

<b>REPORT TO</b>	<b>DATE OF MEETING</b>
Governance Committee	27 <sup>th</sup> June 2012

Report template revised June 2008



<b>SUBJECT</b>	<b>PORTFOLIO</b>	<b>AUTHOR</b>	<b>ITEM</b>
Year End Risk Monitoring Report 2011-12 and Revised Corporate Risk Register 2012-13	Finance and Resources	G Barclay & A Armstrong	8

## 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 2011/12 (**Appendix 1**)
- Present for members' information a revised CRR for 2012/13 which takes account of the risks which have now been mitigated plus 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 2011/12 by reference to the end of year monitoring statement shown at Appendix 1.
- that members note the revised CRR 2012/13 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 2011/12 (**Appendix 1**)

Appendix 1 contains the following summary information:

- (1) **Risks and Opportunities** – the list of the corporate risks identified and agreed 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) **Status** – an indication of whether the project / action is fully achieved or whether further action is on-going.
- (4) **Key Action Rating** – a traffic light system indicating the progress made to implement each key action (taken from the Corporate Plan performance report as at the end of March 2012).
- (5) **Status** – a summary indication of the measures taken to implement the key action.

Appendix 1 shows the action taken as at the end of March 2012 to address each strategic risk in the 2011/12 CRR. These actions are in respect of the key projects and activities in the Corporate Plan and are essentially the prime means of mitigating the key risks & opportunities identified within the CRR.

All of the actions have a green rating indicating that sufficient progress has been made to implement them to date. The number of green ratings reflects the fact that the new Corporate Plan has only very recently been adopted and the majority of the key projects are in the early stages of delivery.

There are no red or amber rated actions.

### **Revised Corporate Risk Register 2012/13 (Appendix 2)**

Appendix 2 contains the following information:

- (1) **Risks and Opportunities** – the list of corporate risks identified for 2012/13 by Senior Management Team.
- (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. This has been revised to reflect actions taken during 2011/12.
- (3) **Key Actions in Corporate Plan** – a list of the key actions contained in the revised Corporate Plan 2011–13 that will further mitigate each corporate risk going forward.

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 2012/13 to reflect any changes in the risk landscape.

SMT identified that there were no significant changes to the key corporate risks faced by the Council. Some minor adjustments to the risk ratings were however agreed. As a result the revised CRR for 2012/13 contains nine key risks that reflect the changing risk environment - 3 high (red) risks, 5 medium (amber) risks and 1 now considered to be low (green) risk.

Members will not be surprised to note that the highest rated (red) corporate risks relate to reductions in government funding and the impact of other public sector policy changes including the need to deliver more affordable housing within the borough. Although significant progress has been made in these areas a number of challenges remain and further actions are contained within the CRR and Corporate Plan to address these.

## 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 specific financial implications arising directly from this report.		
<b>LEGAL</b>	None directly as 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 Plan 2011-13

Corporate Risk Register 2011/12 – End of Year Monitoring Statement (Quarter 4)

