

<b>REPORT TO</b>	<b>DATE OF MEETING</b>
Governance Committee	28 <sup>th</sup> September 2011

Report template revised June 2008



<b>SUBJECT</b>	<b>PORTFOLIO</b>	<b>AUTHOR</b>	<b>ITEM</b>
Year End Risk Monitoring Report 2010-11 and Revised Corporate Risk Register 2011-12	Finance and Resources	G Barclay & A Armstrong	5

## SUMMARY & LINK TO CORPORATE PRIORITIES

The aims of this report are to:

- Inform members of the actions taken by management to address the key risks and opportunities in the Corporate Risk Register (CRR) during 2010/11 (**Appendix 1**)
- Present for consideration a revised CRR for 2011/12 which takes account of the risks which have now been mitigated and any new or emerging risks and opportunities which are now impacting on the Council (**Appendix 2**).
- Demonstrate that the Council is continuing to manage its strategic risks effectively.

Sound risk management arrangements are a cornerstone of good corporate governance and as such have an impact on the achievement of all the Council's key objectives but are primarily concerned with making South Ribble an efficient, effective & exceptional council.

## RECOMMENDATIONS

- that members note the progress made to manage the Council's key strategic risks during 2010/11 by reference to the end of year monitoring statement shown at Appendix 1.
- that members note the revised CRR 2011/12 shown at Appendix 2.

## DETAILS AND REASONING

The 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.

### Corporate Risk Register 2010/11 (**Appendix 1**)

Appendix 1 summarises the actions taken by management as at the end of March 2011 to implement a range of projects and actions contained in the Corporate Plan and individual Service Plans that mitigate the key risks & opportunities originally identified for 2010/11.

Appendix 1 contains the following information:

- (1) **Corporate Plan Projects & Service Plan Actions** – a list of all the key corporate projects and service level actions relevant to each corporate risk.
- (2) **Project / Action Rating** – a traffic light risk rating indicating progress against each project / action as at the end of March 2011.
- (3) **Status** – an indication of whether the project / action is fully achieved or whether further action is ongoing.

Members will note that the majority of the projects and actions have a green rating indicating that sufficient progress has been made to implement them.

Twelve of the projects and actions have an amber rating indicating that further action is required and this will continue into 2011/12.

There are no red rated projects & actions.

### **Revised Corporate Risk Register 2011/12 (Appendix 2)**

The Council does not operate in a vacuum and as such the risks and opportunities it faces continuously change. In response to the significant shift in the risk landscape during 2010/11 and as a precursor to the annual corporate planning process, the Senior Management Team has re-assessed the key corporate risks for 2011/12.

The CRR now contains nine key risks with two entirely new risks added, two former risks removed, four retained and three revised to more accurately reflect the changed risk environment.

Members will not be surprised to note that the two entirely new risks are in relation to the new agenda and financial climate faced by local government.

The risks in the revised CRR have been rated via a “risk matrix” to reflect their likelihood of occurrence and impact on the Council. The CRR now contains 2 high (red) risks, 6 medium (amber) risks and 1 risk now considered to be low (green).

Members will note that several of the risks carried forward from last year now have lower risk ratings. This reflects the action taken during 2010/11 to mitigate those risks.

Appendix 2 contains the following information:

- (1) **Risks and Opportunities** – the list of corporate risks identified by SMT for 2011/12
- (2) **Risk Rating** – a “traffic light” assessment of the significance that each risk presents to the achievement of the Council’s priorities and objectives as set out in the Corporate Plan.
- (3) **Corporate Plan Actions** – a list of the key actions contained in the revised Corporate Plan 2011–13 that are relevant to each corporate risk. The completion of these key projects and underlying actions is the prime means of addressing the strategic risks identified in the CRR.

### **IMPLICATIONS OF THE REPORT**

The matters raised in the report are cross cutting and impact upon individual services and the Council as a whole.

## WIDER IMPLICATIONS

In the preparation of this report, consideration has been given to the impact of its proposals in all the areas listed below.

