



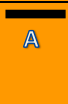

PLYMOUTH CITY COUNCIL STRATEGIC RISK REGISTER SEVENTEEN AUG 2013 - Summary by Risk Rating APPENDIX A

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
			Feb-12			Aug-12			Feb-13			Aug-13						
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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 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. COMMENTS AUG 13: The Medium Term Financial Plan supercedes the Medium Term Financial Plan for 13/14 for the next 5 years and includes Pension Auto Enrolment and 3 year revaluation impact. The budget was presented to senior officers and members in a different format, itemising all income and gross spend. There is now greater transparency and challenge. Engagement of strategic partner, (Ernst & Young) to help us address the future funding gap through a co-ordinated transformation programme.	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 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. COMMENTS AUG 13: The procurement process has identified a preferred bidder and Cabinet will be asked to agree a contract award in September but too premature to reduce the level of risk score at this stage.	Alwyn Thomas	Gill Peele
3	89	Development of HR Transformation Project	New			3	4	12	4	5	20	4	5	20	R	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. COMMENTS AUG 13: Ongoing discussions with KPMG and Microsoft. Decision to be made in September on future plans.	Mark Grimley	Helen Cocks
4	92	Deterioration of the condition of the City's Highway Network (carriageway and footways)				New			5	4	20	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. COMMENTS AUG 13: Council have approved further capital investment with investment options paper being completed. Utilising the Governments new Highway Toolkit a number of investment and treatment scenarios have been modelled for the carriageway. Selecting the correct treatment for a failed road is essential in providing best value for money. We need to maximise opportunities to access Governments 2015 funding £6 billion for investment into Highways modernisation. Standard risk management and monitoring continues.	Adrian Trim	Gill Peele



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5	46	The Council not meeting its obligations to keep citizen data secure , or provide and display information in line with statutory requirements. The consequence can be a financial penalty and/or reputational damage resulting in loss of trust in the Council which will affect the ability of the Council to work efficiently and effectively with the public, contractors or partner organisations (formerly Information Governance)	4	4	16	4	4	16	4	4	16	4	4	16	■ A	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. COMMENTS AUG 13: ILOG is continuing to work through the Information Governance Action Plan. More Corporate Communications are planned and an eLearning package for all staff will be rolled out in the Autumn. The Information Commissioner's Office have accepted an invitation from PCC to carry out an audit of our processes and this is planned to take place between Nov 13 and Jan 14.	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	4	4	16	4	4	16	4	4	16	4	4	16	■ A	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. COMMENTS AUG 13: Toolkit in preparation to address health inequalities down to neighbourhood level across 66 outcomes.	Kevin Elliston / Rob Nelder	Julie Cook
7	84	Impact of Welfare Reform on Plymouth City Council and our customers	4	4	16	4	4	16	4	4	16	4	4	16	■ A	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. COMMENTS AUG 13: Officers working group continues to meet to implement action plan. Advice service to continue with tight contract management and direct support to claimants as appropriate. Assessing the impact of large increase in customer contacts through the front office.	Peter Aley	Julie Cook
8	33	Ensuring there is adequate capital for Education Infrastructure	4	4	16	4	4	16	4	4	16	4	4	16	■ A	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. COMMENTS AUG 13: Targeted Capital allocations made in July following confirmation of basic need allocation in April 2013. Cabinet paper to be provided Autumn 2013 listing proposals along with a presentation.	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	4	4	16		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. COMMENTS AUG 13: At the Heart of the South West Local Transport Board (HotSW LTB) meeting on 15 July three of Plymouth's schemes, Derriford Roundabout, Cattedown Roundabout and Woolwell to the George were added to the LTB's Indicative Programme of projects. These projects will be supported by the LTB, subject to available funding. On 16 July Department for Transport confirmed the HotSW LTB's allocation of Major Scheme funding to be £27.1m (33% less than the original planning figure of £40m). The Board has given the go ahead in principle to the Derriford Roundabout scheme, but has so far only allocated 57% of the LTB funding requested at this stage. The LTB Board has also agreed that Derriford Roundabout has first call from the HotSW LEP Single Local Growth Fund when that is announced in July 2014, to fill the £4.4m gap of the remaining amount requested.	Philip Heseltine	Gill Peele
10	86	Strategic Housing Private Sector Housing Intervention - reducing capital resources.	New			3	4	12	3	4	12	4	4	16		COMMENTS FEB 13: 4 x Delivery Plans set out detailed actions to address these and are monitored regularly. COMMENTS AUG 13: Progress has been made on use of health funding and targetted interventions to reduce a significant number of category 1 hazards and a record number of adaptations quicker at a low cost. However, with resources diminishing to government grant only next year there are risks of increased waiting times for mandatory adaptations impacting on the health and well being of people with disabilities and older people, potentially incurring higher social care and health costs for ourselves and our health partners.	Stuart Palmer / Paul Barnard	Julie Cook
11	67	Working with partners in the prevention of Violent Extremism .	3	5	15	3	5	15	3	5	15	3	5	15		COMMENTS FEB 13: PREVENT action plan continues to be implemented and Members briefed on CTLP. COMMENTS AUG 13: PREVENT Action Plan being delivered with partners, including training, referral process, awareness raising, work with educational establishments and communities.	Peter Aley	Julie Cook
12	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		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. COMMENTS AUG 13: Reporting arrangements not resolved (linked to SRR 89). Interim solution to launch alerts function without incident management elements of CRM, on track to go live in September 2013.	Mark Grimley	Helen Cocks