Appendix 1

Risks & Opportunities 2011/12 (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
<b>CR/2011/12/01</b> Manage the Efficiency Agenda to Address Reductions in Funding	12	<b>(20)</b> 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>HOSFS</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ Efficiency savings of £1,838,000 delivered in 2011/12.</li> <li>▶ The Chest electronic procurement system has been used for; Civic Centre Windows, Building Consultants and the new structure at Moss Side Depot.</li> <li>▶ It is intended that the chest be used for all schemes with an estimated value of £10,000 and above.</li> <li>▶ A three year Asset Management plan has been developed and 2011/12 has been delivered - future years will be reviewed in July 2012.</li> <li>▶ Our management practices have ensured income has been maximised, Leyland Market is fully occupied and produced a substantial profit for the 10<sup>th</sup> year running.</li> <li>▶ Several property reviews have been completed including that of Moss Side Depot, which has resulted in a change of operation together with a capital investment to provide an income generating opportunity, boosting the council's income by £15,000.</li> <li>▶ Planned property maintenance accounts for 60%, while reactive maintenance accounts for 40%, providing an effective regime enabling a suitable portfolio with minimal backlog maintenance with a reduced call on capital resources.</li> <li>▶ Future carbon reduction schemes and investment proposals are under investigation, including photovoltaic installations to several South Ribble buildings, with a potential substantial revenue income stream over 25 years.</li> </ul>
		<b>(17)</b> Seek to continually improve, ensuring that council services are fit for purpose and customer focused.	<b>DOT</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ Firmstep has fully replaced the previous Northgate CRM system, realising a financial saving in excess of £400,000</li> <li>▶ Additional services have also migrated to Gateway providing extra services directly to customers at their first point of contact</li> <li>▶ Over 90% of all contacts are dealt with at the first point of contact with satisfaction levels in excess of 95%</li> <li>▶ Customer Excellence Award inspection was extremely positive about Gateway and has requested it be identified as a beacon for others to emulate</li> </ul>
		<b>(18)</b> Effectively manage change and organisational development to sustain a flexible workforce	<b>HOHR</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ Leadership Development Programme for Managers and SMT completed.</li> <li>▶ Change Management Workshops have been undertaken for all service reviews</li> <li>▶ Our People Action Plan has been revised and was considered</li> </ul>

Risks & Opportunities 2011/12 (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
					at Scrutiny Committee in November 2011.
<b>CR/2011/12/02</b> Respond to Other Public Sector Policy Changes	<b>12</b>	<b>(12)</b> Empower Members to fulfil their role as community leaders through a new approach to community involvement.	<b>DORHC</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ Community Involvement Review completed.</li> <li>▶ Action to support communities to prepare for 2012 celebrations (Olympics, Preston Guild, Diamond Jubilee) is on target – Supported communities will prepare by organising and promoting events in guides and the Forward newspaper. Events will include Leyland Festival, Lostock Hall Carnival, and Schools Olympic celebration.</li> </ul> <b>Standards:</b> <ul style="list-style-type: none"> <li>▶ Guidance from DCLG is still awaited.</li> <li>▶ Planned approach adapted so that we can implement on 1 July 2012.</li> <li>▶ Transitional arrangements were reported to May's Council.</li> </ul> <b>Boundary Review:</b> <ul style="list-style-type: none"> <li>▶ Project documentation completed and initial meetings held.</li> <li>▶ Liaison ongoing with both member groups</li> <li>▶ Awaiting base information from members.</li> </ul>
<b>CR/2011/12/04</b> Continue to Ensure the Delivery of Affordable Housing	<b>9</b>	<b>(9)</b> Work with partners to agree priorities and secure investment in housing.	<b>DOPH</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ The Wigan Road site submission which forms part of the Buckshaw Village development will deliver 16 affordable homes in the coming year, and 5 mortgage rescue properties are being processed. 3 bungalows have started on site in Penwortham.</li> <li>▶ Off-site contributions have been acquired from the Brindle road development and a programme will be developed to utilise the funds to kick start developments to deliver affordable homes.</li> <li>▶ Riverside Home Improvement Agency are in contract and are now carrying out handy person services and disabled facilities grant work. To date 18 homes have had adaptation work carried out.</li> <li>▶ The Prevention of Homelessness strategy and review has been produced and is in the consultation period. Actions and priorities in the document reflect changes taking account of the Localism Act.</li> <li>▶ Additional external funding has enabled grants for energy efficiency work to be reviewed with providers to allow them to be delivered at nil cost to the majority of customers and no financial contribution from the Council.</li> <li>▶ Consultation on Green deal has closed we are awaiting the final guidance from DECC,(Dept. of energy and climate change) and reporting requirements from HECA (Home energy conservation act)</li> <li>▶ The authority's role in relation to the Green Deal will be developed from this but options are being investigated Lancashire wide and locally for partnership with a green deal provider.</li> </ul>