<b>FINANCIAL</b>	There are no direct financial implications arising directly from this report.		
<b>LEGAL</b>	None directly. These will be considered by each risk owner.		
<b>RISK</b>	These are described in the body of the report together with the Council's risk mitigation strategies.		
<b>OTHER (see below)</b>			
<i>Asset Management</i>	<i>Corporate Plans and Policies</i>	<i>Crime and Disorder</i>	<i>Efficiency Savings/Value for Money</i>
<i>Equality, Diversity and Community Cohesion</i>	<i>Freedom of Information/ Data Protection</i>	<i>Health and Safety</i>	<i>Health Inequalities</i>
<i>Human Rights Act 1998</i>	<i>Implementing Electronic Government</i>	<i>Staffing, Training and Development</i>	<i>Sustainability</i>

## BACKGROUND DOCUMENTS

Corporate Risk Register 2010/11

## APPENDIX 1 - CORPORATE RISK REGISTER 2010/11

### END OF YEAR MONITORING STATEMENT

Risks/Opportunities	New or Brought Forward from 2009/10	Risk Score	Officer	Corporate Plan Projects (numbered) & Service Plan Actions (1)	Project / Action Rating (2)	Status (3)
<i>CR/2010/01</i> Deliver regeneration of Leyland and the South Ribble area.	b/f	12	DON	Review our development plans for major parks and open spaces in a joined-up way, including securing external funding (1)	GREEN	Refurbishment of Dob Lane play area is complete with Gregson Lane and Worden Park on track and a lighting Improvement scheme has been completed at Tardy Gate Playing Field. External funding including S106 monies totalling £260k was sourced to support the cost of the above schemes. Designs have been produced for Hurst Grange Stables to help seek further external funding.
			DORHC	Take the lead on delivering regeneration in Leyland and South Ribble, including securing funding, in conjunction with partners (8)	GREEN	Churchill Way and Hough Lane Phase Two regeneration schemes have now been completed.
			DORHC	Delivery of the Leyland Masterplan, specifically the Churchill Way scheme and improvements to Hough Lane	GREEN	Complete - Both schemes were fully implemented in December 2010 and March 2011 respectively
			DORHC	Support Leyland Board in delivering its priorities	GREEN	Work to deliver priorities is continuing and considered on track. A Cuerden Strategic Site Master plan has been developed and is being delivered in conjunction with partners.

Risks/Opportunities	New or Brought Forward from 2009/10	Risk Score	Officer	Corporate Plan Projects (numbered) & Service Plan Actions (1)	Project / Action Rating (2)	Status (3)
			DOPH	Work with partners to secure Growth Point funding	GREEN	Activity is on track and £1.7m in funding has been secured for 2011/12 for Blackpool and Central Lancs. Funding has also been secured towards Hulmes Mill, Wesley Street and Cuerden within South Ribble.
			DON	Deliver the playground refurbishment programme	GREEN	Refurbishment of Dob Lane play area is complete with Gregson Lane and Worden Park on track for completion in May and June
<i>CR/2010/2</i> Continue to ensure the delivery of affordable housing and as fewer developments are being created	New	12	DOPH	Develop an integrated approach for delivering affordable housing.	AMBER	The Government has changed the approach to the delivery of affordable housing and work is underway through the LDF to develop appropriate policies. Work is also underway with partners in Mid Lancs. to develop a local investment plan for submission to the HCA. This will include an integrated approach to the delivery of affordable housing. Delivery of previously defined affordable housing remains slow as a result of low land values.
			DOPH	Maintain dialogue with registered providers and the HCA to maximise opportunities for shared ownership.	AMBER	The Government has changed the approach to the delivery of affordable housing and this approach is no longer available. A replacement strategy is under development as above.
<i>CR/2010/3</i> Implement changes within the timescales required to deliver the revised Lancashire Waste Strategy	New	12	DON	Procurement of vehicles and bins	GREEN	This is an ongoing rolling program and continuous assessment activity is in progress to prolong vehicle life and inform decision making for efficient vehicle replacement
			DON	Extension of weekly food waste service to all terraced properties	GREEN	The program was successfully delivered and the project is now complete

