

ROW NO	RISK REF	DESCRIPTION OF RISK (Risk description should include cause / risk event / consequence and risk category)	LINK TO CORPORATE PLAN PERFORMANCE FRAMEWORK OR BUSINESS PLAN (must be vital to the Council's success / benefit the Council as a whole / Be synonymous with a high-level goal / link directly to the corporate strategy)	CURRENT EXISTING MANAGEMENT CONTROLS AND INTERNAL CONTROL MEASURES (Business improvement actions, controls and reporting on progress)	ASSURANCES ON CONTROLS / MITIGATION (Where we can gain evidence that our controls on which we are placing reliance are effective)	PREVIOUS RESIDUAL RISK RATING		CURRENT RESIDUAL RISK RATING		RAG RATING /CHANGE IN RISK RATING	ACTION PLAN / FUTURE MITIGATION / ASSURANCE PLAN	HOW WILL PROGRESS BE MEASURED (LIST MEASURABLE BENEFITS AND NON-QUANTIFIABLE BENEFITS)	TARGET DATES (or review date if target unknown)	RESPONSIBLE OFFICER(S)	DIRECTOR / ASSISTANT DIRECTOR	RISK CHAMPION		
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1	95 On IRR	Inability to meet the longer term target budgets given the size of the resource reductions and increasing cost pressures as detailed in our Medium Term Financial Strategy 2017-2020 . This would result in a negative impact on budgets, loss of reputation, negative impact on front line services and a negative VFM opinion from external audit. The Medium Term Financial Strategy (MTFS) for the financial years 2017/18 to 2019/20 sets out how we will finance the priorities for the Council, having regard to the Plymouth Plan, the Corporate Plan and the uncertainties around a number of issues including the level of reductions in future funding from Central Government and the consequent changes required of the Council Risk Category: FINANCIAL	Corporate Plan Performance Framework Outcome - <i>Pioneering</i>	The Council set a balanced budget in 2017-18 following the identification of additional efficiencies. The MTFS will be updated quarterly. PCC Finance and People Directorate SMT continue to work in collaboration with the NHS Success Regime to ensure the Plymouth Integrated Fund is not compromised.	MTFS updated each year and agreed by Full Council; The Chief Financial Officer (£151 Officer). An Officer Working Group is meeting regularly to advance the MTFS with a detailed timetable in place. CMT and Cabinet continue to receive monthly monitoring reports identifying risks and pressures leading to the consideration of proposals for corrective action. Finance & Assurance Review Group; Integrated Health & Wellbeing Board; Joint Integrated Commissioning Risk Register; Internal Audit Reviews by DAP and Audit SW	4	5	20	4	5	20	R	Quarter one update has been completed and presented to CMT. In July a full review was undertaken with a draft MTFS presented to CMT in August and Scrutiny in September 2017. This will roll forward the MTFS for 2016-19 to 2021-22. The position for 100% business rates retention is on hold until the government confirm their plans. Modelling has taken into account the impact of Business Rates revaluation and the impact of new business rates appeals rules. Council Tax base assumptions have been updated. Work with Arlingclose (our treasury management advisors) to fully understand the treasury management impact of Britain's exit from the European Union and other treasury management opportunities.	Development MTFS is a key priority for CMT. Raised awareness and ownership by SMT Savings plans are being reviewed and alternative plans being developed and considered. Protect PCC's funding entitlements and maximise its position under existing and any further proposals for business rates retention Develop countermeasures and alternative investments	Ongoing Ongoing Ongoing	Paul Looby	Andrew Hardingham	Aaron Perrin
