

ROW NO	RISK REF	DEPT	DESCRIPTION OF RISK (Risk description should include cause / risk event / consequence and risk category)	LINK TO CORPORATE PLAN	KEY CONTROLS / SOURCES OF ASSURANCE (aligned to three lines of defence)			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		
					Polices and procedures Link to business plan Delegations of authority / Fraud checks Risk and control framework Performance Management Project Management reviews	Programme Boards Functional compliance reviews Working Groups	Audit Reports Regulatory Reviews Snr Executive Committees Scrutiny Committees Portfolio Boards Peer Reviews	01/08/2018 Review Nov 18		Feb-19										
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1	SF2 ORR (OP2) IRR BREXIT	Finance	<b>Delivering Council services within the envelope of the resources provided in 2019/20-2021/22 Medium Term Financial Plan</b> - Risk to services of not delivering within reduced budgets and to delivery of the Plymouth Plan from reduced revenue and funding of the Capital Programme  Risk Category: FINANCIAL  Brexit Risk - Enhanced financial instability causes the UK to enter a recession post-Brexit impacts on local economy, ability of residents to pay council tax, increases the number eligible for council tax support. Negatively impacts investments and affects MTFP	Spending money wisely	Higher profile of Council's finances at both CMT and Cabinet.  Budget presented to senior officers and members in scoreboard format, delivering greater transparency and challenge.  Budget sessions and DMTs.  The Council has launched a "Fresh Look" programme to review all departments within all directorates, examining current budget and actual spend, contracts; income opportunities and any synergies and efficiencies across the whole council. These reviews are being led by Corporate Services.  Brexit Officer Group reviewing potential impacts of Burden Doctorate to inform business case for New Burdens money from Central Government.	An officer working group comprising of our Senior Leadership Team and senior finance management has met regularly to advance the MTFP.  Finance and Assurance Review Group (FARG) monitor integrated commissioning risks	Progress reported within monthly finance reporting to Cabinet members.  Continued Member engagement in Budget process and MTFP setting process by having regular Member briefings.  CMT have the MTFP as a standing agenda item.  Audit & Governance Committee oversee the financial reporting process.  The Chief Internal Auditor supports the Audit & Governance Committee and reviews its effectiveness annually.	5	5	25	5	5	25	R	Treasury Management diversification of portfolio to increase income. Investment in income earning assets. Ambitious capital programme and strategic investments from income earning assets. Cross department strategy on grant maximisation. Identification of new revenue funding sources to support the budget e.g. use of section 106 income in current and future years. Section 151 Officer will be meeting all Strategic Directors and undertaking a 'deep dive' of all budgets, in addition to the "Fresh Look" reviews being conducted in April / May 2019. Budget Recovery Group will be undertaking a line-by-line analysis of all budgets.	Better return on the investment portfolio. Income generation monitored via revenue budget. Improved efficiency and reduced costs. Increase in successful bids. Reduced contract costs. Regular updates on the progress of the Budget Recovery Group are to be provided to CMT.	Ongoing City MTFP updates Ongoing City reviews Ongoing Ongoing	Paul Looby	Andrew Hardingham	Aaron Perrin
2	SF3 IRR	Finance	<b>Being unable to deliver Council services within the envelope of the resources provided in 2018/19</b> leading to negative impact on budgets, loss of reputation, negative impact on front line services and a negative opinion from external audit.  Risk Category: FINANCIAL	Spending money wisely	RAG ratings have been identified for all savings and cost pressures that emerge during the year.  Budget presented to senior officers and members in scoreboard format, delivering greater transparency and challenge.  Portfolio fact cards have been produced for each portfolio member setting out areas of responsibility and savings targets and efficiencies.  Budget sessions and DMTs.	Finance and Assurance Review Group monitor Integrated Commissioning risks.  MTFP Working Group has met regularly to manage the budget process.  Budget Management Group has been set up in response to the projected overspend reported in Q2.	