Risks & Opportunities 2011/12 (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
<b>CR/2011/12/03</b> Deliver Regeneration of Leyland and the South Ribble Area	<b>9</b>	<b>(1)</b> Continue to seek opportunities to improve parks and open spaces across the borough.	<b>DON</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ Gregson Lane play area completed</li> <li>▶ Farington Park play area completed</li> <li>▶ 2 Green Flags at Hurst Grange Park and Longton Brickcroft retained</li> <li>▶ Hutton Playing Field improvement scheme completed except for minor finishing works</li> <li>▶ Farington Park improvement scheme tendered and contract awarded for phase 1 which will commence in May</li> <li>▶ First stage designs proposals produced for Hurst Grange Stables</li> <li>▶ Prioritised programme of infrastructure improvement works currently being developed for parks and open spaces</li> <li>▶ Wither Grove Park awarded Netmums (North West region) Silver Award</li> </ul>
		<b>(2)</b> Work to enhance Worden Park as a local asset and visitor attraction.	<b>DON</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ Play area refurbishment completed</li> <li>▶ Prioritised programme of infrastructure improvement works currently being developed</li> <li>▶ Officer group working towards developing a strategic plan for the park</li> <li>▶ Successful bid to Viola landfill fund for £100k with Brothers of Charity to develop phase 1 of the walled garden – initial drainage works completed</li> <li>▶ 2 toilet facilities refurbished</li> <li>▶ Food Kiosk installed and new licence issued for operating Kiosk and Ice Cream pitches (old coffee shop now leased to chocolate making company which helps enhance the offer from the park)</li> <li>▶ Green Flag retained</li> <li>▶ Awarded Netmums (North West region) Gold Award</li> <li>▶ Footpath improvement works completed at North Lodge area</li> <li>▶ Capital programme for 2012/13 includes £135k for essential works to maintain access and paths</li> </ul>
		<b>(6)</b> Support development of the Cuerden Strategic Site.	<b>DOPH</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ The delivery of the site needs to have a robust but flexible policy in the LDF that sets out the requirement for a master plan to promote and control a range of uses on the site. This policy has been developed and included within the Preferred options Site Allocations Development Plan Document for the site. This draft policy has been generally supported and will be taken forward in to the Publication Version of the document.</li> </ul>
		<b>(7)</b> Deliver a range of town and village centre improvements and	<b>DORHC</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ The 'My Neighbourhood' forums have transformed the way we involve communities with the development of five neighbourhood action plans, which are currently being implemented. The feedback has been very positive to date.</li> </ul>

Risks & Opportunities 2011/12 (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
		environmental schemes.			
<b>CR/2011/12/05)</b> Manage the Economic Recovery	<b>9</b>	<b>(8)</b> Work with neighbours to develop opportunities for economic regeneration.	<b>DORHC</b>	<b>Green</b>	<p>The Central Lancashire Economic Regeneration Strategy was approved by the Central Lancashire Directors Group on 23<sup>rd</sup> May 2011. A 3 year action plan was agreed and action is monitored.</p> <p>Actions that have been successfully progressed include:</p> <ul style="list-style-type: none"> <li>▶ Cuerden Strategic site - LCC has completed a land deal with the Homes and Communities Agency.</li> <li>▶ Raise the profile of Central Lancashire to attract new inward investment - BAE systems Enterprise Zone announced</li> <li>▶ Support tourism sector businesses - Cabinet Member on newly formed Lancashire wide group. Officers assisting the private sector to strengthen the tourism economy in Central Lancashire through development of a Tourism Association.</li> <li>▶ Local business information and networking event delivered in October 2011, over 100 businesses benefited. Local businesses assisted on issues including access to commercial property, start-up, and sources of finance and business information.</li> <li>▶ The target over two years is 300 businesses assisted to find suitable property and locations in South Ribble. The Council supported 209 businesses to 31<sup>st</sup> March 2012, which is good progress towards delivery of the 2 year target.</li> </ul>
<b>CR/2011/12/06</b> Take Advantage of New Health & Well-Being Opportunities Resulting from the Break-up of PCTs	<b>9</b>	<b>(4)</b> Further develop our approach to neighbourhood working, including zero tolerance of dog fouling, litter and fly tipping.	<b>DON</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ Budget for highway sign cleaning secured from LCC for 2011/12 and future years</li> <li>▶ Enforcement patrols reviewed and refreshed with 23 officers trained to issue Fixed Penalty Notices</li> <li>▶ Work undertaken with partners to finish the emergency flood risk plans and to reduce the flood risk in several areas of the borough</li> <li>▶ Air quality monitoring programme is being reviewed in light of air quality results and all permitted polluting premises in the borough have been inspected</li> <li>▶ The air quality monitoring programme has been reviewed and the Air Quality Updating and Screening assessment has been submitted to the Department of Food and Rural Affairs and all permitted polluting premises in the borough have been inspected.</li> <li>▶ Third mini sweeper procured – this is new investment to increase resources for maintaining a clean environment</li> <li>▶ The schools educational programme continues to target Years 3, 6 and 9</li> <li>▶ Continuation of events programme and educational visits to</li> </ul>