2	21 On Op & IRR	Being unable to deliver Council services within the envelope of the resources provided in 2017/18 leading to negative impact on budgets, loss of reputation, negative impact on front line services and a negative opinion from external audit. The Council 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 2017/18 carries significant risk on its capability to achieve this result. Risk Category: STRATEGIC TRANSFORMATIONAL CHANGE	Corporate Plan Performance Framework Outcome - <i>Pioneering</i>	Progress reported within monthly finance reporting to cabinet members and scrutiny board. Improved Member engagement in Budget process and earlier in MTFP setting process buy having regular Member briefings. Budget presented to senior officers and members in scoreboard format, delivering greater transparency and challenge. Regular project accounting reports to the Transformation Portfolio Board and the Transformation Portfolio Review Group. Budget sessions at DMTs.	CMT / Cabinet / Scrutiny Annual review by External Auditors; Audit Committee oversee the financial reporting process; The Chief Internal Auditor supports the Audit Committee and reviews its effectiveness annually; Transformation Portfolio Board	4	4	16	4	4	16	A	Quarter one budget monitor has identified a challenging in year position. CMT reviewing in details all budgets with action plans required in August to address in year pressures. Better return on the investment portfolio Identification of departmental action plans. Improved efficiency and reduced costs Increase in successful grant bids Reduced contract costs from procurement review. Improved efficiency and reduced costs	Ongoing Qlyly MTFS updates Qlyly Reviews Qlyly Reviews Ongoing	Paul Looby / Helen Cocks	Andrew Hardingham / Dawn Aunger	Aaron Perrin / Freya Edwards	
3	83 On IRR	Failure to reduce Health Inequalities will mean our poorest residents continue to live shorter lives as well as more years in ill health. This risk impacts the city's growth ambitions as well as the sustainability of the health and social care system through increased demands on welfare care, support and health services. Further risk of failing to achieve the city's vision where "an outstanding quality of life is enjoyed by everyone" and the key Caring Plymouth objective to reduce health and social inequalities. Reducing inequalities particularly in health and between communities is a long term priority for the City Council to support the delivery of the vision for Plymouth where an outstanding quality of life is enjoyed by everyone Risk Category: COMPLIANCE, REGULATION & SAFEGUARDING	Corporate Plan Performance Framework Outcome - <i>Caring</i>	Thrive Plymouth framework adopted by full council and reading across in Plymouth Plan and Integrated Commissioning Strategies provides good foundation to achieve prevention in all services and decision making processes. Work with major employers seeks to embed an understanding and focus to reduce health inequalities reaching thousands of employees and children and young people via schools.	The Health & Wellbeing Board; Thrive Plymouth integral to the Plymouth Plan which is monitored via CMT/Cabinet/Full Council; Finance and Assurance Review Group review Joint Integrated Commissioning Risk Register quarterly	4	4	16	4	4	16	A	Persistent action across the Council required at many levels to tackle inequalities. Continue to work with employers and schools to influence healthier lifestyles.	There is currently a life expectancy gap of 12.2 years between neighbourhoods in Plymouth. Closing that gap is crucial to the city thriving and an outstanding quality of life being enjoyed by everyone.	Ongoing	Sarah Lees / Rob Nelder	Ruth Harrell	Scott Senior

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				First Line of Defence - Management Actions	Second Line of Defence - Oversight Functions or Internal / External Audit and Regulator Reviews													
4	84 On IRR	Risk of increased poverty/hardship as a result of the impact of Welfare Reform and reduced funding for discretionary welfare funds The government's welfare reform agenda continues to present significant risk, placing additional pressures on customers including the most vulnerable, and requiring significant partnership work with the voluntary sector to provide face to face advice to support customers affected Risk Category: FINANCIAL	<i>Corporate Plan Performance Framework Outcome - Caring - Respecting people's wishes; Confident - Council decisions driven by citizen need</i>	Welfare Reform Framework adopted. Impact of welfare reform continues to be monitored and discretionary welfare schemes reviewed. Plans implemented and strategies in place to create jobs. Support continues to Credit Unions and other financial inclusion initiatives. Commissioning advice services. Local support agreement for Universal Credit claimants Adoption of the Child Poverty Action Plan in October 2016	Safer Plymouth Partnership aligns governance structure with Health & Wellbeing Board	4	4	16	4	4	16	A	Officers working group across depts. to measure impact, consider response and coordinate actions. Review and recommission advice services. Regular review of local Council Tax Support Scheme. Support for implementation of Universal Credit and those affected by the benefit cap. Create jobs and widening access to employment market. Reduce use of costly loans. Review and implementation of the Child Poverty action plan.	