Progress reported within monthly finance reporting to Cabinet members. Continued Member engagement in Budget process and MTFP setting process by having regular Member briefings. Regular project accounting reports to the Transformation Portfolio Review Group. Audit & Governance Committee oversee the financial reporting process. The Chief Internal Auditor supports the Audit & Governance Committee and reviews its effectiveness annually. Higher profile of Council's finances at both CMT and Cabinet. CMT have the MTFP as a standing agenda item. Portfolio fact cards have been produced for each Portfolio member setting out areas of responsibility and savings targets and efficiencies Staff suggestions for cost saving have been requested. Portfolio Holders undertaking line-by-line reviews of budgets.	5	5	25	5	5	25	R	Treasury Management diversification of portfolio to increase income. Investment in income earning assets. Ambitious capital programme and strategic investments from income earning assets. Cross department strategy on grant maximisation. Continue the Transformation Programme which is improving efficiency and reducing costs whilst still delivering benefits to the customer. Significant savings are focussed in the following key programmes:- Growth, Assets and Municipal Enterprise (GAME2); Integrated Health & Wellbeing; Transforming the Corporate Centre Identification of new revenue funding sources to support the budget e.g. use of section 106 income in current and future years. To mitigate against this risk all options and innovative solutions will continue to be explored in the final two months of the year so further reductions can be made to the forecast overspend. Investigating earlier implementation of Fees and Charges, review of reserves, bad debt provision, accelerated income generation. Further capitalisation.	Better return on the investment portfolio. Income generation monitored via revenue budget. Improved efficiency and reduced costs. Increase in successful bids. Reduced contract costs.	Ongoing City MTFP updates Ongoing City reviews Ongoing	Paul Looby	Andrew Hardingham	Aaron Perrin
3	SEPS1 IRR	Education, Participation & Skills	<b>Reduction in the quality of education provision negatively affecting level of pupil attainment.</b> The risk is very high (red) in the secondary sector but less so in the primary sector (amber).  Risk Category: COMPLIANCE, REGULATION & SAFEGUARDING	A caring council - Improved schools where pupils achieve better outcomes	Ofsted inspection outcome tracking. Data analysis. Plymouth Leadership Advisor works with schools and provides challenge to Multi Academy Trust CEOs	Trust development to secure school improvement.	Ofsted inspection. Plymouth Education Board. Education & Children's Social Care Overview & Scrutiny Committee.	4	5	20	4	5	20	R	Plymouth Education Board (and sub groups) will increasingly hold all schools to account. Development of an accountability and support model involving a number of partners. The Plymouth Challenge will create a partnership of distinct interventions to drive improvement. The Plymouth Challenge has identified three strands designed to raise achievement. The School Support, Challenge and Intervention Policy is being updated and will go to Cabinet in March 2019. The Policy will make clear the relationship with schools.	Ofsted Inspection results. Attainment levels and data analysis. Evidence of innovative solutions based programmes that are evaluated against outcomes.	Review Aug 19	David Bowles	Judith Harwood	Julie Reed
4	SCYPF2 Formerly ORR IRR	Children's Social Care	<b>Projected in-year overspend in Children's Social Care caused by unprecedented demand and level of support needed to keep young people safe,</b> such as specialist residential care placements with high levels of staffing.  Risk Category: FINANCIAL	Spending money wisely	Independent fostering review action plan. Service redesign implemented including invest to save case for increase in number of Social Workers.  Savings have been identified but pressure still exists	Finance and Assurance Review Group (FARG)	Independent fostering review Regional Youth Justice Board Budget Management Group	4	5	20	4	5	20	R	Additional management solutions and escalated action to deliver further savings from the council's transformation programme will be brought to the table over the coming months in order to address the in year forecasted overspend. Ongoing rigour in decision making to manage demand. Ensuring action plan milestones are reached	Financial Results Delivery Performance		Neelam Bhardwaja	Alison Botham	Sandy Magee