Risks & Opportunities 2011/12 (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
					<ul style="list-style-type: none"> <li>▶ parks and nature reserves</li> <li>▶ A proactive approach to enforcement continues with 208 Fixed Penalty Notices issued from April 2011 to March 2012 compared to 95 for the same period last year</li> <li>▶ A proactive approach to promoting the clean environment and zero tolerance approach to dog related issues and other environmental crime through effective public relations and the use of Forward</li> </ul>
		(14) Work with GP consortia and other partners on local health and wellbeing needs	DORHC	Green	<ul style="list-style-type: none"> <li>▶ National Reform programme still developing. Actions are focussed on establishing local working partnerships. The Chorley and South Ribble Health and Wellbeing Partnership was established in January 2012 following endorsement by the Cabinet. A joint health and wellbeing action plan agreed across all agencies, including the Clinical Commissioning Group, will be developed in 2012/13.</li> </ul>
CR/2011/12/07 Strive to Deliver Meaningful Outcomes from Key Partnerships	8	(3) Maximise recycling and reduce the amount of waste going to landfill, in line with our commitment to the Lancashire Waste Strategy.	DON	Green	<ul style="list-style-type: none"> <li>▶ Weekly food waste collection implemented borough wide</li> <li>▶ On target for minimum of 48% recycling and composting for 2011/12 (outturn figure not yet available)</li> <li>▶ Pilot bulky waste recycling scheme implemented in partnership with West Lancashire District Council and a social enterprise organisation which is successfully diverting waste from landfill</li> <li>▶ The trade waste recycling service has been extended</li> </ul>
		(5) Through the Safer Chorley and South Ribble Partnership, work to tackle crime, fear of crime and promote public confidence.	DON	Green	<ul style="list-style-type: none"> <li>▶ External funding to support the Community Safety Partnership has reduced significantly in 2011/12 and even further in 2012/13. This left the future position unclear for IDVA (Independent Domestic Violence Advocacy) and CCTV. The Safer Lancashire Board has agreed 50% funding for the IDVA service in 2012/13 and developed a business case model seeking partner contributions. Bids have been submitted to South Ribble Partnership which has already agreed to part support IDVA in 2012/13. Cabinet also agreed a budget for 2012/13 to cover any gaps in community safety funding. Discussions are still ongoing with partners.</li> <li>▶ The Community Safety Action Plan which was structured around available funding has been successfully delivered and a new plan developed for 2012/13.</li> <li>▶ The overall crime figure for 2011/12 has reduced by - 2.5% from the previous year. Areas of significant reduction include Serious Acquisitive Crime - 9.6% and Vehicle Crime - 14.2%</li> <li>▶ An additional Speed Indicator Device (externally funded) was introduced in April 2011</li> <li>▶ Continued delivery of crime and anti-social behaviour reduction campaigns such as Operations Bright Sparx and Shepherd</li> </ul>