Welfare Response Group performance managing implementation of action plan. Contract monitoring of commissioned Advice Services. Welfare Response Group performance managing implementation of action plan. Customer Satisfaction Rates. Economic Performance Monitoring arrangements. Monitoring progress of the Child Poverty Action Plan Outcomes	Ongoing Oct 17 Ongoing Ongoing Annually Annually	Darin Halifax Rachel Silcock Emma Rose David Draffan Judith Harwood	Giles Perritt	Maddie Halifax
5	94 On IRR	Risk to vulnerable children, young people and families by not delivering early intervention and prevention and responding as soon as possible to their needs and promote better long term life outcomes. Early intervention aims to promote better long term life outcomes for families, and in doing so, also prevent them needing more intensive and higher cost services in the future, such as children's social care or the criminal justice system. Risk Category: COMPLIANCE, REGULATION & SAFEGUARDING	<i>Corporate Plan Performance Framework Outcome - Caring</i>	Children & Young People Service Transformation Project implemented and seen impact of the Gateway; Plan for Child Poverty 2016-2019 The Children and Young People's Commissioning Plan which is being overseen by the CYP System Design group.	Local Safeguarding of Children Board; Children & Young People's System Design Group	4	4	16	4	4	16	A	The review of the implementation of the CYPFS transformation has now begun and will report in October 2017. Child Poverty Action Plan 2016-2019 aims to provide a renewed focus for where the city's attention and resources should be directed to ensure we have the most impact on our most vulnerable families, who are most likely to be experiencing child poverty	A reduction in offending, re-offending and anti-social behaviour Improvement in children's school attendance and attainment Children remaining safe from harm, including a reduction in risk from domestic abuse Reduction in child poverty Improved family health and wellbeing	Ongoing	Tracey Green / Siobhan Wallace	Alison Botham / Judith Harwood	Maddie Halifax
6	117	Failing to adhere to the General Data Protection Regulation (GDPR) which will replace the Data Protection Act from May 2018. Failure to adhere to these Regulations may lead to a fine from the ICO and damage to reputation. There will also be a resource cost to the council in implementing actions to manage the new regulations. Risk Category: FINANCIAL	<i>Pioneering - A Council that uses resources wisely</i>	Devon Information Security Partnership (DISP) / ICO action plan. ILOG to raise awareness within departments	Senior Information Risk Owner in place; CMT have been briefed	4	4	16	4	4	16	A	Information Governance Manager to raise awareness at CMT and DMTs and arrange staff workshops. Staff workshops underway. EA have secured funding for assessment of ICT systems for compliance. DISP workshops are delivering various items.	Monitor action plan through MISF/ILOG	May-18	John Finch	Andrew Hardingham	Aaron Perrin
7	118	Potential failure to deliver effective electoral services functions due to inadequate resourcing and processes and lack of appropriately qualified staff. Consequences could include a negative impact upon maximising registration and a risk of disenfranchising voters. Risk Category: COMPLIANCE, REGULATION & SAFEGUARDING	All eligible people are able to participate in the electoral process, should they wish to do so with resident and stakeholder confidence through: -Capability and resilience developed -Integrity of systems -Rigour in process and planning	Head of Financial Planning co-ordinating the capture of all relevant financial information; Welfare Services promoted for staff; Silver Command workstreams; Elections Programme commenced with dedicated Programme Manager and Operational Management resource; Initial BAU priorities focussed on migration to Express; Annual canvas delivery, polling station review and ensuring that all measures are taken to support recommendations arising from the independent