5	SEPS2 Formerly ORR IRR	Education, Participation & Skills	<b>Growing volume and complexity of demand across services increases risk of failure to meet statutory duties</b> and impacts our ability to improve outcomes for vulnerable children and young people with Special Education Needs and Disabilities (SEND):- Short/medium-term consequences:- -Compliance failures -Customer disappointment/failure to manage expectations -Media reporting and adverse publicity -Damage to reputation -Impact on other departments/increased caseloads -Reduced staff resilience Long-term consequences:- -Litigation -Reduced ability of those affected to achieve full potential / impact on future economy / increased demand for adult services  Risk Category: COMPLIANCE, REGULATION & SAFEGUARDING	A caring council - Keep children, young people and adults protected	Ofsted inspection outcome tracking; Role profiles are reviewed when staff leave; KPIs	Monitoring of EPS Scorecard; Monitoring of risks	Ofsted inspections; Plymouth Education Board; Education & Children's Social Care Overview & Scrutiny Committee	4	4	16	4	4	16	A	Action plans to manage impact; Performance management going forward; Review of Service demands to identify trends; Strategic planning for the department will set our future arrangements to secure functions and capacity; Transformation and move to partnership working with schools to secure functions and improve capacity.	Delivery plans and clear service standards; Performance Scorecard; Actions from staff wellbeing and stress surveys.	Ongoing	Judith Harwood	Alison Botham	Julie Reed

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6	SCE03 ORR (OCE012) IRR BREXIT	CEX	<b>Failing to, or inability to understand impacts of Brexit</b> in light of current uncertainty and lack of government guidance adversely affects the Council's ability and capacity to manage changes and deliver it's objectives.  Risk Category: REPUTATION	Providing quality public services	Brexit specific risk register; Brexit workshop / scenario planning; Growth Board on-line advice tool; Officer attendance at local and regional events; Brexit impact scoping within Medium Term Financial Plan; Government funding announced; We have established what mitigation is in place for all 'no deal' impacts identified	Policy & Intelligence Officer; Brexit Officer Group; Business continuity group meet on a fortnightly basis; HMRC Boarders Group	Brexit, Infrastructure & Legislative Change Overview & Scrutiny Committee; Overview and Scrutiny and Select Committee; Regional engagement work - LEP and Peninsula; One Plymouth / CMT - quarterly update	5	4	20	5	3	15	Continued regional engagement to maintain strong influence; Continue to act promptly on government guidelines when issued; Outputs from Officer Group	Reports to Brexit, Infrastructure & Legislative Change Overview & Scrutiny Group	Sep-19	Kevin McKenzie	Giles Perritt	Maddie Halifax
7	SF5 IRR	Finance	<b>The Council not meeting its obligation to keep data secure by failing to adhere to Data Protection Act 2018 Regulations</b> results in loss of trust in the Council and/or financial penalty from the ICO  Risk Category: COMPLIANCE, REGULATION & SAFEGUARDING	Providing quality public services	Staff awareness training has been rolled out.  Incident reporting and management in place.  Escalation of breaches to Management of Information Security Forum (MISF) and Senior Information Risk Owner (SIRO).  Annual IT Health Check Regular vulnerability scans carried out IT Infrastructure patching policy in place Pro-active monitoring by Babcock.  ICO Action Plan. Information Audit completed for all departments Staff workshops completed re: GDPR	Management of Information Security (MISF) Group  Devon Information Security Partnership (DISP)  Information Lead Officer Group (LOG) raise awareness within department  Information Governance Manager has raised awareness of GDPR at CMT and DMTs  Completion of mandatory eLearning being tracked through Balanced Scorecards	Senior Information Risk Owner (SIRO) in place.  Annual Information Governance report to Audit and Governance Committee  External Compliance assessment.  CMT regularly briefed.	5	3	15	5	3	15	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, however 2017/18 has seen an increase in escalations to the ICO. Implement compliance requirements into Delt business as usual - This is a workstream of the information management project. Corporate Privacy Notice complete, service specific Notices being finalised.	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  Monitor action plan through MISF/LOG	Ongoing  Ongoing  Ongoing  Ongoing	John Finch	Andy Ralphs	Emma Rose
8	SCE04 ORR (OCE011) BREXIT	CEX	<b>Potential snap national elections and/or referendum caused by Brexit</b> Risk of not having enough staff available, voter fatigue - negative impact on our register as well as election turn-out, heightened stress level with the core and wider team.  Risk Category: REPUTATION	Providing quality public services	Election Risk Register Communication Plan to core and wider team to prepare Partners have been briefed and confirmed readiness (Polling stations / Printers and other key partners) Cabinet Office will provide some funding for European Elections (if required) Canvas being undertaken early to prepare for potential General Election	Call out ARO to CMT for support	Elections Programme Board	5	3	15	5	3	15	Ongoing Brexit monitoring		Glenda Favor-Ankersen	Giles Perritt	Maddie Halifax	