Risks & Opportunities 2011/12 (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
					<ul style="list-style-type: none"> <li>▶ Alcohol use reduction has been identified as a joint project (currently being scoped) with the Clinical Commissioning Group</li> </ul>
		<b>(13)</b> Work with partners to offer the best possible opportunities to South Ribble's children and young people.	<b>DORHC</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ Action plan developed and is being implemented.</li> <li>▶ Projects have been developed on a range of subjects and Service level agreements developed, signed and submitted to Lancashire County Council in January as per the deadline. Awaiting reporting of case studies and feedback from year 1. The information will be reported on the Children's Trust website and on Members Connect.</li> <li>▶ A wider Children's Trust Partnership workshop was held on 12<sup>th</sup> March (My Neighbourhoods Cllr representatives attended) to identify priorities which will be fed into the updated action plan for the coming year.</li> </ul>
		<b>(15)</b> Work with the South Ribble Community Leisure Trust to offer high quality, accessible sports and leisure activities.	<b>DORHC</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ Completed - The primary school Olympic Coaching programme has delivered coaching to 1,110 primary children.</li> <li>▶ Bikeability scheme has 18 primary schools on board and 585 young people have been trained.</li> <li>▶ Overall increase in attendance of 22% at the leisure centres. The Leisure Card Membership has increased by over 23% across all facilities and there has been a 49% increase in Fitness Suite membership.</li> <li>▶ The objective to achieve 75% in Quest Accreditation scores (measurement of quality and standards) across the four main leisure centres for (2012/2013) is on target. Latest 2011 Quest scores - Leyland 73%, Bamber Bridge 75%, Penwortham 74%, and the Tennis Centre 80%.</li> </ul>
<b>CR/2011/12/08</b> Optimise the Sub-Regional Agenda	<b>6</b>	<b>(10)</b> Work with neighbours to deliver a joined up and long term approach to planning and development.	<b>DOPH</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ The Central Lancashire Core Strategy Examination was held in June/July 2011. The inspectors report had consequently been delayed and is now anticipated in late May /June 2012 with adoption in July 2012.</li> <li>▶ Consultation on the draft preliminary Community Infrastructure Levy Charging Schedule was completed at the end of April 2012. Consultation on the Deposit draft version is on target for July 2012 with adoption in Dec 2012.</li> <li>▶ The Preferred options Site Allocations document was the subject of consultation in Oct/Nov 2011. Responses are currently being assessed with a view to a Publication version being published for consultation in July 2012.</li> <li>▶ Discussions and negotiations with the National grid regarding the Lostock Hall Gasworks site are continuing and good progress has been made in re negotiating the terms of the Section 106 agreement. A refreshed planning application is anticipated in Sept 2012 with planning permission being granted by the end of the year.</li> </ul>

Risks & Opportunities 2011/12 (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
		<b>(11)</b> Work with LCC and providers to improve the local transport infrastructure.	<b>DOPH</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ Improvements to Leyland Station, signage and passenger information have been completed as part of the Implementation Plan 2011/12. The Plan has been rolled forward for 2012/13 and 13/14 and the updated document is expected imminently.</li> <li>▶ A policy to secure the long established Council priority to provide the Cross Borough Link Road (CBLR) has been drafted in the Preferred Options Site Allocations DPD and will be rolled forward in to the Publication version. In principle agreement has been reached with National Grid to secure the CBLR through Section 106 developer contributions. This has taken longer than anticipated but there is optimism that the planning permission will be in place by the end of 2012.</li> </ul>
<b>CR/2011/12/09</b> Maximise the Potential for Collaborative Working with Neighbouring Authorities	<b>4</b>	<b>(16)</b> Deliver a shared service for Revenues and Benefits with Chorley Council.	<b>DOT</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ Phase 1 of Shared Service completed</li> <li>▶ Savings realised exceeded initial forecasts and achieved in excess of £200,000</li> <li>▶ Phase 2 has been designed and developed in light of the Government's White Paper regarding Welfare Reform. Phase 2 implementation is already underway with the development of Revenues(+)</li> <li>▶ Chorley Council expects to complete in-house transformation with a view to joining Revenues (+) in the summer.</li> <li>▶ Localisation of Council Tax Support Scheme is being actively pursued with all councils throughout Lancashire.</li> </ul>
		<b>(19)</b> Establish opportunities to develop effective collaborative working with partners	<b>DOT</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ DWP partnering has secured a process whereby DWP manage (on SRBC's behalf) fraud prosecutions, thus elevating cost and time from our own legal services.</li> <li>▶ Collaboration continues with Chorley Council for Revenues &amp; Benefits services. A proposal has been ratified by the Joint Committee to develop Revenues (+) a new shared delivery model. This is currently being implemented in South Ribble Borough Council with Chorley planning to join fully, once their in-house re-engineering exercise is complete.</li> </ul>