investigation; Customer Care workstream highlighting emerging themes and issues through customer contact channels; Complaints process implemented to capture relevant complaints from all sources	Independent investigation commissioned due to report to Full Council on 25 September 2017 Elections Programme Board (EPB). The Chief Executive is the Senior Risk Owner, Asst Chief Executive is the Project Executive. The EPB holds the Elections Programme to account on delivery of the elections recovery/development programme	New		4	4	16	A	Co-produced document with Electoral Commissioner which will report recommendations for implementation; New Electoral Registration System (Express) being implemented; Continue to monitor business continuity; Continue to review data quality in support of the external investigation.	Implementation of report recommendations	Sep-17	Tracey Lee / Giles Perritt	Tracey Lee	Maddie Halifax	
8	114 On ORR	The organisation's ability to meet performance and delivery expectations in relation to statutory duties and deadlines are reduced. This is due to operational service pressures arising from a combination of: 1. Growing volume and complexity of demand across services; 2. Reduced staff and staffing resilience in a time of significant and rapid change to the design and delivery of services. Examples of where such pressures potentially create this risk include product safety, food borne illness and contaminated land. Public Protection Service is an upstream service, that is highly preventative in protecting health, safety and wellbeing Risk Category: COMPLIANCE & REGULATION & SAFEGUARDING	<i>Corporate Plan Performance Framework Outcome - Caring</i>	All areas of work have been assessed and prioritised to attempt to focus attention on those areas of highest need. All areas have been risk assessed and we follow a triage system to focus resources on areas of greatest risk. However, residual risk remains.	Food Standards Audit has taken place	3	5	15	3	5	15	A	Continual reassessment of prioritisation system to ensure our targeting of resources is correct. Constant review of intelligence and information to identify trends and emerging risks and to identify efficiencies in ways of working	Customer satisfaction, balanced budgets, monitoring demand. Staff wellbeing and stress surveys. Benchmarking with other local authorities or providers	Ongoing	Alex Fry, Rachael Hind, Nicola Horne, Katherine O'Connor	Ruth Harrell	Scott Senior

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9	116	Risk of non delivery of a plan for waste that delivers increased recycling levels in Plymouth and ensures it meets the PFI targets agreed in the SW Devon Waste Partnership The city's recycling targets are achieved and the service is modernised and fit for purpose so that the increase in demand on the service in accordance with the Plymouth Plan Housing Growth can be met Risk Category: DEVELOPMENT & REGENERATION	<i>Corporate Plan Performance Framework Outcome - Confident</i>	Modernisation of the Street Scene and Waste Department - implementation of alternate weekly collection	The South West Devon Waste Partnership hold quarterly meetings	3	5	15	3	5	15	A	Delivery of alternate weekly collections against adopted business case - monthly monitoring with SWDWP partners with regard to disposal tonnages. Utilisation of commissioned participation survey to target areas that have lower rates of recycling. Investment in recycling campaigns across the city. Introduction of recycling on the go pods.	Modernisation measured against benefits listed on business plan. Delivery against adopted Plan for Waste. Monitoring of tonnages against forecasted disposal amounts	Ongoing	Lou Hayward	Lou Hayward	Gill Peele
10	46 On IRR	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) Information is the raw material used by the Council to plan for and deliver all its services and reducing the risk that describes the availability and quality of information for staff, decision makers and citizen use, as well as the protection of sensitive information is a continuing process. Risk Category: COMPLIANCE, REGULATION & SAFEGUARDING	<i>Corporate Plan Performance Framework Outcome - Pioneering Enable quality services that are recognised as innovative; achieve value for money and exhibit an embedded customer focus</i>	Staff awareness training has been rolled out to staff Incident reporting and management in place Escalation