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13	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 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. COMMENTS AUG 13: Since February unemployment has fallen slightly each month and some progress has been made in younger age groups but long-term unemployment for some residents remains a stubborn issue. We have secured new funds from the National Apprenticeship Service, Coastal Communities Funds and Flexible Support Fund to help with employment initiatives. A number of businesses have opened or expanded such as Hymec, Mitch Tonks, the Dome and there are significant enquiries from businesses such as God TV. An announcement on our bid into Regional Growth Fund is expected imminently and we are progressing work with the Local Enterprise Partnership to secure new EU and Single Pot monies (although the latter would not start to arrive until 2015). Latest figures have shown an increase in visitor numbers into Plymouth. We have commenced a review of the Local Economic Strategy which by year end will provide an updated strategic blueprint for economic growth, business support and job creation. Get Plymouth Building initiatives underway to accelerate housing delivery. Working with housing providers and agents to identify actions to help unblock barriers and new models of delivery such as RENT plus. Strategic funding mechanisms being explored.	Paul Barnard / David Draffan	Gill Peele
14	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 FEB 13: The situation has not changed and the last comments are still relevant to the citywide risk. COMMENTS AUG 13: As funding becomes available, bids are made to DEFRA for investigation works. Unknown implications for future liabilities if funding not available.	Jayne Donovan / Robin Carton	Gill Peele
15	14	Ensuring robust systems are in place to combat fraud and protect Council assets.	2	5	10	2	5	10	2	5	10	3	5	15	 A	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. COMMENTS AUG 13: Instances of fraud and irregularity are on the increase nationally, as highlighted by the National Fraud Authority and Audit Commission. This is much to do with the state of the economy and the recent welfare reforms which has seen many with less income. Devon Audit Partnership will look to review the Council's strategy and policies surrounding fraud and corruption.	Dominic Measures	Angie McSweeney




