

PLYMOUTH CITY COUNCIL STRATEGIC RISK REGISTER TWENTY FEB 2015 - 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	RISK OWNER	RISK CHAMPION	
			Aug-13			Feb-14			Aug-14			Feb-15						
			*P	*I		*P	*I		*P	*I		*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	25	5	5	25	5	5	25	R	COMMENTS AUG 14: Monitoring for 14/15 has identified risks associated with delivering to budget. Robust challenges are now starting on management solutions and Transformation savings for 15/16 and 16/17 ahead of the next budget setting in February 2015. COMMENTS FEB 15: Risk register implemented as part of the 2015/16 budget setting process; continual review of risks following formal Council approval of the budget. Public facing Finance Plan report being written explaining what we spend our resources on - internal medium Term Financial Statement being written for CMT as a reference document which will be updated as and when new information received.	Malcolm Coe	Aaron Perrin
2	92	Deterioration of the condition of the City's Highway Network (carriageway and footways)	5	4	20	5	4	20	5	4	20	5	4	20	R	COMMENTS AUG 14: The survey work has continued with the results in the Autumn. Meanwhile the scheduled resurfacing programme continues in line with additional funding of £2m pa approved by Full Council. The Council's Highway Contractor is also introducing new ways of working and equipment in order to achieve further improvements to the condition of the highway network. COMMENTS FEB 15: The survey work is now complete. The Council will be investing £4.8m into roads and pavements and the Highways Maintenance contract has been extended until March 2017. The condition of the network is improving with the number of potholes at a record low level following a major programme of repairs and financial commitment by the Council. The repairs have also been helped by innovative approaches and the investment in new equipment such as the roadmaster. However the risk remains high due to the sheer scale of the investment required eg. the backlog has been reduced from 7500 to 2500 but equally there have been 13,000 new potholes identified. The Council website has been improved to keep the public informed of planned works.	Adrian Trim	Gill Peele

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3	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 significant risk on its capability and capacity to achieve this result.	New			4	5	20	4	5	20	4	5	20	R	COMMENTS AUG 14: The Business Architecture Design is underway with business cases in many instances now in their third review in increasing detail by Cabinet. Using industry standard Portfolio, Programme and Project methodology there is growing confidence in the capability maturity and the plan to develop and measure that maturity using a Transformation Capability Maturity Model tailored for PCC. There is a plan in draft for supporting the capability maturity and the governance and assurance role of the Portfolio Office is now established with a nearly complete complement of staff. Work is on-going to profile the benefit realisation for 14/15, 15/16 and 16/17. During the autumn in line with the budget preparation timeline the Architecture Design and Financial Analysis will prepare the profile for 15/16, 16/17 and 17/18. COMMENTS FEB 15: Budget profiling for the programme is significantly improved. Dedicated internal transformation accountant in place. Projects and programmes aligned with benefits. Benefits used to support PCC budget setting and all management actions / identified benefits have been reviewed to ensure that they are not double counted. Benefit realisation being defined to ensure savings identified are taken. Benefit reporting is also in place where benefits are tangible and financial. For the financial year 14/15 projections in February 2015 are predicted to exceed targets set. Future actions are; Programme and Project Management in accordance with the Align Process to be formalised and tested with Gate Review Process launching in January 2015. P3M3 (external maturity assessment) review completed November 14 with problem areas being addressed, training increased throughout the portfolio with mentoring and more dependency work commencing.	Les Allen	Helen Cocks