9	SSS1	Street Services	<b>Risk of non delivery of a plan for waste that delivers increased recycling levels in Plymouth</b> 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	A growing city - A green, sustainable city that cares about the environment	Modernisation Plan in place across Street Scene and Waste Department focussing on back office systems and processes which are designed to improve the delivery of frontline services for customers. Measures either delivered or in progress include communications campaigns; utilising other teams in the Council who are engaging with residents to also encourage recycling; improving service request resolution times; optimising crew routes; and new technology to transform task allocations and data recording.	Monthly Modernisation Board to review progress against Modernisation Plan, supported by regular Performance meetings to assess customer experience.  Monthly Balanced Scorecard of KPIs which include recycling rates.	The South West Devon Waste Partnership hold quarterly meetings.	3	4	12	3	4	12	Delivery of the Modernisation Plan. Continued 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.	Delivery against Modernisation Plan, service standards and KPIs. Monitoring of tonnages against forecasted disposal amounts	Ongoing	Katrina Houghton	Anthony Payne	Andy Sharp
10	STS1 IRR	Office of the Director of Public Health	<b>Failure to reduce Health Inequalities</b> 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	A caring city - Reduced health inequalities	Thrive Plymouth framework was adopted by full council in 2014 and links directly to the Plymouth Plan and Integrated Commissioning Strategies. It provides good foundation to achieve prevention in all services and decision making processes.  The focus of Thrive Plymouth in year one was on workplace health and wellbeing, in year two it was on schools and young children, in year three it was on localising the national 'One You' health improvement campaign, and in year four was on mental wellbeing (focussing on the five ways to wellbeing).  The current year five focus is on people connecting through food. This was launched on 16 October 2018. The focus of Year six (starting in November 2019) is Mayflower 400.	Finance and Assurance Review Group review Joint Integrated Commissioning Risk Register quarterly.	The Health & Wellbeing Board.  Thrive Plymouth integral to the original Plymouth Plan and updated information included in the refreshed version (monitored via CMT/Cabinet/Full Council.)  The Director of Public Health's annual report focusses on the previous year of Thrive Plymouth (highlighting successes and challenges)	3	4	12	3	4	12	Persistent action across the Council is required at many levels to tackle inequalities by addressing the wider detriments of health.  The public health team and partners continue to work with employers (year one focus) and schools (year two focus) to influence healthier lifestyles. The team continues to embed and promote the national One You campaign across the city. The 'five ways to wellbeing' has been adopted across the city as the single approach to improving mental wellbeing.  Thrive Plymouth has an annual focus determined by local and national priorities an annual action plan is developed and implemented. The Thrive Plymouth Network will continue to meet on a quarterly basis to ensure delivery of the programme.	At the highest level health inequalities can be measured in changes in life expectancy. ODPH produces a report each year to monitor this, along with a Thrive Plymouth Performance Framework providing more detail at a local level. Each year of the Thrive Plymouth campaign is evaluated and reported upon in the subsequent DPH annual report.  At the 5 year and 10 year stage we will hope to repeat the Health and Wellbeing survey to give us additional monitoring progress.	Jan-20	Sarah Lees / Rob Nelder	Ruth Harrell	Scott Senior

