

CORPORATE RISK REGISTER 2015/16

The Corporate Risk Register (CRR) is the most important component of the Council's Risk Management Framework and a key element of the overall Performance Framework. It is the vehicle by which the Council aims to identify and address any potential risks to the achievement of its strategic objectives and goals. It complements the Corporate Plan and assists in managing its ongoing delivery.

The Council does not operate in a vacuum and as such the risks and opportunities it faces continuously change. Senior Management Team has therefore re-assessed the key corporate risks for 2015/16 to reflect changes in the risk landscape and the revised CRR is contained in the table below and the changes are summarised as follows:

The risk ratings of 5 risks have been reduced to reflect a range of mitigating actions that have occurred as follows:

(1) Deliver the Benefits from City Deal in Conjunction with Partners

The delivery of the strategic highway and community infrastructure as outlined in the Infrastructure Delivery Plan 2014/2015 is progressing well.

Highway improvements along the A582 at Chain House Lane are complete and nearing completion at Golden Way.

Planning applications for housing sites are coming through and building has started on some sites.

(2) Managing the Efficiency Agenda to Address Reductions in Funding

The way in which the Council has achieved over £3.3M in efficiencies over the last four years to meet the reducing grant settlement from the Government and public sector austerity measures demonstrates our response to public sector challenges.

Business Transformation reviews have been undertaken within Caretaking, Licensing and Benefits resulting in revised staffing structures and achieving efficiencies of £303,000 to date (full-year forecast £450,000)

(3) Responding to Other Public Sector Policy Changes

Empowering Members through the My Neighbourhoods approach has embedded community leadership into the work of the Council and has ensured we have exceeded the requirements of the Localism Act.

Encouraging economic growth has led to the City Deal being signed with the Government and partner organisations.

The development of partnership arrangements with the Clinical Commissioning Groups and new NHS structures has ensured we work closely to improve health inequalities and deliver key aspects of the Council's corporate plan.

The Council has also responded locally to other national Government changes such as welfare reform, national planning policy framework and crime and disorder.

(4) Arranging the New Waste Collection Service Contract

A Members Waste Group has been established to oversee the tendering process and implementation of the new waste contract. This is supported by an officer project team working to a project plan which is reviewed and refreshed on a regular basis. The tendering process is expected to achieve an outcome which will be within budget and not require any significant change to service levels.

(9) Delivering Meaningful Outcomes from Key Partnerships and Collaborative Working with Neighbouring Authorities / Other Agencies

The Council as part of the Lancashire Waste Partnership continues to maintain high levels of recycling and waste to landfill has reduced for 9 consecutive years.

The Safer Chorley and South Ribble Partnership has achieved significant reductions in crime during the previous 5 years. Successful multi agency and partnership working continues to have a positive impact on the borough.

The Preston, South Ribble and Lancashire City Deal is progressing. Highway improvements are ongoing, planning applications for housing sites are coming through and building has started on some sites.

One new risk has been identified and added to the CRR in view of its potential strategic impact on the Council:

(10) Expiry of the Waste Cost Sharing Agreement

LCC has indicated that the existing cost sharing agreement will not be renewed when it expires at the end of 2017/18. This leaves the Council with the potential for a significant loss of income should an alternative form of funding not be established.

The remaining risk ratings in the CRR for 2014/15 have been retained for 2015/16 in spite of significant progress to deliver the key actions in the Corporate Plan which mitigate them.