4	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 14: An agreement could not be reached with the preferred developer that satisfied all the Council's criteria under the procurement process and under the timescales we had set out. Dialogue will continue with interested parties to enable this regeneration project to make progress. The Council will now vacate the Civic Centre office tower in the main by March 2015 and occupy alternative office accommodation. We are currently undertaking a twin-track approach which will either lead to the tower being sold to a private sector developer for conversion to non-council use which could include uses such as hotel, office, residential or leisure uses; or failing that the Council will work up a conversion scheme for office and other potential uses with the council occupying the space it requires with the remainder being leased as part of the Council's commercial estate. COMMENTS FEB 15: The Council has received an offer for the freehold of the Civic Centre tower from Urban Splash which it has accepted, subject to contract. It is intended that the legal transfer will take place by 30th September 2015, once existing Council staff and equipment have been relocated, and the tower has been physically separated from the Council House, which will be retained in civic ownership and use. From the date of legal transfer, the responsibility for the building will pass to the new owner. The RAG rating will be revised once a legally binding agreement is in place.	David Draffan / David James	Gill Peele


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5	72	Significant pressure on Adult Social Care budget	3	4	12	3	4	12	5	4	20	5	4	20	R	COMMENTS AUG 14: A significant overspend is projected. ASC budget containment plan is in place. Rigorous monitoring continues to be undertaken by ASC Senior Management team on a fortnightly basis, finance and Business ADs and Director for People meet with Portfolio Holder for Finance on a weekly basis. COMMENTS FEB 15: A significant overspend remains, ASC Budget Containment Plan continues to be monitored by the CC & ASC SMT on a fortnightly basis.	Dave Simpkins	Julie Cook
6	105	The Council's potentially impaired ability to contact and mobilise appropriate operational staff out of hours to respond to a major emergency. Additional risk of non-compliance with statutory duty of the Civil Contingencies Act 2004							New			4	4	16	A	COMMENTS FEB 15: Risks potentially result from the current informal on call arrangements across the organisation, which leads to a reliance on 'good will' in mobilising an appropriate operational response following the Civil Protection On Call Officer initial assessment. Further risk of non-compliance with statutory duty of the Civil Contingencies Act 2004 should PCC be unable to respond out of hours. Call-out rotas for the Senior Management Team are being implemented which, when tested and embedded, will mitigate the risk.	Scott Senior	Katrina Houghton
7	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 AUG 14: An action plan has been produced following the Information Commissioners Office (ICO) consensual audit which took place in April 2014. A Delivery Group has been established to co-ordinate implementation of the ICO recommendations. The ICO will undertake a desk based follow up of the audit early in 2015. A new post of Information Governance Manager has been created to support the delivery of the action plan. COMMENTS FEB 15: The Information Commissioners Office follow up audit report noted that PCC responded positively to the 49 recommendations made in their original audit report which took place in April 2014. Auditors were pleased to note significant progress in all 3 scope areas with 70% completion of the actions arising from the audit. The audit action plan is still live and Information Lead Officer Group continue to work through the remaining issues.	John Finch	Aaron Perrin
8	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 AUG 14: A revised approach to health inequalities will be launched in November 14 and will go to Cabinet and subsequently Caring Scrutiny in December. This will be a 10 year plan providing focus on the 4 main causes of health inequalities. Its aim will be to galvanise the work of PCC and partners. The initial stage will focus on working with employers. COMMENTS FEB 15: The city's 10 year plan to improve health was launched in November 2014 with 35 city businesses, partner organisations and a number of city leaders in attendance. The first year focus is on workforce wellbeing but Year 2 will focus on primary and secondary schools. Work to galvanise the Council and partners around the construct of 4-4-54 which is the name given to an emerging action plan from Plymouth's Director of Public Health to put in place a new approach for addressing health inequalities. This is being developed as the backbone to Thrive Plymouth over the 10 years. Current data suggests the gap in life expectancy between neighbourhoods in Plymouth has narrowed from the previous 12.2 to less than 10 years but this should be viewed in light of the Director of Public Health's recent comments to Corporate Management Team about the sensitivity of life expectancy measurements in small areas to the lifestyle risk factor improvements which Thrive Plymouth is based on.	Rob Nelder	Katrina Houghton

