<u>ROW</u> NO	<u>RISK</u> REF	POTENTIAL RISKS IDENTIFIED	R	OUAL RI	SK RE	RATI	NG		RATIN	NG	ĸI	CURRI SIDUAI RATIN	L RISK NG		COMMENTS	RISK OWNER	RISK CHAMPION
				ug-12		Feb-	-13		Aug-1	13		Feb-1	14				
			*P ³	*	*P	*	_	*P	*		*P	*I					
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 2	5	5 5	5 2	25	5	5 2	5 R	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. COMMENTS FEB 14: A 3 year budget was approved at Full Council at the meeting in February 2014 but risks remain for year 1, 2014/15 where £16m of cost reduction/additional income will be required. Budget papers include a risk register detailing individual assessments and countermeasures. Year 2 and 3 are heavily reliant on our Transformation Programme which itself is covered by individual risk assessments, which are monitored by the Transformation Board.	Malcolm Coe	Angie McSweeney
2	95	Transformation Impact on Plymouth City Council Business - PCC is embarking on a large Transformation Programme. The scale of change and the benefit realisation required to achieve the council's plan as a Co-operative Council and address funding/income shortfall by 2016 / 17 carries signifiant risk on its capability and capacity to achieve this result.						New	v			4	5 2	R		David Trussler	Sue Thomas
3	49	Future of Civic Centre and Council House following listed status as not currently fit for purpose.	4	5	20	4	5 2	0	4 5	5 2	20	4	5 2	R	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. COMMENTS FEB 14: The procurement process has run its course and we continue dialogue with interested parties to take forward a development solution. We have secured new office accommodation at Ballard House, which is cost effective and will increase efficiency.	David Draffan / David James	Gill Peele
4	92	Deterioration of the condition of the City's Highway Network (carriageway and footways)	New			5	4 2	0	5 4	4 2	20	5	4 2	R	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. COMMENTS FEB 14: The Council have agreed to purchase a new detailed survey of the network to inform future investment aimed at maximising value for money. The system is the right tool to aid the development of our asset management plan and deliver treatments that meet the new Highway Maintenance Efficiency Programme (HMEP) criteria and associated DfT funding models. The survey work will commence in April 2014 and will be completed by October, enabling the Council to assess what options to move forward with in terms of MTFP.		Gill Peele

<u>ROW</u> NO	<u>RISK</u> REF	POTENTIAL RISKS IDENTIFIED	F		3	R	RATIN	G		RATIN	G	ĸı	CURR SIDUA RATI	L RIS NG	к	CHANGE IN RISK RATING	COMMENTS	RISK OWNER	RISK CHAMPION
				Aug-12			Feb-13	3		Aug-1	3		Feb	-14					<u> </u>
5	46	The Council not meeting its obligations to keep citizen data	* P	*I · 4	16	* P 4	* I	16	*P	* I	1	*P 6	* I 4	4	16		COMMENTS AUG 13: ILOG is continuing to work through the Information	Dave Saunders	Rob Batten
		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)														A	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. COMMENTS FEB 14: The Information Lead Officers Group has an Action Plan which is informed by a recent Internal Audit of Information Governance and in preparation for an external audit of Data Protection Act compliance by the Information Commissioners Office in April 2014. An eLearning package for all computer users 'Data Safe' has just been provided to all computer users. Current key issue is the governance and storage of council records, due to the planned change in the location of council staff and the use of buildings. Risk reduction will be reliant on processes put in place through the Transformation Project.		