of breaches to MISF and SIRO	Management of Information Security (MISF) Group; Senior Information Risk Owner (SIRO) in place; Annual Information Governance report to Audit Committee	4	4	16	4	3	12	A	Roll out staff awareness training to all staff. Implement greater reporting consistency within directorates. Implement improved incident analysis within the Service Desk. Ensure full corporate attendance for MISF. Improved contract management with partners. Implement greater reporting consistency within directorates. Implement improved incident analysis within the Service Desk. Ensure full corporate attendance for MISF. Standardised breach management processes distributed to key staff. 2017 saw a decrease in breaches.	Reports from HR training detailing completion statistics Improved breach reports distributed to directorates Detailed breach reports for partners and escalation at contract management meetings Reporting of non-attendance to directors	Ongoing Ongoing Ongoing	John Finch	Andrew Hardingham	Aaron Perrin
11	109	Failure to secure adequate market interest and funding in the South Yard Marine Industries Production Campus (MIPC) site , slows or prevents site occupation such that economic growth and funding projections are not achieved and/or the Council has to provide financial revenue support to run and maintain the site The city's Local Economic Strategy seeks to concentrate efforts on the things that will generate the greatest returns to our economy. It recognises the opportunity presented by Mayflower 2020 as a major milestone in the reinvention of Plymouth as Britain's Ocean City and as a catalyst for business growth in marine and related industries, the visitor economy, the culture of the city in its broadest sense, and raising the city's profile and reputation in global markets. Risk Category: DEVELOPMENT & REGENERATION	<i>Corporate Plan Performance Framework Outcome - Confident</i>	The council has the flexibility in its legal agreement with the MOD to slow down the legal transfer of the final phases of South Yard and has done so for Area 5 to enable sufficient income to be generated to pay for running costs. The Council is continually exploring opportunities for grant funding and other income to develop the site	Growth Board;	3	4	12	3	4	12	A	Secure sufficient funding to develop Phase 1 and 2 at South Yard; Council has secured a grant for Growth Deal 2 grant and Growing Places Funding as a loan which will cover Phase 1 development but will not contribute to wider site running costs. A Growth Deal 3 grant bid has not been successful hence alternative Phase 2 funding is being sought. Continue to explore ways of reducing or covering exceptional site running costs; Council has engaged positively with senior MoD and Navy officers to review and challenge future security requirements but at present no confirmed reduction of annual security costs. Eol's being sought for Phase 3 Area 5	When external grant funding is secured to assist with development and income can cover all site running costs. Number of businesses landing in South Yard.	Ongoing Next review Sept 2017	Patrick Hartop	David Draffan	Gill Peele
12	119	Cladding issues on buildings in Plymouth above 18m that have the potential to contain, or have been identified as containing ACM cladding that has a risk of combustion Risk Category: COMPLIANCE, REGULATION & SAFEGUARDING	<i>Corporate Plan Performance Framework Outcome - Caring</i>	National guidance has been produced and actioned or communicated by PCC. A strategic overview on affected buildings has taken place and communication to all relevant building owners. 24 hour patrols and remedial measures have already been carried out on housekeeping and stair protection in some instances.	The responsibility lies with the individual building owners but PCC and Devon and Somerset Fire and Rescue Service have taken the lead on communicating relevant information to all affected properties. Strategic lead overview (Gold) at PCC with support from DSFRS and the relevant affected building 'responsible person'.	New		2	5	10	G	Monitoring of remedial measures by PCC to ensure building owners are carrying out their responsibilities effectively. Re-cladding on some affected buildings may be necessary.	Internal business process monitoring. PCC taking a complete overview of monitoring and intervention where necessary. Possible enforcement action in the future via relevant legislation.	Ongoing	Paul Barnard	Anthony Payne	Gill Peele	