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9	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 AUG 14: Groups continue to meet and implement updated action plan. Commissioned services are monitored alongside developments. The Emergency & Welfare fund is under review due to funding cuts. Benefit take up campaigns targeting groups are scheduled and support for credit unions and ban on pay day lending continues. COMMENTS FEB 15: Group continue to meet and implement action plan. In-house commissioned services continue to be reviewed. Council Tax Support Scheme & Emergency Welfare Fund schemes are monitored and reviewed. Plans implemented and strategies in place to create jobs and minimise poverty. Support continues to Credit Unions to reduce the use of costly loans.	Peter Aley	Julie Reed
10	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	4	12	3	4	12	4	4	16	4	4	16	█ A	COMMENTS AUG 14: The current level of looked after children numbered at 411 exceeds targets. Placement monitoring meetings continue to ensure that only children with a need remain in care, this is monitored through weekly resource panel and quarterly through residential placement monitoring system. Commissioning work with colleagues continues to improve upon placement quality and choice. Work continues to increase level of in-house foster carers, a rigorous monitoring system is in place for pre-birth assessment work and a new family support team has been established. COMMENTS FEB 15: The number of Looked After Children has decreased slightly, however, the number of children in independent foster care and young people in Supported Living has increased. Placements continue to be monitored through weekly resource panel and quarterly through residential placement monitoring system. Work continues to increase the number of in-house foster carers and we continue to monitor the effectiveness and impact of the new family support team. New 'wrap around' commissioning and service provision to be developed with project management support from Transformation to reduce need for high cost placements	Alison Botham	Julie Cook
11	86	Strategic Housing Private Sector Housing Intervention - reducing capital resources.	4	4	16	4	4	16	4	4	16	4	4	16	█ A	COMMENTS AUG 14: Investment has been made through mandatory grants and discretionary loan interventions through Housing Assistance Framework. A prioritisation matrix is under development to ensure that the most vulnerable receive help first. Delivery plans have been revised, progress reports continue to be produced through Corporate Performance monitoring. COMMENTS FEB 15: A bid was submitted to the City Council's Investment Board and has been successful in securing 100K towards this however the pressures as identified in the Action Plan and resource implications still remain the same. Delivery Plans still continue to be revised and monitored and will eventually align under the Plymouth Plan.	Matt Garrett	Julie Cook
12	94	Delivering the Early Intervention and Prevention Strategy	New			4	3	12	4	3	12	4	4	16	█ A	COMMENTS AUG 14: Transformation Team have captured this into the business process for development and presentation to Cabinet Planning in November. COMMENTS FEB 15: Although some areas of risk have been managed down through strategic processes the overall risk is now clearer and more acute and has therefore increased the risk rating.	Alison Botham / Judith Harwood	Julie Reed

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13	99	Potential risks resulting from the fragmented clinical and service governance arrangements between ODPH, CCG and NHSE Area Team.				New			5	5	25	3	5	15	 COMMENTS AUG 14: The Health and Social Care Act 2012 transferred new and substantial health improvement and protection duties to Plymouth City Council in April 2013. In pursuit of this new duty, the Council commissions some services alongside providing a few services to the local population or other commissioners such as the CCG. The ring fenced Public Health grant funding requires that the Council, in commissioning services using funds from the grant, ensures that appropriate clinical governance arrangements are put in place. The public health system presently comprises aspects of public health commissioning and delivery sitting within different organisations such as Local Government, Public Health England, NHS England and CCG. Effective delivery of appropriate clinical governance expectations require high level partnership working and consistency across what is presently a fragmented system as far as public health is concerned. The Council is therefore currently engaged in strengthening its in-house public health departmental governance arrangements and exploring and establishing joint governance arrangements with the NHS England Area Team and the CCG. COMMENTS FEB 15: The risk in Public Health commissioned services has been significantly reduced by the appointment of a Governance Pharmacist in PCHealthcare and the wider system risk is being addressed with the Clinical Commissioning Group and NHS England.	Kelechi Nnoaham	Katrina Houghton