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	2	4 4	1	6	4	4	16		COMMENTS AUG 13: Toolkit in preparation to address health inequalities down to neighbourhood level across 66 outcomes. COMMENTS FEB 14: A quarterly performance report has been developed to go to Caring Scrutiny Panel and Joint Commissioning Partnership. The grant allocation received by the Council to fund its public health work was discussed at the full Council meeting held on 27 January 2014. At this meeting a 'motion on notice' was unanimously agreed. As a result of this a joint letter has been sent to the Health Secretary asking that Plymouth's allocation be reviewed as a matter of urgency. In addition to this, the Council's Chief Executive and Director of Public Health held a teleconference with the Chief Executive of Public Health England to put the case for additional public health resource being directed to the City. If these approaches result in more funding being forthcoming then the Council will be in a stronger position to put programmes of work in place which will, in the longer term, address the gap in life expectancy.	Rob Nelder	Katrina Houghton
7	84	Impact of Welfare Reform on Plymouth City Council and our customers	4	. 4	16	4	4	16	i 2	4 4	1	6	4	4	16	A	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. COMMENTS FEB 14: Progress continues against action plan, including direct contact with those claimants affected, campaigns targeting groups and support for credit unions and ban on advertising of pay day lenders.	Peter Aley	Julie Cook
8	33	Ensuring there is adequpate capital for Education Infrastructure	4	4	16	4	4	16	; 2	4	1	6	4	4	16	A	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. COMMENTS FEB 14: Approval given for new build at Knowle and additional spaces at St Peter's CE Pennycross and Woodfield. Project plans need to be agreed in order that the majority of the work is completed by Sept 2015.	Jayne Gorton	Julie Reed

<u>ROW</u> NO	<u>RISK</u> REF	POTENTIAL RISKS IDENTIFIED	F	DUAL F RATING		RAT	ING	SK RI	RA	TING	i	RESI F	URREI DUAL RATINO	RISK G	CHANGE IN RISK RATING	COMMENTS	RISK OWNER	RISK CHAMPION
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9	88	Failure to secure Government funding through new process to deliver sufficient Major Transport Schemes (MTS)	4	4	16	4	4	16	4	4	16	4	4	16	A	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. COMMENTS FEB 14: The decisions made by the LTB in July 2013 still stand regarding giving the go ahead in principle to the Derriford Roundabout scheme and having first call on the HotSW LEP Single Local Growth Fund when announced in July 2014 to cover the remaining £4.4m required. The HotSW Strategic Economic Plan is being prepared for submission on 31 March which will include outline business cases for Forder Valley Link Road and Pomphlett Roundabout to the Ride in addition to the long list of schemes already prioritised by the LTB in 2013. This will determine how much the HotSW LEP will be allocated for Capital Schemes including Major Transport Schemes through a 6 year Growth Deal.		Gill Peele
10		Strategic Housing Private Sector Housing Intervention - reducing capital resources. Working with partners in the prevention of Violent	3	4	12	3	5	12	3	4	16	4	4	16	A	COMMENTS AUG 13: Progress has been made on use of health funding and targetted interventions to reduce a significiant 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. COMMENTS FEB 14: The delivery plans have been signed off and regular reports on progress will be given through the Corporate Plan performance monitor and relevant portfolio holder. Private rented sector interventions are under review linked to outcomes of the Fairness Commission - which may require further resources not currently available.	Stuart Palmer / Paul Barnard	Julie Cook
		Working with partners in the prevention of Violent Extremism.	3	5	15	3	5	10	З	5	GI	3	C	15	A	COMMENTS AUG 13: PREVENT Action Plan being delivered with partners, including training, referral process, awareness raising, work with educational establishments and communities. COMMENTS FEB 14: Prevent Action Plan continues to be delivered and Channel process now established in Plymouth - being used to identify, assess and intervene with at-risk individuals.		
