMENTS AUG 12: We continue to closely monitor and manage variation in budget pressures in order to minimise any potential overspend at year end. COMMENTS FEB 13: ASC budget is presently projected to have an overspend. Management actions have been agreed by CMT to reduce the risk.	Pam Marsden	Lynn Clark
22	91	Failure to keep abreast of and track new and emerging legislation as part of the powers following Localism Act (regulations)									New	3	4	12	—	COMMENTS FEB 13: Currently recruiting to vacant post of Contract & Corporate Governance Lawyer to track emerging legislation.	Dave Shepperd	Rosie Clahane
23	36	Ensuring systems are in place to deal with staff stress issues which could lead to sickness absence.	3	5	15	3	4	12	3	4	12	3	4	12	—	COMMENTS AUG 12: HSW processes in place with managers (as part of business plans) that recommend team stress risk assessments are undertaken on annual basis. Thorough review of approach to resilience in 12/13 business plan year. COMMENTS FEB 13: Audit of stress management arrangements carried out by Gallagher Health - awaiting report.	Mark Grimley	Helen Cocks
24	73	Employee Relations	3	5	15	3	4	12	3	4	12	3	4	12	—	COMMENTS AUG 12: On-going liaison with trade unions office and legal teams. COMMENTS FEB 13: Case Management Discussions (CMD) directed through courts. Some claims settled, regular consideration of remaining claims.	Mark Grimley	Helen Cocks

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25	47	Concessionary Fares - increased take up of concessionary travel above forecast which could put additional pressure on budgets.	3	4	12	3	4	12	3	4	12	3	4	12		COMMENTS AUG 12: The 2012/13 reimbursement rate has been published and the period for 'challenge' to the SoS has now passed. The residual risk for this year is the possibility of an increasing number of journeys, which could put pressure on the budget. COMMENTS FEB 13: The 2013/14 proposed reimbursement rate was published on the 1 December 2012 and notified to Operating Companies (Opcos), we are currently in a period of negotiation with Opcos until 3 March when we are required to publish the reimbursement rate we will pay on 1 April. Two companies have registered concerns and are providing further data to the Council which we are analysing. Opcos are able to challenge the rate for 56 days from the 1 April through the SoS for Transport. The risks for 2013/14 are the possibility of an increasing number of journeys and a successful challenge which could put pressure on the budget.	Clive Perkin / Adrian Trim	Carol Rowe
26	86	Strategic Housing Transformation Agenda. The Housing Plan 2012-17 captures the city's housing ambition and sets out priority objectives for developing, improving and investing in people's homes, neighbourhoods and communities				New			3	4	12	3	4	12		COMMENTS AUG 12: The Housing Plan 2012-2017 captures the city's housing ambition and sets out priority objectives for developing, improving and investing in people's homes, neighbourhoods and communities. COMMENTS FEB 13: 4 x Delivery Plans set out detailed actions to address these and are monitored regularly.	Stuart Palmer / Paul Barnard	Lynn Clark
27	82	Potential legislative non-compliance of PCC buildings due to fragmented ownership and responsibility	3	5	15	3	5	15	3	5	15	2	5	10		COMMENTS FEB 12: The Corporate Landlord initiative has now been adopted and goes live 1 March 2012. No change to risk score at this time as it is too early to measure the impact of this initiative. COMMENTS AUG 12: Corporate Landlord initiative went live on 1 April 2012. This initiative brings all the responsibility for statutory compliance items into one area to ensure that contracts are extended to cover all relevant council properties. All buildings are now covered in accordance with statutory legislation and will continue to be monitored. COMMENTS FEB 13: Consolidation of budgets and responsibilities is now complete under Corporate Property reducing the risk of non-compliance.	Chris Trevitt	Angie McSweeney
28	30	ICT Resilience - Ensuring there is adequate disaster recovery in place to deal with the unavailability of ICT.	2	5	10	2	5	10	2	5	10	2	5	10		COMMENTS AUG 12: The data centre project at Windsor House is progressing to plan and will undergo commissioning and go live in January 2013. This will further reduce the likelihood of system downtime and provide a platform for future improvements. COMMENTS FEB 13: The data centre project at Windsor House is currently in delivery and commissioning will now begin in March 2013.	Malcolm Coe	Angie McSweeney
29	14	Ensuring robust systems are in place to combat fraud and protect Council assets.	2	5	10	2	5	10	2	5	10	2	5	10		COMMENTS AUG 12: 2012-13 National Fraud Initiative exercise is due to commence with the upload of data from the DWP and other organisations at the end of 2012, the Audit team are taking a more proactive approach to Fraud in readiness for this exercise. COMMENTS FEB 13: Data has now been uploaded and matches identified. The Audit Team are now in the process of contacting appropriate managers to identify staff to work on the matched information.	Dominic Measures	Angie McSweeney
30	08	Ensuring the Council has a robust Business continuity planning strategy in place to facilitate resumption of normal business activities should a serious incident occur	2	5	10	2	5	10	2	5	10	2	5	10		COMMENTS AUG 12: The Council had a significant event in the form of possible fuel shortages but the use of the Business Continuity Incident Management Plan as well as the decisions by the Business Continuity Strategy Group meant that any impacts were mitigated. COMMENTS FEB 13: Events that have the potential to cause disruption to normal business are constantly monitored. A Business Co-ordination Centre plan is now in place to ensure that an immediate impact assessment can be undertaken when the authority encounters any issues that affect the business.	Jamie Whitford-Robson	Marie-Odette Préleur