Corporate Risk Register 2015/16

	Risks & Opportunities	Risk Rating 2014/15	Corporate Plan Actions 2015/16	Lead Officer	Risk Rating 2015/16
1	Deliver the benefits from City Deal in conjunction with partners	16	Work with partners to deliver the agreed Preston, South Ribble, Lancashire City Deal, including promoting and marketing the Borough (13)	DODEC	12
			Work with our communities to deliver a joined up and long term approach to planning and development (11)	DODEC	
2	Manage the Efficiency Agenda to Address Reductions in Funding	12	Explore all viable options for income generation and financial savings in order to deliver the Council's efficiency agenda whilst protecting front line services (23)	HOSFS	9
			Seek to continually improve, ensuring that council services are fit for purpose and customer focused (20)	DOCGBT	
			Effectively manage change and organisational development to sustain a flexible workforce (21)	HOHRPR	
			See also Corporate Plan actions (3) (9) (19) (22)	MISC	
3	Respond to Other Public Sector Policy Changes	12	Empower Members to fulfil their role as community leaders (15)	HOHRPR	9
			See also Corporate Plan actions (7) (9) (10) (18) (22) (23) (16)	MISC	
4	New Waste Collection Service Contract	12	Complete the delivery of the waste procurement project plan as part of retendering the service and ensure an effective transition and mobilisation for the new waste partner (4)	DNEHA	4
5	Continue to Ensure the Delivery of Affordable Housing	9	Work with partners to agree priorities and secure investment in housing (10)	DODEC	9
			See also Corporate Plan actions (9) (11)	MISC	

	Risks & Opportunities	Risk Rating 2014/15	Corporate Plan Actions 2015/16	Lead Officer	Risk Rating 2015/16
6	Deliver Regeneration of Leyland and the South Ribble Area	9	Continue to seek opportunities to improve parks and open spaces across the borough (1)	DNEHA	9
			Work to enhance Worden Park as a local asset and visitor attraction (2)	DNEHA	
			Support development of the Cuerden Strategic Site (7)	DODEC	
			Develop a range of town and village centre schemes environmental schemes (8)	DODEC	
			Implement My Neighbourhoods Action Plans (16)	DODEC	
			Produce and consult upon the Central Park master plan (12)	DODEC	
7	Support the Economic Recovery	9	Work with neighbours to develop opportunities for economic regeneration (9)	DODEC	9
8	Collaborate with the LCC Public Health Service to deliver Health & Well-Being Opportunities	9	Work with GP's and other partners, including Lancashire County Council Public Health, on local health and wellbeing needs (18)	DNEHA	9
9	Deliver Meaningful Outcomes from Key Partnerships and Collaborative Working with Neighbouring Authorities / Other Agencies	8	Through the Safer Chorley and South Ribble Partnership work to tackle crime, fear of crime and promote public confidence (6)	DNEHA	4
			Work with partners to offer the best possible opportunities to South Ribble's children and young people (17)	DNEHA	
			Work with the South Ribble Community Leisure Trust to offer high quality, accessible sports and leisure activities (19)	DODEC	
			Establish opportunities to develop effective collaborative working with partners (22)	CEO	
			See also Corporate Plan action (3)	MISC	

	Risks & Opportunities	Risk Rating 2014/15	Corporate Plan Actions 2015/16	Lead Officer	Risk Rating 2015/16
10	Expiry of the Waste Cost Sharing Agreement	N/A	Maximise recycling and reduce the amount of waste going to landfill, in line with our commitment to the Lancashire Waste Strategy (3) See also Corporate Plan actions (4) (19) (22)	DNEHA MISC	12

Risk Ratings

Likelihood	Rarely	Unlikely	Likely	Highly Likely
Impact	1	2	3	4
Major	4	Low	Medium	High
Serious	3	Low	Medium	High
Minor	2	Low	Medium	Medium
Insignificant	1	Low	Low	Low

THE RISK MATRIX			
4	8	12	16
3	6	9	12
2	4	6	8
1	2	3	4

Likelihood of Occurrence	Score
Definition Almost certain (there is little doubt that the event will occur)	4
Likely (there is a strong possibility that the event will occur or there is history of regular occurrence within the Council)	3
Unlikely (there is a possibility that the event will occur or there is history of occasional occurrence within the Council)	2
Rarely (there is a slight possibility that the event will occur)	1

Lead Officer

CEO	Chief Executive
DOCGBT	Director of Corporate Governance & Business Transformation
DODEC	Director of Development, Enterprise & Communities
DNEHA	Director of Neighbourhoods, Environmental Health & Assets
HOSFS	Head of Shared Financial Services
HOSAS	Head of Shared Assurance Services
HOHRPR	Head of Human Resources & Public Relations