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	А	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. COMMENTS FEB 14: CRM upgrade underway, once complete the alerts module can go live.	Chris Squire	Michelle Chapman

<u>ROW</u> NO		POTENTIAL RISKS IDENTIFIED	F	DUAL R RATING Aug-12	ISK RE	RA	JAL R TING b-13		R	DUAL ATING	G	RES	URRE	RISK G	CHANGE IN RISK RATING	COMMENTS	RISK OWNER	RISK CHAMPION
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13		Delivery of sustained and accelerated economic and population growth in line with the Council's Corporate Plan and vision for the City.	3	5		3	5	15	3	5			5	15	A	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. COMMENTS FEB 14: The launch of The Plan for Homes on 1 November with 16 specific initiatives which will help deliver the accelerated population growth that is being planned through the Plymouth Plan. In addition the Transformation Programme now contains the Growth, Assets and Municipal Enterprise programme of activity which will provide further impetuous into population growth. A City Deal has been signed which has the potential to deliver 10,000 jobs and will see South Yard transformed along with initiatives to help young people stay in employment and for more businesses to be supported and started up. There has been close work with the LEP to produce an EU work is also taking place with the LEP to produce a Strategic Economic Plan and secure a growth Deal with the Govern		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 AUG 13: As funding becomes available, bids are made to DEFRA for investigation works. Unknown implications for future liabilities if funding not available. COMMENTS FEB 14: The funding that was previously available from DEFRA has now been withdrawn and consequently if land is identified as contaminated the Council would have to identify resources to comply with the statutory duties.	Simon Dale / Robin Carton	Gill Peele

ROW NO	<u>RISK</u> REF	POTENTIAL RISKS IDENTIFIED		DUAL RATING			OUAL I ATING			DUAL			CURF SIDUA RATI		sĸ	CHANGE IN RISK RATING	COMMENTS	RISK OWNER	RISK CHAMPION
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15	14	Ensuring robust systems are in place to combat fraud and protect Council assets.	2	5	10	2	5	10	3	5	1	5	3	5	15	A	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. COMMENTS FEB 14: Devon Audit Partnership are continuing to work with the Council in reviewing its strategy and policies surrounding fraud and corruption. The Council have taken steps to address particular service areas susceptible to fraud such as Single Person Discount within Council Tax, with the appointment of Capita Local Government Services to carry out a comprehensive review of this area and identify those claiming discount to which they are not entitled. In addition, the Council have conducted high profile exercises to tackle blue badge fraud, taking action against those found to be misusing blue badges as well as working in partnership with other Local Authorities and Registered Housing Providers across Devon to tackle Social Housing Fraud. Plymouth is taking the lead in this project to identify and investigate cases of potential social housing fraud and sanction when appropriate. The Council continues to work on addressing housing benefit		Angie McSweeney
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	4	12	3	4	12	2	3	4	12	A	and council tax support fraud. 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. COMMENTS FEB 14: The number of in-house Foster Carers has increased as anticipated. They are used effectively, however, the complexity of children's needs means there is still a demand for Independant Fostering Agencies (IFA's). Soft market testing with residential providers was undertaken and it was agreed that further residential provision was not going to be commissioned.	Alison Botham	Julie Cook
17	68	Failure to reach recycling targets and divert waste from landfill	3	4	12	3	4	12	3	4	12	2	3	4	12	A	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 initative 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 initatives and improve recycling despite financial pressures. COMMENTS FEB 14: Recycling rates have improved 0.5% to end of Q3 in 2013/14 compared to previous year against a regional/national trend of decline but rates remain below PFI Final Business Case (FBC) projections. PCC's last formal initative declared in PFI FBC is to deliver a city-wide kerbside glass collection service and this is programmed for 2014. A PFI grant condition risk remains hence PCC must continue with its drive to deliver the FBC initatives and improve recycling rates. A review of waste strategy is underway to consider future options.	Simon Dale / Mark Turner	Gill Peele

	<u>RISK</u> REF	POTENTIAL RISKS IDENTIFIED	F	RATIN	G		IDUAL RATIN	G	F	RATIN	G	RES	RATIN	. RISK G	CHANGE IN RISK RATING	COMMEN
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18	60	The impact on Revenue budget of Treasury Management activity (formerly Economic downturn affecting treasury management)	3	4	12	2 3	3 4	12	3	4	12		3 4	12	A	COMME risk and from inve
																revenue Measure and Full the Trea arrange strategie Finance
19	72	Significant pressure on Adult Social Care budget	3	4	12	: 3	3 4	12	3	4	12		3 4	12	A	COMME through monitor basis.