Risks/Opportunities	New or Brought Forward from 2009/10	Risk Score	Officer	Corporate Plan Projects (numbered) & Service Plan Actions (1)	Project / Action Rating (2)	Status (3)
			DON	Continue to introduce food waste recycling to schools	GREEN	This rolling program has continued and has now been extended to include 40% of all potential participating schools
CR/2010/04 Minimise the effect of the economic recession and the housing market downturn	b/f	9	DORHC DOPH	Work in partnership to maintain confidence and support people, businesses and communities through the impact of the economic downturn (7)	GREEN	A variety of initiatives have taken place during 2010/11 that have been reported in quarterly performance reports. Highlights from activity at year end confirming performance include - Leyland Market occupancy rate of 100% and shop occupancy rate of 92.3%
			DORHC	Delivery of the South Ribble Strategic Partnership Economic Regeneration Action Plan	GREEN	End of year monitoring indicates that all actions have either been completed or are established and ongoing activities such as the Redundancy Task Force. In the light of the effects of policy and funding changes on the SRP task and finish groups will decide how to take activity forward.
			DOPH	Work to improve housing stock through improvement grants	GREEN	The action has now been completed and end of year performance statistics confirm that the full allocation of available grant types (boiler replacement, insulation, facilities grant) has been taken up.
CR/2010/05 Deliver the C-Smart program to transform customer service, maximise efficiency, address the budget shortfall & maintain employee morale	b/f	9	CE DOT	Deliver the C-Smart Programme to transform services to deliver value for money and exceptional customer service (14)	GREEN	The Programme has been successful in transforming service delivery and migrating additional services to Gateway and the anticipated financial efficiencies have been exceeded. The Programme also included the IT Work Programme which also exceeded the financial targets set. CRM replacement, together with replacing the telephony system in Gateway has been seamless and savings attributed to these two project exceeded £200,000

Risks/Opportunities	New or Brought Forward from 2009/10	Risk Score	Officer	Corporate Plan Projects (numbered) & Service Plan Actions (1)	Project / Action Rating (2)	Status (3)
			<b>DORHC</b>	Complete the C-Smart review of Commercial Services	<b>GREEN</b>	The review was undertaken as planned and resulted in a restructure of the service which was implemented in late 2010.
			<b>DOT</b>	Development of CRM scripts for service migrations: housing, canine welfare, pest control	<b>GREEN</b>	Activity to develop and implement CRM scripts has now been completed
			<b>DOT</b>	Development of e-forms for self service and front line provision	<b>GREEN</b>	On track – e-forms has now been implemented to replace CRM and the project is now moving on to the next phase to deliver the self service capability.
			<b>DOCG</b>	Implement recommendations from the C-Smart review of Democratic Services	<b>AMBER</b>	Main recommendations implemented with some running into 2011/12. Target for efficiency savings for 2010/11 has been exceeded.
<i>CR/2010/06</i> Explore partnership opportunities to address health inequalities & support the increasing needs of older adults & young people	New / Combined	<b>9</b>	<b>DORHC</b>	Deliver health improvement programmes to address health inequalities and narrow the gap (12)	<b>GREEN</b>	Work on health inequalities has been targeted and an extensive range of projects and activities has been delivered (details are contained in the Q4 Performance Report)
			<b>DORHC</b>	Deliver environmental and community regeneration schemes such as the giant veggie patch and community food growing sites	<b>GREEN</b>	Work is in progress and on track - the Giant veggie Patch is now in operation and the Community Food Growing Project now supports 14 separate projects. Funding and scheme promotion is being provided through the South Ribble Partnership and plans are being developed for 2011/12 activity.
			<b>DON</b>	Deliver the relevant actions from the Central Lancashire Alcohol Strategy	<b>AMBER</b>	The production of the updated alcohol strategy by the external lead agency is behind schedule although a number of the actions that would have been contained in the strategy if it was available have been delivered.