<b>KEY</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>HOSFS</b>	<b>Head of Shared Financial Services</b>
<b>HOSAS</b>	<b>Head of Shared Assurance Services</b>
<b>HOHR</b>	<b>Head of Human Resources</b>

<b>Key Action Ratings (4)</b>	
	<b>Progress being made performance on track</b>
	<b>Some progress made – performance limited</b>
	<b>Little or no progress made – performance needs to be improved</b>

**Key CRR Risk Ratings (2)**

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

<b>THE RISK MATRIX</b>			
4	8	12	16
3	6	9	12
2	4	6	8
1	2	3	4

<b>Likelihood of Occurrence</b>	
Definition	Score
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

## Corporate Risk Register 2012/13

## Appendix 2

	Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan (3)	Lead Officer
1	<b>CR/2012/13/01 (Retained)</b> <b>Manage the Efficiency Agenda to Address Reductions in Funding</b>	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
			See also Corporate Plan actions <b>(3) (8) (15) (16) (19)</b>	MISC
2	<b>CR/2012/13/02 (Retained)</b> <b>Respond to Other Public Sector Policy Changes</b>	12	Empower Members to fulfil their role as community leaders through a new approach to community involvement. <b>(12)</b>	DORHC
			See also Corporate Plan actions <b>(6) (8) (9) (14) (16) (19) (20)</b>	MISC
3	<b>CR/2012/13/03 (Retained)</b> <b>Continue to Ensure the Delivery of Affordable Housing</b>	12	Work with partners to agree priorities and secure investment in housing. <b>(9)</b>	DOPH
			See also Corporate Plan actions <b>(8) (9) (10)</b>	MISC
4	<b>CR/2012/13/04 (Retained)</b> <b>Deliver Regeneration of Leyland and the South Ribble Area</b>	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/2012/13/05 (Retained)</b> <b>Manage the Economic Recovery</b>	9	Work with neighbours to develop opportunities for economic regeneration. <b>(8)</b>	DORHC

	Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan (3)	Lead Officer
6	<b>CR/2012/13/06 (Retained)</b> <b>Take Advantage of New Health &amp; Well-Being Opportunities Resulting from the Break up PCTs</b>	9	Work with GP consortia and other partners on local health and wellbeing needs <b>(14)</b>	<b>DORHC</b>
7	<b>CR/2012/13/07 (Retained)</b> <b>Strive to Deliver Meaningful Outcomes from Key Partnerships</b>	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/2012/13/08 (Retained)</b> <b>Optimise the Sub-Regional Agenda</b>	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/2012/13/09 (Retained)</b> <b>Maximise the Potential for Collaborative Working with Neighbouring Authorities</b>	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>

**KEY- LEAD OFFICER**

<b>CE</b>	<b>Chief Executive</b>
<b>DORHC</b>	<b>Director of Regeneration and Healthy Communities</b>
<b>DOPH</b>	<b>Director of Planning and Housing</b>
<b>DON</b>	<b>Director of Neighbourhoods</b>
<b>DOT</b>	<b>Director of Transformation</b>

**KEY- CRR RISK RATINGS (2)**

Likelihood Impact	Rarely 1	Unlikely 2	Likely 3	Highly Likely 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

<b>Likelihood of Occurrence</b>	
<b>Definition</b>	<b>Score</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