20	91	Failure to keep abreast of and track new and emerging legislation as part of the powers following Localism Act (regulations)	New			3	3 4	12	3	4	12		3 2	12	A	COMME becomes COMME the vaca new and early in
21	93	Failure to deliver the range of housing to meet Plymouth's need				New			3	4	12		3 2	12	A	COMME strands t forward g sites, se streams continue the laun 1,000 ho
22	94	Delivering the Early Intervention and Prevention Strategy							New				4 3	3 12	A	COMME embedd fails to d into Soc
23	73	Employee Relations	3	4	12	: 3	8 4	12	3	3	9		3 4	12	A	COMME through about to
24	81	Impact of trading services and loss of local authority funding through academy status	3	4	12	: 3	3 4	12	3	4	12		2 5	5 10	J G	COMME impacted school b Nov 13. have im and revi
25	82	Potential legislative non-compliance of PCC buildings due to fragmented ownership and responsibility	3	5	15	2	2 5	10	2	5	10		2 5	5 10	G	COMME manage Health a be addr

NTS	RISK OWNER	RISK CHAMPION
ENTS AUG 13: Adopted new strategies spreading our portfolio to minimise d maximise value. Adjusted revenue budget to better reflect rates of return vestments. Revenue cost of funding council lending is escalating with overall e resources reducing. COMMENTS FEB 14: Revised Treasury rement strategy to be presented to Audit Committee in January 2014 II Council in February 2014 which will allow more deligated authority to easury Management board and broader remit on borrowing and loan ements to maximise interest return/minimise borrowing costs. Monthly ic TM board meetings now minuted and actions logged. Attended by e lead for both elected parties.	Malcolm Coe	Angie McSweeney
ENTS AUG 13: Departmental Delivery Plan continues to be monitored People Directorate Programme Board. COMMENTS FEB 14: Rigorous ring is undertaken by ASC Senior Management Team on a fortnightly	Dave Simpkins	Julie Cook
ENTS AUG 13: Temporary Lawyer is currently in post. Waiting to see if this es permanent before delegating this responsibility to that person. ENTS FEB 14: When we have secured a permanent Contracts Lawyer to cant post that person will be designated to undertake the tracking of a emerging legislation. It is hoped that this situation will be resolved in the new financial year.	Dave Shepperd	Rosie Clahane
ENT AUG 13: The Get Plymouth Building Programme has a number of to unblock barriers and to accelerate housing delivery and in particular bring greener and more affordable housing. Looking at stalled sites and new elf build and how the council can support propositions as well as new funding s. COMMENTS FEB 14: The Get Plymouth Building programme ues to deliver increased momentum. This has been supplemented with nch of The Plan for Homes on 1 November 2013 which aims to deliver iomes per annum.	Paul Barnard	Gill Peele
ENTS FEB 14: The Early Intervention & Prevention Strategy is now ded and the action plan is being refreshed. Risks are that the Strategy deliver on multi-agency outcomes to reduce the number of referrals ocial Care.	Alison Botham / Judith Harwood	Julie Reed
ENTS AUG 13: Ongoing negotiations with trade unions. Continuing to work claims in accordance with plans. COMMENTS FEB 14: Negotiations to commence for 2014/15.	Chris Squire	Michelle Chapman
ENTS AUG 13: Changes to schools funding does not appear to have ed greatly on services bought back. The level of buy back and impact on budgets continues to be monitored and a new Directory is being prepared for COMMENTS FEB 14: Changes to schools funding does not appear to npacted greatly on services bought back. Services are fit for purpose viewed regularly.	Jayne Gorton	Julie Reed
ENTS AUG 13: Corporate Property now restructured to ensure effective ement and support across the corporate estate. COMMENTS FEB 14: A and Safety audit will be completed Feb 2014 and issues identified will ressed to ensure compliance with H&S legislation.	Chris Trevitt	Angie McSweeney

<u>ROW</u> NO	<u>RISK</u> REF	POTENTIAL RISKS IDENTIFIED	F	DUAL RATIN Aug-1	IG		IDUAI RATIN Feb-1	-		DUAL RATIN Aug-1	G	RES	URRE	_ RISK IG	CHANGE IN RISK RATING	COMMENT
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26	30	ICT Resilience - Ensuring there is adequate disaster recovery in place to deal with the unavailability of ICT.	2	Ę	5 10	2	2 5	5 10	0 2	2 5	10	2		5 10	G	COMMEN data and i scope ch avoid dup majority increasin during Q