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31	76	Risk of not getting funding to progress development of Gypsy Sites .	2	4	8	2	4	8	3	4	12	3	3	9		COMMENTS AUG 12: 3 sites agreed by Cabinet in Aug 12 and at various stages of development. COMMENTS FEB 13: Some funding secured and planning application has been made for transit site.	Peter Aley	Lynn Clark
32	70	Delivering the transformation of Adult Social Care (ASC) through Putting People First framework	2	3	6	3	3	9	3	3	9	3	3	9		COMMENTS AUG 12: The roll out of the service restructure in July 2012 has been completed and sustained improvement is expected over the coming year in the level of Personal Budgets. COMMENTS FEB 13: We have completed the roll-out of ASC transformation and continue to embed this new way of working. At Dec 2012 we were achieving 58% delivery of Personal Budgets against our performance target of 70% by 31/3/13.	Pam Marsden / Paul Francombe	Lynn Clark
33	77	Risk of failing to achieve Carbon Reduction targets - resulting in civil and criminal penalties, financial and reputational loss.	3	5	15	3	4	12	3	4	12	2	4	8		COMMENTS AUG 12: On-going work to rationalise the Corporate Estate as well as looking at initiatives for generating energy on specific sites. COMMENTS FEB 13: A report goes to cabinet next month for £13m carbon reduction schemes, including replacing the City's street lighting with LED, installing solar panels on roofs and replacement of ageing boilers.	Chris Trevitt	Angie McSweeney
34	55	Partnership with Devon County Council and Torbay Council to deliver Waste PFI Procurement for SW Devon Waste Partnership (by 2014). With the aim to secure a timely economic, reliable and proven solution to divert the Partnership's residual waste from landfill with reduced carbon impact	3	4	12	3	4	12	3	4	12	2	4	8		COMMENTS AUG 12: Planning and permit risks decreased but risk remains at 12 as the new administration is opposing the project and currently investigating legal options available to them. COMMENTS FEB 13: Risk reduced as decisions legally made and contract binding - construction underway and on programme for operational commencement at end of 2014.	Mark Turner	Carol Rowe
35	74	Ensuring robustness of Client Management IT Systems for Social Care (both Adults and Children)	5	4	20	3	4	12	2	4	8	2	4	8		COMMENTS AUG 12: The ASC restructure is reaching its final stages but some amendments are required to the technical solution to address issues that have arisen during implementation. Other work streams are beginning for the ASC implementation around Finance review, appointment scheduling and the latter stages of the re-enablement implementation. Within CSC significant amounts of work is being carried out to review the Main Care cycles and how this is facilitated within CareFirst as well as the implementation of the system to meet the needs of the Adoption service. The continuation of this programme is essential to ensure that new legislative requirements and efficiencies are being achieved. Recent audit report reflects a 'good' standard. COMMENTS FEB 13: Amendments relating to the ASC implementation have been completed, reablement implementation has been undertaken with only the final phases to automate the link to Payroll outstanding and work has begun on the Children's Social Care System. Work will begin shortly to determine how the CareFirst team moves from a project role to a business as usual role.	Karen Porte	Angie McSweeney
36	87	Failure to maximise opportunities from the Council's property assets				New			3	4	12	2	3	6		COMMENTS AUG 12: Strategic Property Review will highlight opportunities to utilise estate more effectively to further increase income and capital value and promote opportunities growth. COMMENTS FEB 13: £25k funding received from the LGA Capital and Assets Pathfinder Programme which has been used to employ Chartered Surveyors who have been instructed to work on the Strategic Property Review. Estate is currently 95% let demonstrating a proactive approach.	James Watt	Carol Rowe

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			Aug-11			Feb-12			Aug-12			Feb-13						
			*P	*I		*P	*I		*P	*I		*P	*I					
37	69	Contribute and support the development of the Life Centre at Central Park	2	3	6	2	3	6	2	3	6	2	3	6	G	COMMENTS AUG 12: Section 1 of the project is complete with only section 2 works outstanding. A number of snagging items are being resolved. Replacement barrier system now installed and working very well. Everyone Active are in occupation in the building and have been operating it since the end of May. Reporting mechanisms being finalised to provide for continued monitoring of the contract. COMMENTS FEB 13: The construction of the Plymouth Life Centre is now complete. A number of snagging items are being resolved. Everyone Active is in occupation of the building and has been operating it since the end of May. Reporting mechanisms being finalised to provide for continued monitoring of the contract.	Tony Hopwood	Lynn Clark
38	80	Planning Obligations - implications of new legal framework and current economic circumstances.	2	4	8	2	4	8	2	4	8	Delete		D	COMMENTS AUG 12: The Planning Obligations and Affordable Housing Supplementary Planning Document First Review 2012 was formally adopted by Full Council on 30/08/12. COMMENTS FEB 13: The CIL Charging Schedule has been found sound as submitted therefore this can now be removed from the register.	Jonathan Bell	Carol Rowe	
		* P = Probability Rating (1 = Low, 5 = High)																
		* I = Impact Rating (1 = Low, 5 = High)																
		Maximum Score 5 x 5 = 25																
		NB. Risks scored 12 or above will be the subject of priority monitoring																