14	76	Risk of not getting funding to progress development of Gypsy Sites.				Reinstated			3	5	15	3	5	15	COMMENTS AUG 14: This is not a new risk, however was archived during the last monitoring period and has now been reinstated as there has been a delay in the Broadley Park development due to a legal issue around the drawing down of HCA grant funding. There is planned investment in addressing underlying causes of problems to reduce costs and problems associated with unauthorised encampments and developments. COMMENTS FEB 15: Broadley Park to be developed once legal issue is resolved. Potential sites to be identified as part of Plymouth Plan. Investment in addressing underlying causes of problems, reduces cost and issues associated with unauthorised encampments.	Matt Garrett	Julie Cook
15	67	Working with partners in the prevention of Violent Extremism.	3	5	15	3	5	15	3	5	15	3	5	15	COMMENTS AUG 14: Counter Terrorism Local Profile (CTLP) received and responded to. Prevent Action Plan is being delivered with partners, and Plymouth Channel Panel is active in responding to referrals. COMMENTS FEB 15: Prevent Action Plan continues to be delivered with partners, and Plymouth Channel panel continues to be active in it's response to referrals.	Peter Aley	Julie Reed
16	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 AUG 14: No update received. COMMENTS FEB 15: Potentially Violent Persons ICT solution ready to roll out, pressure on team resources has re-prioritised this piece of work. Anticipate decision on way forward in May 2015, in the meantime continue to use incident reporting system to monitor any violent incidents recorded and share information as appropriate.	Emma Rose	Michelle Chapman

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17	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 14: The Growth and Assets Full Business Case was approved by Cabinet in June. The business case demonstrates a structure in place to accelerate commercial and housing developments and thereby achieving a minimum of £6.7m Growth Dividend. This in turn will enable a pipeline of future developments over the next three years. The latest monthly figures for Job Seeker claimants in Plymouth continue to show a downward trend. COMMENTS FEB 15: Plymouth is experiencing an upturn in private sector growth and investment and unemployment has reduced further, sitting at below the national average. The city has also been successful in securing a City Deal and finance from both rounds of the Growth Deal. These deals enable the redevelopment of key employment generating sites such as South Yard, various business support and trade development initiatives and improvements to infrastructure. Local initiatives such as the 1000 Club and Building Plymouth have helped more people get into work. As the economy continues to strengthen, the city needs to ensure that the labour pool has the right skills to match with the needs of businesses and that it delivers ease-of-access to sites where businesses can invest, expand or relocate. Initiatives such as a potential Enterprise Zone at South Yard and the bringing forward of sites for development within the city centre will be crucial in order to maximise the benefits of national economic improvements.	Paul Barnard / David Draffan	Gill Peele
18	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 14: As sites are identified remediation work is completed. Last site identified was Lipson Vale and a grant was obtained from DEFRA to complete the work. COMMENTS FEB 15: No further sites have been identified under Part 2 A of the EPA 1990, but if a site was identified the Council would have to identify resources to comply with the statutory duty.	Simon Dale / Robin Carton	Katrina Houghton
19	33	Ensuring there is adequate capital for Education Infrastructure	4	4	16	4	4	16	4	4	16	3	4	12	█ A	COMMENTS AUG 14: Project Plans in place for Knowle, St Matthew's CE Primary and Nursery Academy, expansions at Woodford Primary and Holy Cross RC for September 2015. Pennycross and Woodfield will be future projects. Sufficient places across the city for all pupils requiring statutory education. COMMENTS FEB 15: Report to Cabinet for awarding contracts, St Matthew's and Knowle awarded in Nov 14 and Woodford and Holy Cross will be awarded in Jan 15. Business cases will be presented to City Council Investment Board on Pennycross and Pomphlett early in 2015. Sufficient places across the city for all pupils requiring statutory education.	Jayne Gorton	Julie Reed