27	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	Ę	5 10	2	2 (5 10) 2	2 5	10	2		5 10	G	COMMEN plans to e continues COMMEN to make t constant incidents
28	96	Implementation of the Care Bill and the Dilnot cap on care costs - financial risk associated with additional assessment activity, managing care accounts and earlier funding of care costs							New			3		3 9		COMMEN sets out April 201
29	76	Risk of not getting funding to progress development of Gypsy Sites.	3	2	12	3	3 3	3 9	93	3	9	Delet	9			COMMEN Park and can now
30	70	Delivering the transformation of Adult Social Care (ASC) through Putting People First framework	3	3	3 9	3	3 3	3 g	3	3	9	Delet	9			COMMEN in place. FEB 14: (
31	74	Ensuring robustness of Client Management IT Systems for Social Care (both Adults and Children)	2	2	1 8	2	2 4	4 8	3 2	4	8	Delet	e			COMMEN being mc
32	85	Health Integration - Transfer of public health commissioning activity, functions and staff from NHS Public Health departments to PCC	3	Ę	5 15	3	3 5	5 15	5 3	3	9	Delet	9			COMMEN agency er
33	89	Development of HR Transformation Project	3	2	12	2	1 5	5 20) 4	5	20	Delet	9			COMMEN be made i complete
34	42	Maintain and support Health & Safety Management processes to aid the wellbeing of staff and reduce sickness levels.	3	Ę	5 15	3	3 {	5 15	5 2	2 5	10	Delet	9			COMMEN timetable Septembe monitor o
35	36	Ensuring systems are in place to deal with staff stress issues which could lead to sickness absence.	3	2	12	3	3 4	4 12	2 2	4	8	Delet	e 			COMMEN continue t FEB 14:
		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														

ENTS	RISK OWNER	RISK CHAMPION
MENTS AUG 13: The 2nd data centre at Windsor House is now holding test and is on schedule to go live 2nd quarter 2013. COMMENTS FEB 14: Project e changed to bring forward replacement of legacy equipment in Civic to I duplication of work and minimise business disruption and risk. The rity of services are now running from the new infrastructure in the Civic asing resilience. Final migration to Windsor is planned for completion g Q1 14/15 once a full DR test is completed for the site.	Malcolm Coe	Angie McSweeney
MENTS AUG 13: Departmental Plan Owners are tasked monthly to review their to ensure that information is correct and up to date. The strategy group uses to monitor potential incidents and lead corporately in building resilience. MENTS FEB 14: A revised Departmental Recovery Plan has been created ike the process easier to understand and ensure that plans are tantly kept up to date. The strategy group continues to monitor potential ents and lead corporately in building resilience.	Jamie Whitford- Robson	Katrina Houghton
MENTS FEB 14: New Strategic risk in respect of changes to the Care Bill out key proposals for reforming the way adult social care is funded from 2016.	Dave Simpkins	Julie Cook
MENTS AUG 13: Continue implementation plans towards build for Broadley and other sites. COMMENTS FEB 14: Implementation plans in place, risk ow be removed.	Peter Aley	Julie Cook
MENTS AUG 13: Programme Managers, strategic and operational programme ce. Monitored through the People directorate programme board. COMMENTS 14: Can be deleted and will continue to be monitored operationally.	Paul Francombe	Julie Cook
MENTS AUG 13: Awaiting update. COMMENTS FEB 14: Can be deleted as monitored operationally.	Karen Porte	Angie McSweeney
MENTS AUG 13: Continued support to Health & Wellbeing Board. Multi- cy engagement at all levels of strategic planning and resource allocation. MENTS FEB 14: Remove from register.		Julie Cook
MENTS AUG 13: Ongoing discussions with KPMG and Microsoft. Decision to ade in September on future plans. COMMENTS FEB 14: The AX project is plete and this risk can be removed from the register.	Chris Squire	Michelle Chapman
MENTS AUG 13: Communications with team Plymouth complete, audit able published and first audit in the new programme final data tbc for 12 or 20 mber COMMENTS FEB 14: Mitigation embedded, will continue to tor operationally.	Chris Squire	Michelle Chapman
MENTS AUG 13: Audit report favourable, evidence of systems in place. Will use to monitor through formal internal audit programme (SRR42). COMMENTS 14: Mitigation embedded, will continue to monitor operationally.	Chris Squire	Michelle Chapman