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16	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	4	12	3	4	12		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. COMMENTS AUG 13: Smarter commissioning and improved market management of independent sector foster and residential placements. Working with residential parent and child provider to provide reduction in cost and smarter time limited placements.	Dave Simpkins / Anne Osborne	Julie Reed
17	68	Failure to reach recycling targets and divert waste from landfill	3	4	12	3	4	12	3	4	12	3	4	12		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. COMMENTS AUG 13: Recycling rates improved slightly in 2012/13 against a regional/national trend of decline but rates are below PFI Final Business Case (FBC) target level. PCC's last formal initiative declared in PFI FBC is to deliver a city-wide glass collection service and this will follow the procurement of a new Materials Recovery Facility (MRF) service in 2014. The PFI grant condition risk to PCC remains hence PCC must continue with its drive to deliver the FBC initiatives and improve recycling despite financial pressures.	Jayne Donovan / Mark Turner	Gill Peele
18	60	The impact on Revenue budget of Treasury Management activity (formerly Economic downturn affecting treasury management)	3	4	12	3	4	12	3	4	12	3	4	12		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. COMMENTS AUG 13: Adopted new strategies spreading our portfolio to minimise risk and maximise value. Adjusted revenue budget to better reflect rates of return from investments. Revenue cost of funding council lending is escalating with overall revenue resources reducing.	Malcolm Coe	Angie McSweeney
19	81	Impact of trading services and loss of local authority funding through academy status	3	4	12	3	4	12	3	4	12	3	4	12		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. COMMENTS AUG 13: Changes to schools funding does not appear to have impacted greatly on services bought back. The level of buy back and impact on school budgets continues to be monitored and a new Directory is being prepared for Nov 13.	Jayne Gorton	Julie Reed
20	72	Significant pressure on Adult Social Care budget	3	4	12	3	4	12	3	4	12	3	4	12		COMMENTS FEB 13: ASC budget is presently projected to have an overspend. Management actions have been agreed by CMT to reduce the risk. COMMENTS AUG 13: Departmental Delivery Plan continues to be monitored through People Directorate Programme Board.	Pam Marsden	Julie Cook

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21	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	3	4	12		COMMENTS FEB 13: Currently recruiting to vacant post of Contract & Corporate Governance Lawyer to track emerging legislation. COMMENTS AUG 13: Temporary Lawyer is currently in post. Awaiting to see if this becomes permanent before delegating this responsibility to that person.	Dave Shepperd	Rosie Clahane
22	93	Failure to deliver the range of housing to meet Plymouth's need							New			3	4	12		COMMENT AUG 13: The Get Plymouth Building Programme has a number of strands to unblock barriers and to accelerate housing delivery and in particular bring forward greener and more affordable housing. Looking at stalled sites and new sites, self build and how the council can support propositions as well as new funding streams.	Paul Barnard	Gill Peele
23	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	2	5	10		COMMENTS FEB 13: Formal Internal Audit programme implementation underway. COMMENTS AUG 13: Communications with team Plymouth complete, audit timetable published and first audit in the new programme final data tbc for 12 or 20 September	Mark Grimley	Helen Cocks
24	82	Potential legislative non-compliance of PCC buildings due to fragmented ownership and responsibility	3	5	15	3	5	15	2	5	10	2	5	10		COMMENTS FEB 13: Consolidation of budgets and responsibilities is now complete under Corporate Property reducing the risk of non-compliance. COMMENTS AUG 13: Corporate Property now restructured to ensure effective management and support across the corporate estate.	Chris Trevitt	Angie McSweeney
25	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 FEB 13: The data centre project at Windsor House is currently in delivery and commissioning will now begin in March 2013. COMMENTS AUG 13: The 2nd data centre at Windsor House is now holding test data and is on schedule to go live 2nd quarter 2013.	Malcolm Coe	Angie McSweeney
26	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 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. COMMENTS AUG 13: Departmental Plan Owners are tasked monthly to review their plans to ensure that information is correct and up to date. The strategy group continues to monitor potential incidents and lead corporately in building resilience.	Jamie Whitford-Robson	Julie Cook
27	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	3	3	9		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. COMMENTS AUG 13: Continued support to Health & Wellbeing Board. Multi-agency engagement at all levels of strategic planning and resource allocation.	Tony Hopwood	Julie Cook
28	73	Employee Relations	3	4	12	3	4	12	3	4	12	3	3	9		COMMENTS FEB 13: Case Management Discussions (CMD) directed through courts. Some claims settled, regular consideration of remaining claims. COMMENTS AUG 13: Ongoing negotiations with trade unions. Continuing to work through claims in accordance with plans.	Mark Grimley	Helen Cocks
29	76	Risk of not getting funding to progress development of Gypsy Sites .	2	4	8	3	4	12	3	3	9	3	3	9		COMMENTS FEB 13: Some funding secured and planning application has been made for transit site. COMMENTS AUG 13: Continue implementation plans towards build for Broadley Park and other sites.	Peter Aley	Julie Cook