20	68	Failure to reach recycling targets and divert waste from landfill	3	4	12	3	4	12	3	4	12	3	4	12	█ A	COMMENTS AUG 14: Out-turn recycling rates for 2013/14 show continuing improvement and the kerbside glass collection scheme which is the last formal PCC initiative noted in the PFI Financial Business Case (FBC) has been launched which should provide further improvement. However these schemes are not delivering the recycling rate improvements forecast in the FBC and hence a condition risk remains that Defra may request further action. Notwithstanding the PFI Efficiency from Waste project is scheduled to come on line at the end of 2014 and the PFI to commence at that point. COMMENTS FEB 15: The Energy From Waste plant will come on line in Spring 2015. Once the rezoning of the waste collection routes across the city has been fully embedded, a community engagement campaign around recycling will commence. This will include very clear messages on what and how waste can be recycled to improve the recycling rates.	Simon Dale	Gill Peele

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21	93	Failure to deliver the range of housing to meet Plymouth's need	3	4	12	3	4	12	3	4	12	3	4	12	A	COMMENTS AUG 14: The Growth and Assets Business Case approved by Cabinet in June 2014 demonstrates the infrastructure in place funded by the Growth Dividend, to support the growth in housing. Progress is reviewed regularly. COMMENTS FEB 15: The Plan for Homes has the ambition to deliver a very challenging target of 5,000 new homes over the next five years and will be regularly reviewed; first reporting period 2014/15. It contains 16 initiative aimed at increasing and accelerating housing delivery through a co-operative approach to partnership working to provide the finance, land, infrastructure, community engagement and leadership to provide a range of new homes.	Paul Barnard	Gill Peele
22	88	Failure to ensure that the resources and capacity to deliver Major Capital Transport Schemes is in place to deliver effectively	4	4	16	4	4	16	3	4	12	3	4	12	A	COMMENTS AUG 14: The 2015 & 16 Growth Deal was announced in July 2014 and PCC has provisionally been allocated funding schemes, subject to approved business cases; Derriford Transport Scheme; Northern Corridor Signals; Eastern Corridor Strategic Cycle Network and Exeter Street Viaduct/Charles Cross improvement Scheme. Discussions surrounding the 2016 & 17 Growth Deal will commence in September 2014 and it is anticipated that an announcement on the successful Growth Deal Schemes will be made in Spring 2015. PCC will be looking to include the Forder Valley Link Road in the 2016 & 17 Growth Deal. COMMENTS FEB 15: The Forder Valley Road project was submitted to the LTB for Growth Deal 2 in November 2014, with a request for £26.16M (total project cost of £37.238M). Provisional funding of £22.5 was offered to PCC in Jan 2015. The Forder Valley Road project was assessed as being the 2nd priority transport project under the Growth Deal 2 project ranking. PCC is confident that it can still deliver this project within the offered funding envelope, without needing to rescope the project. Re GD1 projects; Derriford Hospital Interchange - full Business Case approved. Derriford Transport Scheme - Programme Entry Business Case approved with Full Business Case to be submitted late summer/autumn 2015. Northern Corridor Junction - full BC approved which commits full funding for 15/16 and funding allocation for the next 5 years (subject to confirmation of value-for-money). Business Cases for Forder Valley Link Road and the City Centre Scheme will be submitted in summer/autumn 2015.	Philip Heseltine	Gill Peele
23	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	3	4	12	3	4	12	A	COMMENTS AUG 14: Most significant change in ASC legislation in a generation. Major policy reforms required. Care Act is part of Integrated Health & Wellbeing Transformation Programme. Work is underway on a peninsula basis to consider the potential for economies of scale through collaborative working on some key issues. COMMENTS FEB 15: The Care Act continues to be part of the Integrated Health & Wellbeing Transformation Programme. The resource implications are currently being modelled regionally as part of LGA/ADASS initiative.	Dave Simpkins	Julie Cook
24	73	Employee Relations	3	3	9	3	4	12	3	4	12	3	4	12	A	COMMENTS AUG 14: No update received. COMMENTS FEB 15: Difficulties in reaching agreements with Trade Unions re: Customer Services Team impacting more widely, requiring significant amount of resource across multiple service areas. Potentially much wider impact across transformation programme.	Chris Squire	Michelle Chapman