Risks/Opportunities	New or Brought Forward from 2009/10	Risk Score	Officer	Corporate Plan Projects (numbered) & Service Plan Actions (1)	Project / Action Rating (2)	Status (3)
			DORHC	Develop an Appreciative Inquiry model to address health inequalities	AMBER	The model has been developed and implemented at Broad field and further work is underway with partners. Arrangements will be reviewed to reflect changes to health structures and emerging GP consortia.
			DORHC	With partners, complete a Health Impact Assessment for the Local Development Framework	GREEN	The assessment has now been completed and linked to the delivery of the LDF activity
			DORHC	Review and deliver the South Ribble Older People's partnership Board Action Plan	GREEN	The action plan has been reviewed and is in the process of delivery during 2011. Going forward it will be reviewed to reflect any efficiency implemented by partners.
CR/2010/07 Strive to deliver meaningful outcomes from key partnerships	b/f	8	DON	Implement actions arising from the mid-term review of the waste partnership with Enterprise to deliver strategic objectives in service improvement (3)	GREEN	All required actions for the implementation of improvements to the waste service are now complete
			CE	Contribute to the effective delivery of the Children's Trust Action Plan (9)	GREEN	Work on a new highly focussed action plan is being finalised with targets and outcomes. Family First is continuing to be supported and the Youth Council is working with the Trust to develop youth activities within South Ribble.
			DORHC	Contribute to the effective delivery of the Older People's Partnership Action Plan (10)	AMBER	The Older Peoples Partnership Board is being reviewed due to major changes across partnerships
			CE	With partners, deliver effective community leadership & engagement, including implementation of local area plans (11)	AMBER	Community leadership and engagement are being considered as part of the Council's review of community involvement. Work on scoping the content of the review is underway; the review will be completed in 2011/12.






Risks/Opportunities	New or Brought Forward from 2009/10	Risk Score	Officer	Corporate Plan Projects (numbered) & Service Plan Actions (1)	Project / Action Rating (2)	Status (3)
			DORHC	Undertake a mid-term review of the partnership with South Ribble Community Leisure (13)	GREEN	Phase 1 has been completed and the next stage is to consider options going forward and this is programmed for the first half of 2011/12
			CE	Deliver the updated 'Our People' Action Plan (16)	GREEN	An extensive range of projects and activities has been delivered (details are contained in the Q4 Performance Report) several key highlights include: An extensive Member Induction Programme prepared and agreed and a staff training programme for 2010/11 Service reviews of the Shared Assurance Service, ICT, Commercial Services, Housing and Administration have also been completed on track.
			HOP	Ensure that South Ribble Partnership projects are delivered in line within agreed timetable and performance management arrangements	GREEN	On track - in line with the partnership's project management framework, all projects are monitored quarterly and are subject to review by the Council's Scrutiny Committee. Project control sheets that summarise progress and expenditure to date are publicly available on the partnership website
			DON	Via the Community Safety Partnership deliver the Community Safety Strategy and Action Plan to ensure public confidence	AMBER	Quarterly monitoring of the plan is in place and following the last review 10 out of the 12 projects are on track. External partner agencies lead on the two off track projects.

Risks/Opportunities	New or Brought Forward from 2009/10	Risk Score	Officer	Corporate Plan Projects (numbered) & Service Plan Actions (1)	Project / Action Rating (2)	Status (3)
CR/2010/08 Optimise the sub-regional agenda	b/f	6	DOPH	Deliver an integrated approach to regional and Central Lancashire activities and plans including Growth Point, Local Development Framework & the Mid-Lancashire Multi Area Agreement (5)	AMBER	<p>During this quarter, progress was made with LEP (Local Enterprise Partnership) discussions, with final sign off anticipated in April 2011.</p> <p>Progress with Growth Point projects has included the completion of signal work on Sainsbury's' roundabout, and the start of work on Hulmes Mill, where the footings stage has now been reached.</p> <p>The LDF joint core strategy has been finalised for submission to the Secretary of State and examination in June 2011.</p>
			DOPH	Complete the Joint Mid Lancashire Housing Strategy and Action Plan	GREEN	Action now completed and referred to Mid Lancashire CEO's for further action
			DOPH	Work with the County Council on Local Transport Plan 3 to identify local transport issues. Develop solutions to reduce traffic congestion in the area and promote sustainable transport (6)	AMBER	The Council fed back on LTP3 proposals, including discussion at Planning Committee on 12 January. Comments included the benefits of reopening Midge Hall station, improvements to Leyland station, and the need for a cross borough link road. LCC is now considering all responses, with a 3 year improvement plan anticipated in June 2011.
			DOPH	Develop the Strategic Housing function	GREEN	Structural changes have now been completed to complement the complete Mid Lancashire Housing Strategy