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11	SHR1	Finance	<b>Maintaining Corporate/Senior Leadership Team capacity and resilience to deliver the Council Plan.</b> Potential for adverse impact on the citizens of Plymouth and the Council's reputation if strategic workforce plans are not effectively implemented.  We take responsibility for our actions, care about their impact on others and expect others will do the same. Critical success factors: attraction, recruitment, development and retention of senior leaders; organisational design which is fit for purpose to deliver our statutory duties and Council objectives; Senior Leaders reporting they feel safe, happy and thriving at work with appropriate arrangements in place to support resilience  Risk Category: SERVICE DELIVERY / REPUTATION	Providing quality public services	Organisational Restructure toolkit in place. CMT/SLT leadership development programme under evaluation. Team Plymouth quarterly events in place. Multi-agency coaching network in place. Occupational Health and Employee Assistance Programme in place. Succession Plans being developed for all critical roles. Agile HR policies and procedures available on staffroom. Workforce data. Sickness absence and staff turnover. Agency/interim spend controls.		Organisational Design proposals approved by Council in January for full implementation by summer 2018.  People Strategy 2016-20 endorsed by Cabinet May 2017 (Talent, Leadership & Culture).  Senior Leadership capacity has increased with the Strategic Director for Customer and Corporate Services appointed to and started with PCC in November 2018.	2	5	10	2	5	10	█	Organisational Development Phase 2 Action Plan for the Senior Leadership Team to be implemented to include: Strategic workforce plans for the Senior Leadership Team.  New Senior Leadership Team structure to be appointed.  Implementation of 'The Way We Work' transformation programme (technology, information management, accommodation) to enable the right conditions for success.	Sickness absence due to stress, anxiety or depression; performance against Council's objectives; delivery of People Strategy; staff survey; wellbeing and resilience survey; safety climate survey; senior leadership staff turnover; exit interviews	Implementation 01/10/2018 with 6 month review	Tracey Lee	Tracey Lee	Maddie Halifax
12	SSP11	Strategic Planning & Infrastructure	<b>Cladding issues on buildings in Plymouth</b> 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	A caring council - Keep children, young people and adults protected	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 a full list of fire and safety measures have been fully implemented at 3 sites including compartmentalisation and all publically owned buildings are being reviewed. Sprinkler system is being installed in 3 Devonport towers.		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'.	2	5	10	2	5	10	█	Monitoring of remedial measures by PCC to ensure building owners are carrying out their responsibilities effectively.  Re-cladding of some buildings has taken place and is satisfactory. Some buildings still have the ACM but are currently being procured to action and interim measures still in place. Central Governments 'DELTA' system (to identify all risk buildings) has been completed and closed out.	Internal business process monitoring.  PCC taking a complete overview of monitoring and intervention where necessary.  Possible enforcement action in the future via relevant legislation.	Aug-19	Paul Barnard	Anthony Payne	Andy Sharp
13	SF6 IRR	Finance	<b>Maintaining awareness of anti-fraud measures</b> to help prevent or identify instances of fraud, corruption and bribery and help protect public funds.  Risk Category: REPUTATION / FINANCIAL	Spending money wisely	Anti-Fraud, Bribery and Corruption Policy; Whistle blowing Policy; Register of interests/hospitality; Fraud Awareness eLearning; Data analytics tool being implemented	Devon Audit Partnership Counter-Fraud Team; Operational Risk Management Group	Audit & Governance Committee; S151 Officer; Monitoring Officer	New			2	5	10	█	Fraud Strategy and Response Plan; DAP attendance at Fraud and Corruption in Local Government Procurement webinar to discuss future actions / best practice; Stronger links with Risk Management Strategy; Expanding use of Data analytics tool	Completion of actions from the Fraud Strategy and Response Plan	Ongoing	Paul Looby / Ken Johnson	Andrew Hardingham	Aaron Perrin
14	SCYPF1 IRR	Children's Social Care	<b>Risk to vulnerable children and young people in the care system, by not delivering early intervention and prevention</b> 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	A caring council - Focus on prevention and early intervention	Troubled Families Programme  Early Help Assessment Tool  The Children and Young People's Commissioning Plan  Families with a Future initiative	CYP System Design Group. Performance and Complaints monitoring.	Local Safeguarding of Children Board.  Claims Validation 'spot check' compliance achieved from the Troubled Families Team of the Ministry of Housing, Communities and Local Government	4	4	16	3	3	9	█	Continue to drive forward transformational change across the partnership in relation to whole family working, engagement with the Early Help Assessment Tool process, data exchange and achieving the outcomes required within the Troubled Families Outcomes Plan.	Reduction in caseloads	Ongoing	Tracey Green / Siobhan Wallace	Neelam Bhardwaja	Sandy Magee