13	93	Risk of failing to deliver the range of housing to meet Plymouth's need via The Plan for Homes and not realise the ambition to deliver 5,000 new homes over the next 5 years The Plan for Homes was launched in November 2013 to speed up housing supply by delivering a range and mix of well-designed greener homes to meet the city's needs Risk Category: DEVELOPMENT & REGENERATION	<i>Corporate Plan Performance Framework Outcome - Growing</i>	Plan for Homes regularly reviewed. Plan for Homes refresh 2016-2021 completed through the Housing Needs Working Group and approved by Cabinet in February 2016. Review of partnerships and partners to manage delivery and ensure capability.	Growth Board; GAME Programme Board;	3	3	9	3	3	9	G	Plan for Homes refresh 2016 to 2021 with 20 initiatives to further support housing delivery. This includes a more direct intervention approach to housing delivery for establishing a fund for acquiring sites; tackling stalled and lapsed sites; creating a new housing company directly to deliver new homes. Ensuring the modernisation of Government funding opportunities to support new homes e.g. Starter Homes and Care and Support funding. To develop further innovation to improve upon the proactive and fast track approach to planning. Starter Homes Land Fund Partnership Authority to work with HCA to bring forward a portfolio of stalled, lapsed and brownfield sites to unlock delivery and accelerate new homes	Regular reports to Housing Needs Working Group and Portfolio Holders. New homes delivery for first two years of monitoring Plan for Homes (14/15 - 15/16) are 2,215 homes; currently on target to meet 5,000 commitment.	Annual delivery monitoring year end and on going	Paul Barnard	Paul Barnard	Gill Peele

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14	51	<p>Risk of not delivering sustained and accelerated economic and population growth in line with the Council's Corporate Plan and vision for the City which could lead to higher unemployment and lack of the right labour skills to match the needs of businesses.</p> <p>The city's Local Economic Strategy seeks to concentrate efforts on the things that will generate the greatest returns to our economy. It recognises the opportunity presented by Mayflower 2020 as a major milestone in the reinvention of Plymouth as Britain's Ocean City and as a catalyst for business growth in marine and related industries, the visitor economy, the culture of the city in its broadest sense, and raising the city's profile and reputation in global markets.</p> <p>Risk Category: DEVELOPMENT & REGENERATION</p>	<p>Corporate Plan Performance Framework Outcome - Growing</p>	<p>We have put in place a series of economic development measures. These include for People - 1000 Club, Building Plymouth, Urban Enterprise Programme, Manufacturers Challenge.</p> <p>Place regeneration we have undertaken direct development (Header Court), started on-site at Oceansgate, signed a City Deal, embarked on Plymouth Science Park phase 5 now open. Inward investment - continued support, two new landings in the city - the Ship (Sittel) and at Turnchapel.</p> <p>Supporting Babcock to grow. Business Support we have set out a 2.5 million social enterprise investment fund, supported the Gain Growth Fund, attended business trade shows (MIPIM San Diego, Mets Amsterdam) and reworked the inward investment guide/website.</p>	<p>Growth Board;</p> <p>GAME Programme Board;</p>	3	3	9	3	3	9	G	<p>Future plans include:</p> <p>Place - development of the History Centre and Quality Hotel site. Exploring development of Colin Campbell Court. Further direct development of South Yard.</p> <p>Business Support - development of the marine/blue tech sector, co-ordinating inward investment, levering off the LEP to improve connectivity and exploiting the Mayflower to reposition the city at the centre of celebrations.</p> <p>Brexit element of this risk will be considered in line with corporate Brexit risk template.</p> <p>Series of business support projects (growth hubs, start up and advice) commissioned. Launched new STEM strategy</p>	<p>Monitor:-</p> <p>Weekly wage rates, Gross Value Added per hour worked.</p> <p>Job Seeker Allowance claimants.</p> <p>Youth Job Seeker Allowance claimants</p>	Ongoing	Paul Barnard	Paul Barnard	Gill Peele