Risks/Opportunities	New or Brought Forward from 2009/10	Risk Score	Officer	Corporate Plan Projects (numbered) & Service Plan Actions (1)	Project / Action Rating (2)	Status (3)
<i>CR/2010/09</i> Maximise the potential for collaborative working with neighbouring authorities.	b/f	4	DON	Via the Safer Chorley & South Ribble Partnership, deliver the Community Safety Strategy & Action Plan & ensure public confidence (4)	GREEN	All actions and projects in the Community Safety Strategy and Action Plan have been delivered except for two which were led by other agencies. Successful campaigns have contributed to promoting confidence in our communities which was supported by positive results in a recent Citizens Panel Survey.
			CE	Ensure effective collaborative / partnership working with neighbouring districts and the County Council including delivery of the 2010 Locality Plan (15)	GREEN	A number of partnerships have been developed in 2010/11, including: <ul style="list-style-type: none"> <li>▪ Revenues and Benefits with Chorley – Phase 1 is complete: staffing structures agreed recruitment complete. Phase 2 in preparation</li> <li>▪ Building Control partnership with Preston – Members gave mandate to proceed in February. Officers now working on operational details.</li> </ul> The locality working project with LCC continues to progress slowly. A joint leaders meeting with senior members and officers was held in March to discuss priorities and timescales. Questions and points for clarification were raised, and a response prepared by LCC.
			DOPH	Develop an action plan to accelerate Building Control partnership with Preston	AMBER	In progress but initial pace has been slow but now developing to include Chorley
			HOSAS	Implement a protocol to provide emergency planning / BCP support to Chorley and South Ribble Councils.	GREEN	The protocol and supporting arrangements including regular liaison meetings and service activity has been rationalised in to a combined Risk Management Plan

Risks/Opportunities	New or Brought Forward from 2009/10	Risk Score	Officer	Corporate Plan Projects (numbered) & Service Plan Actions (1)	Project / Action Rating (2)	Status (3)
			HOSAS	Procure a single insurance broker for Chorley and South Ribble Councils	GREEN	A tender exercise was completed and a Joint Insurance Broker appointed to advise both Councils from 01/01/2011
			DON	Work with LCC to develop a more joined up approach to the public realm	GREEN	Further improvements have now been implemented several key examples include sign cleaning and improved communication around winter grounds maintenance.
			DON	Formalise arrangements for the CDRP following the pilot, and develop joint working arrangements	GREEN	This action has now been completed and the Community Safety Partnership arrangements were agreed by Cabinet in July 2010.
			DOCG	Review the structure and approach to delivering land charges and licensing services, considering exploration of technology, modernisation of services, collaborative working and maximising income	AMBER	Licensing service fully completed. Implemented new structure revised procedures and exceeded target for income for 2010/11. IA conducting an independent review of Land Charges. This work will continue throughout 2011/12.
			DOT	Develop the Shared Services Partnership to incorporate the Revenues and Benefits Service	GREEN	Phase one of this action is now complete and a review and restructure of activity at each Council has been implemented.

<b>KEY</b>	
<b>Officer</b>	
<b>CE</b>	<b>Chief Executive</b>
<b>DOPH</b>	<b>Director of Planning and Housing</b>
<b>DORHC</b>	<b>Director of Regeneration and Healthy Communities</b>
<b>DON</b>	<b>Director of Neighbourhoods</b>
<b>DOT</b>	<b>Director of Transformation</b>
<b>DOCG</b>	<b>Director of Corporate Governance</b>
<b>HOP</b>	<b>Head of Policy</b>
<b>HOSAS</b>	<b>Head of Shared Assurance Services</b>
<b>Project / Action Ratings (2)</b>	
	<b>Project / action now completed</b>
	<b>Project / action continuing into 2011/12</b>
	<b>No action taken</b>