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30	70	Delivering the transformation of Adult Social Care (ASC) through Putting People First framework	3	3	9	3	3	9	3	3	9	3	3	9		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. COMMENTS AUG 13: Programme Managers, strategic and operational programme in place. Monitored through the People directorate programme board.	Pam Marsden / Paul Francombe	Julie Cook
31	36	Ensuring systems are in place to deal with staff stress issues which could lead to sickness absence.	3	4	12	3	4	12	3	4	12	2	4	8		COMMENTS FEB 13: Audit of stress management arrangements carried out by Gallagher Health - awaiting report. COMMENTS AUG 13: Audit report favourable, evidence of systems in place. Will continue to monitor through formal internal audit programme (SRR42).	Mark Grimley	Helen Cocks
32	74	Ensuring robustness of Client Management IT Systems for Social Care (both Adults and Children)	3	4	12	2	4	8	2	4	8	2	4	8		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. COMMENTS AUG 13: Awaiting update.	Karen Porte	Angie McSweeney
33	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	Delete				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. COMMENTS AUG 13: Whilst the deadline for operators challenging our reimbursement rates has now passed with no appeals the concern over additional passenger journeys remains. Data is not yet available for July but the recent hot weather is likely to lead to a significant increase in demand. Data from April to June shows a 0.87% increase on the previous year. This risk has now transferred to the Operational Risk Register as the financial risk is insignificant alongside the scale of the future budget pressures.	Clive Perkin / Phil Heseltine	Gill Peele
34	52	Ensure the Capital Programme is delivered within agreed financial targets	3	5	15	4	4	16	3	4	12	Delete				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. COMMENTS AUG 13: Measures to ensure mitigation of risks associated with maximisation of capital receipts included with Strategic Risk 51.	Gareth Simmons	Gill Peele
35	77	Risk of failing to achieve Carbon Reduction targets - resulting in civil and criminal penalties, financial and reputational loss.	3	4	12	3	4	12	2	4	8	Delete				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. COMMENTS AUG 13: Invest to save initiatives include - £13m invested in street lighting / boiler replacement programme / investment in energy generation (solar panels). Further investment has been approved and is being procured.	Chris Trevitt	Angie McSweeney

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			*P	*I		*P	*I		*P	*I		*P	*I			
36	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	2	4	8	Delete		COMMENTS FEB 13: Risk reduced as decisions legally made and contract binding - construction underway and on programme for operational commencement at end of 2014. COMMENTS AUG 13: The building of the Energy from Waste plant is on course. Any risks associated with the actual delivery including the diversion of residual waste will be managed and reported within the Operational Risk Register.	Mark Turner	Gill Peele
37	69	Contribute and support the development of the Life Centre at Central Park	2	3	6	2	3	6	2	3	6	Delete		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. COMMENTS AUG 13: No longer a strategic risk.	Tony Hopwood	Julie Cook
38	87	Failure to maximise opportunities from the Council's property assets	New			3	4	12	2	3	6	Delete		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 pro-active approach. COMMENTS AUG 13: Complete strategic property review is due to be completed in September 2013 and will provide an action plan. This risk can be deleted as mitigation measures are now included within Strategic Risk 51 - Delivery of sustained and accelerated economic and population growth.	James Watt	Gill Peele
		* 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														