15	SSP12 BREXIT	Strategic Planning & Infrastructure	<b>Risk of failing to deliver the range of housing to meet Plymouth's need</b> via the Joint Local Plan (JLP) and the Homes for Plymouth Programme  Risk Category: DEVELOPMENT & REGENERATION  Brexit Risk: Potential impact of rising material costs and shortfall of labour on Plan for Homes and Capital Programme	A growing city - A broad range of homes	Progress on previous Plan for Homes sites regularly reviewed.  Sites identified in the JLP 5 year land supply regularly reviewed.  Each JLP site now has a Delivery Strategy, with various forms of proposed intervention based upon the identification of resources.  Review of partnerships and partners to manage delivery and ensure capability.  On-going strategic relationship management with Homes England to achieve a fair share of the national funding.		Plymouth Growth Board. GAME Board. JLP Member Steering Group. JLP Leadership Delivery Group.	3	3	9	3	3	9	█	Undertake a Strategic Land Review of PCC sites to identify sites for housing delivery. We will consider acquiring and lending to unlock direct delivery. Reviews of small and stalled sites complete with delivery strategies to be implemented. Development of bids to a number of Government funding programmes to support new homes e.g. Accelerated Construction, Housing Infrastructure Fund, Land Release Fund, Starter Homes and Care and Support funding. Ongoing innovation to improve the proactive and fast track approach to planning to deliver housing. Starter Homes Land Fund Partnership Authority to work with Homes England to bring forward a portfolio of stalled, lapsed and brownfield sites to unlock delivery and accelerate new homes in what is becoming a highly competitive environment for government funding.	Regular reports to Portfolio Holders. JLP Member Steering Group and JLP Leadership Group	Annual delivery monitoring year end and on going	Paul Barnard	Anthony Payne	Andy Sharp
16	SED1 BREXIT	Economic Development	<b>Risk of not delivering sustained and accelerated economic and population growth</b> 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.  Risk Category: DEVELOPMENT & REGENERATION  Brexit Risk: UK and/or Plymouth not considered an attractive place to study causes a loss of student economy. Manufacturers no longer consider the region an attractive place to operate from due to negative perception of the UK, the implementation of import tariffs or inability to recruit sufficient staff results in loss of jobs, loss of business rate income and stalls our growth ambition.	A growing city - Economic growth that benefits as many people as possible	We have put in place a series of economic development measures including for People - 1000 Club, Building Plymouth, Urban Enterprise Programme, Manufacturers Challenge. Place regeneration we have undertaken direct development (Harder 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 (Site) and at Turnchapel. Supporting Babcock to grow. Business Support we have set out a £2.5m social enterprise investment fund, supported the Gain Growth Fund, attended trade shows and reworked the inward investment guide/website. Secured £89.9m of external and grant funding. Other developments - Oceansgate phase 1 topping out ceremony, completion of Plymouth Science Park phase 5, Langage Phase 2, The Box, Roborough Eco Village, Drake Circus Leisure. Combined efforts are also having economic impact with a jobs pipeline of over 3000, over 3500 apprenticeships starts in 2017, GVA growth and continue low unemployment. Employers such as Thales, Site1, Becton Dickinson, Dartmouth Foods, Burns Crisps, Babcock, Princess Yachts, Crowne Plaza and Premier have all made significant investments in Plymouth.	GAME Programme Board.	Growth Board.  There is governance in place at the City Deal Programme Board and strategic oversight provided by the Growth Board	3	3	9	3	3	9	█	Future plans include: 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. We are developing Nuclear and Marine national deals linked to the HotSW Productivity Plan further building on our strengths. Brexit element of this risk will be considered in line with corporate Brexit risk template. Series of business support projects (growth hubs, start up and advice) commissioned. Launched new STEM strategy. The future development pipeline is now standing at over £500m. Site work has either started, or will do shortly, for the following developments; The Range HQ Derriford, 1620, Colin Campbell Court/Bath Street, Plymouth Railway Station and Oceansgate Phase 2.	Monitor:- Weekly wage rates, Gross Value Added per hour worked.  Job Seeker Allowance claimants.  Youth Job Seeker Allowance claimants, Business births, employee numbers, visitor numbers, growth in jobs	Ongoing	David Draffan	Anthony Payne	Andy Sharp