15	113	<p>Risk of data loss and/or compromise of connected national infrastructure due to vulnerable infrastructure or attacks via standard hacking methods, phishing emails or malware infection.</p> <p>An information security incident occurs when there is a compromise, potential compromise or unauthorised use of Plymouth City Council data or physical assets. Poor education and training, misuse, and breach of security controls of information systems may result in data and information being put at risk, may be used to misrepresent the Council and result in the ineffective use of Council resources</p> <p>Risk Category: OPERATIONAL/SERVICE DELIVERY</p>	<p>Corporate Plan Performance Framework Outcome - Pioneering</p>	<p>Annual IT Health Check</p> <p>Regular vulnerability scans carried out</p> <p>IT Infrastructure patching policy in place</p> <p>Pro-active protective monitoring by Babcock</p>	<p>External Compliance assessment;</p> <p>Management of Information Security (MISF) monitor incidents;</p> <p>Senior Information Risk Owner (SIRO)</p>	2	4	8	2	4	8	G	<p>Implement compliance requirements into Delt business as usual - This is a workstream of the information management project</p> <p>Ensure vulnerability scans are conducted and reported to PCC</p> <p>The 2016 IT Health Check has been completed and all vulnerabilities will be addressed by February 2017 in order to meet compliance requirements</p>	<p>Transformation programme monitoring</p> <p>Build into service level reporting</p>	Ongoing	John Finch	Andrew Hardingham	Aaron Perrin
16	107	<p>Failure to deliver the HM17 Programme of change. The Amey Partnership will cease on 31 March 2017. Plymouth are working with Somerset and Devon to procure a new contractor for term maintenance and to bring back in house some functions.</p> <p>A contract is awarded with a successful bidder to commence April 2017 and improvements and efficiencies in the strategic design and maintenance of the highways network are delivered.</p> <p>Risk Category: DEVELOPMENT & REGENERATION</p>	<p>Corporate Plan Performance Framework Outcome - Confident</p>	<p>Cross Party Project Board in place and meeting regularly.</p> <p>Delivery team in place.</p> <p>Gateway review validation undertaken.</p> <p>Tender evaluation, moderation is resourced and on schedule.</p> <p>9 workstreams established with lead officers.</p> <p>Programme Risk Register developed from risk workshop and monitored.</p>	<p>Highway Procurement Partnership Board</p>	3	4	12	Delete		D	<p>Implementation of Gateway Review recommendations.</p> <p>Mitigation measures in place for key risks.</p>	<p>There is a Programme Plan in place with milestones reviewed by the Project Board which comprises of Members and Senior Officers. In addition, critical milestones will be 'Gated' as part of the project management process and externally reviewed.</p> <p>Currently 3 months into agreed plans for the mobilisation of SWH and demobilisation of Amey.</p> <p>Gateway 4 due Feb 2017, current project status Amber/Green, expected to be on track and similar status post review.</p>	<p>BID Award - Sept 16</p> <p>Mobilisation - Oct 16</p> <p>New contract - Mar 17</p>	Adrian Trim	Lou Hayward	Gill Peele	
17	108	<p>Failure to secure funding for the Plymouth History Centre - Reputational and financial implications if full funding not received to complete the project led by Plymouth City Council, to transform the existing museum and art gallery on North Hill into the Plymouth History Centre.</p> <p>The vision to build a unique visitor attraction, three times the size of the existing site, which will open as the flagship building for the Mayflower 400 commemorations in 2020</p> <p>Risk Category: DEVELOPMENT & REGENERATION</p>	<p>Corporate Plan Performance Framework Outcome - Growing</p>	<p>The Project remains on track, with very successful assembling of funding over 2016.</p> <p>The project has successfully procured the contractor and sub-contractor pricing is on-going; enabling works have started. The risk remains similar as funding secured has reduced risk whilst costs in the construction market have increased</p>	<p>Destination Plymouth/Culture Board;</p> <p>Programme Board;</p>	2	4	8	Delete		D	<p>Funding streams being sought include Coastal Communities, Arts Council bidding for NPO. Value engineering in tender process</p>	<p>When appropriate funding is in place and final tenders are agreed at financial close in April 2017</p>	Spring 2017	Paul Brookes	David Draffan	Gill Peele	