## APPENDIX 2 - CORPORATE RISK REGISTER 2011/12

	Risks & Opportunities 2011/12 (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer
1	<b>CR/2011/12/01 (New)</b> 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. <b>(20)</b>	CE
			Seek to continually improve, ensuring that council services are fit for purpose and customer focused. <b>(17)</b>	CE
			Effectively manage change and organisational development to sustain a flexible workforce. <b>(18)</b>	CE
2	<b>CR/2011/12/02 (New)</b> Respond to Other Public Sector Policy Changes	12	Empower Members to fulfil their role as community leaders through a new approach to community involvement. <b>(12)</b>	DORHC
3	<b>CR/2011/12/04 (Retained)</b> Continue to Ensure the Delivery of Affordable Housing	9	Work with partners to agree priorities and secure investment in housing. <b>(9)</b>	DOPH
4	<b>CR/2011/12/03 (Retained)</b> Deliver Regeneration of Leyland and the South Ribble Area	9	Continue to seek opportunities to improve parks and open spaces across the borough. <b>(1)</b>	DON
			Work to enhance Worden Park as a local asset and visitor attraction. <b>(2)</b>	DON
			Support development of the Cuerden Strategic Site. <b>(6)</b>	DOPH
			Deliver a range of town and village centre improvements and environmental schemes. <b>(7)</b>	DORHC
5	<b>CR/2011/12/05 (Revised)</b> Manage the Economic Recovery	9	Work with neighbours to develop opportunities for economic regeneration. <b>(8)</b>	DORHC
6	<b>CR/2011/12/06 (Revised)</b> Take Advantage of New Health & Well-Being Opportunities Resulting from the Break up PCTs	9	Further develop our approach to neighbourhood working, including zero tolerance of dog fouling, litter and fly tipping. <b>(4)</b>	DON
			Work with GP consortia and other partners on local health and wellbeing needs <b>(14)</b>	DORHC

	<b>Risks &amp; Opportunities 2011/12 (1)</b>	<b>Risk Rating (2)</b>	<b>Key Actions in Corporate Plan 2011/13 (3)</b>	<b>Lead Officer</b>
7	<b>CR/2011/12/07 (Retained)</b> Strive to Deliver Meaningful Outcomes from Key Partnerships	8	Maximise recycling and reduce the amount of waste going to landfill, in line with our commitment to the Lancashire Waste Strategy. <b>(3)</b>	<b>DON</b>
			Through the Safer Chorley and South Ribble Partnership, work to tackle crime, fear of crime and promote public confidence. <b>(5)</b>	<b>DON</b>
			Work with partners to offer the best possible opportunities to South Ribble's children and young people. <b>(13)</b>	<b>DORHC</b>
			Work with the South Ribble Community Leisure Trust to offer high quality, accessible sports and leisure activities. <b>(15)</b>	<b>DORHC</b>
8	<b>CR/2011/12/08 (Retained)</b> Optimise the Sub-Regional Agenda	6	Work with neighbours to deliver a joined up and long term approach to planning and development. <b>(10)</b>	<b>DOPH</b>
			Work with LCC and providers to improve the local transport infrastructure. <b>(11)</b>	<b>DOPH</b>
9	<b>CR/2011/12/09 (Retained)</b> Maximise the Potential for Collaborative Working with Neighbouring Authorities	4	Deliver a shared service for Revenues and Benefits with Chorley Council. <b>(16)</b>	<b>DOT</b>
			Establish opportunities to develop effective collaborative working with partners <b>(19)</b>	<b>CE</b>

**RISK RATINGS – KEY**

Likelihood	Rarely	Unlikely	Likely	Highly Likely
Impact	1	2	3	4
Major 4	Low	Medium	High	High
Serious 3	Low	Medium	Medium	High
Minor 2	Low	Low	Medium	Medium
Insignificant 1	Low	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
<b>Definition</b> Almost certain (there is little doubt that the event will occur)	4
Likely (there is a strong possibility that the event will occur <b>or</b> there is history of regular occurrence within the Authority)	3
Unlikely (there is a possibility that the event will occur <b>or</b> there is history of occasional occurrence within the local authority)	2
Rarely (there is a slight possibility that the event will occur)	1

**Key - Lead Officer**

CE	Chief Executive
DOPH	Director of Planning and Housing
DORHC	Director of Regeneration and Healthy Communities
DON	Director of Neighbourhoods
DOT	Director of Transformation
DOCG	Director of Corporate Governance