25	82	Potential legislative non-compliance of PCC buildings due to fragmented ownership and responsibility	2	5	10	2	5	10	2	5	10	2	5	10	G	COMMENTS AUG 14: The recommendations of the audit are being worked through. Gaps identified, particularly around competency of responsible persons, will be addressed through forthcoming restructures. COMMENTS FEB 15: New roles and responsibilities included in a revised structure to be in place by 1 April.	Chris Trevitt	Aaron Perrin

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26	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	G	COMMENTS AUG 14: The majority of key services are now migrated to Windsor House and there are failover arrangements in place for key systems. Business Continuity Plans (BCP) are maintained by each of the business areas and co-ordinated by the Civil Protection Unit. These would need to be invoked if there was a total failure of ICT. COMMENTS FEB 15: BCP Plans continue to be reviewed on a six monthly basis.	Giles Letheren	Helen Cocks
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	5	10	2	5	10	2	5	10	2	5	10	G	COMMENTS AUG 14: Departmental Recovery Plans are reviewed on a six monthly basis and a selection will be subject to scrutiny during the National Exercise, Exercise Cygnus in October 2014. The strategy group continues to lead corporately in responding to and providing mitigation from threats that have the potential to disrupt the authorities service delivery. COMMENTS FEB 15: The Business Continuity process is closely aligned with the principles of ISO 22301. Individual Departmental Recovery Plans continue to be reviewed on a six monthly basis and the impact of transformational changes is being closely monitored. An option is being explored to provide generic exercises through a uniformed approach within the Devon, Cornwall and Isles of Scilly Local Resilience Forum.	Jamie Whitford-Robson	Katrina Houghton
28	98	Risk of suspension of access to key public health data due to organisational non compliance with the Information Governance Toolkit for Department of Health e.g. access to Health & Social Care Information Centre data.				New			2	5	10	2	5	10	G	COMMENTS AUG 14: Loss of access to this key base population data for the city will prevent accurate intelligence to both the CCG and PCC to support decision making as part of the mandated function of the local public health team. Business Support Managers to work jointly in a sub group of the Information Lead Officer Group ahead of 2015 compliance in order to compile evidence and refresh on a rolling program. COMMENTS FEB 15: Currently compliant with work scheduled to achieve compliance for 2015.	Kelechi Nnoaham	Katrina Houghton / John Finch
29	97	Integration of Adult Social Care and Community Health under the Integration Health & Wellbeing Transformation Programme				New			3	3	9	3	3	9	G	COMMENTS AUG 14: Delegation of the LA functions to a Social Enterprise. Integrated Health & Wellbeing Transformation Programme and Integrated Project Board. COMMENTS FEB 15: The Council will have a place at Executive Team and Board of the newly merged organisation which is on schedule for implementation on 1 April 2015.	Craig McArdle	Julie Cook
30	60	The impact on Revenue budget of Treasury Management activity (formerly Economic downturn affecting treasury management)	3	4	12	3	4	12	3	3	9	3	3	9	G	COMMENTS AUG 14: Monthly board meetings are now in place and setting the strategic direction cross-party for short and long term outlook. Banks are more secure and Icelandic banks are now not significant. Monitoring will continue as part of MTFE. COMMENTS FEB 15: New banking rules apply from July 2015 but risk mitigation covered within Treasury Management Strategy 2015/16 approved by Council February 2015. Continue to work with independent treasury advisors to minimise risk / maximise income.	Malcolm Coe	Aaron Perrin
31	100	Transformation of Youth Service.				New			2	4	8	2	4	8	G	COMMENTS AUG 14: A reduction of £480,000 over 3 years. Completed rationalisation of business support and management. Next is remodelling of frontline delivery. The main risk is disruption to frontline service and ensuring business continuity. It is also key to ensure the new model (Community development model) process is kept in line with, and keeps pace with, the budget reduction. COMMENTS FEB 15: 3 year transformation plan in place which has been through CMT and Cabinet. Progress with plan has meant process is currently ahead of the budget reduction schedule effectively creating more time for the smooth transition of services and lowering of likelihood of impact on customers.	John Miller	Julie Cook

