

REPORT TO	DATE OF MEETING
Governance Committee	26 th June 2013

Report template revised June 2008



SUBJECT	PORTFOLIO	AUTHOR	ITEM
Year End Risk Monitoring Report 2012-13 and Revised Corporate Risk Register 2013-14	Risk Management	G Barclay & A Armstrong	10

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 2012/13 (**Appendix 1**)
- Present for members' information a revised CRR for 2013/14 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 2012/13 by reference to the end of year monitoring statement shown at Appendix 1.
- that members note the revised CRR 2013/14 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 2012/13 (**Appendix 1**)

Appendix 1 contains the following summary information:

- (1) **Risks and Opportunities** – the list of the corporate risks identified and agreed for 2012/13.
- (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) **Key Actions** – the key actions contained in the 2011-13 Corporate Plan which seek to mitigate the corporate risks.

(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 2013).

(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 2013 to address each strategic risk in the 2012/13 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.

There are no red or amber rated actions.

Revised Corporate Risk Register 2013/14 (Appendix 2)

Appendix 2 contains the following information:

- (1) **Risks and Opportunities** – the list of corporate risks identified for 2013/14 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 2012/13.
- (3) **Key Actions in Corporate Plan** – a list of the key actions contained in the revised Corporate Plan 2013-2014 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 2013/14 to reflect changes in the risk landscape. The key changes are as follows:

- A new strategic risk has been identified to “manage the impact of the government’s proposals for reform to welfare, health & social care and housing” in response to the issues presented by the national policy developments. This has been allocated a “red” risk rating given the high financial and reputational impact that this could have on the Council if it is not effectively managed.
- The opportunities in respect of partnerships and collaborative working have been merged.
- The red risk to “continue to ensure the delivery of affordable housing” has now reduced to amber to reflect some easing from an upturn in planning applications and large developments.
- The remaining risks and opportunities identified in 2012/13 still remain relevant and have been retained in the CRR for 2013/14 in spite of the considerable progress made in delivering the respective projects and actions in the Corporate Plan.

As a result the revised CRR for 2013/14 contains nine key risks that reflect the changing risk environment - 3 high (red) risks and 6 medium (amber) risks.

WIDER IMPLICATIONS

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

FINANCIAL	There are no specific financial implications arising directly from this report.		
LEGAL	None directly as these will be considered by each risk owner.		
RISK	These are described in the body of the report together with the Council's risk mitigation strategies.		
OTHER (see below)			
<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 2013-2014

Corporate Risk Register 2012/13 End of Year Monitoring Statement (Quarter 4)

Appendix 1

Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
CR/2012/13/01 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. (20)	CE	Green	<ul style="list-style-type: none"> ▶ Current year's target of £643,000 achieved. ▶ The Chest electronic procurement system has been used for; Civic Centre Windows, Building Consultants and the new structure at Moss Side Depot. ▶ It is intended that the chest be used for all schemes with an estimated value of £10,000 and above. ▶ Our management practices have ensured income has been maximised from investment assets, Leyland Market is fully occupied and produced a substantial profit for the 10th year running. ▶ Income from the Investment Portfolio has exceeded budget estimates. ▶ In 2012/13 planned property maintenance accounted for 60%, while reactive maintenance accounted for 40%, in line with recommended best practice and providing an effective regime enabling a suitable portfolio with minimal backlog maintenance with a reduced call on capital resources.
		Seek to continually improve, ensuring that council services are fit for purpose and customer focused. (17)	CE	Green	<ul style="list-style-type: none"> ▶ Firmstep has fully replaced the previous Northgate CRM system, realising a financial saving in excess of £400,000 ▶ Additional services have also migrated to Gateway providing extra services directly to customers at their first point of contact ▶ Over 90% of all contacts are dealt with at the first point of contact with satisfaction levels in excess of 95% ▶ Customer Excellence Award inspection was extremely positive about Gateway and has requested it be identified as a

Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
	12	Effectively manage change and organisational development to sustain a flexible workforce (18)	CE	Green	<p>beacon for others to emulate</p> <ul style="list-style-type: none"> ▶ Programme completed. ▶ Workshops held. ▶ Investors in People accreditation retained. ▶ Our People Plan completed for 2011/2012 and final report passed to Scrutiny members for information. ▶ Member Development Charter re-awarded.
		See also Corporate Plan actions (3) (8) (15) (16) (19)	MISC		Green
<p>CR/2012/13/02 Respond to Other Public Sector Policy Changes</p>			Empower Members to fulfil their role as community leaders through a new approach to community involvement. (12)	DORHC	Green

Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
	12				<ul style="list-style-type: none"> ▶ Boundary Committee initial meeting held ▶ Council size of 50 Members approved by full Council unanimously ▶ Draft Submission on Council size submitted to the Boundary Commission ▶ Boundary Commission consultation on Council size of 50 finalised <p>Draft electorate submitted to Boundary Commission</p>
		See also Corporate Plan actions (6) (8) (9) (14) (16) (19) (20)	MISC	Green	See comments for each action number
CR/2012/13/03 Continue to Ensure the Delivery of Affordable Housing	12	Work with partners to agree priorities and secure investment in housing. (9)	DOPH	Green	<ul style="list-style-type: none"> ▶ 47 affordable house delivered during the year: <ul style="list-style-type: none"> 7 – affordable rents (new build) 7 – affordable rent mortgage rescue 33 – First buy completions ▶ 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 affordable housing bungalows have started on site in Penwortham and will be handed over in November. Recent Section 106 agreements have been agreed for Prestolite site, Walmer Bridge and Long Moss Lane if developed could provide some additional 40 affordable units. ▶ The three affordable housing bungalows in Penwortham have been developed and residents are due to be moving in at the end of January 2013. ▶ Outline planning for Wesley Street and residential developed will deliver additional homes in the future. ▶ The Maltings site in Penwortham has been vacated with the residents re-

Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
					<p>housed ready for demolition. Future development proposals are being progressed.</p> <ul style="list-style-type: none"> ▶ An off-site contribution has been received from the Brindle Road development. ▶ An initial programme will be developed to utilise the funds to kick start developments to deliver affordable homes. ▶ The majority of customers waiting for disabled facilities grants have now been contacted and over 79 jobs are at various stages of delivery. The disabled facilities grants policy has been updated. ▶ The Prevention of Homelessness strategy and review has been produced consultation has finished and the final version is ready for publishing. ▶ From April an agreement has been reached with a Social Lettings agency to improve links and access to renting in the private sector. ▶ We have had a successful private landlord drop-in session which attracted a number of new landlords. We have housed 10 families in private rented homes and are in the process of bringing 6 empty properties back into use. ▶ The energy efficiency scheme closed in December with 864 grants having been completed. ▶ A bid to the winter warm fund attracted £67,000 which is being used to provide winter warm awareness packs, free gas boiler and fire servicing and up to 20 free gas boilers to over 75s. ▶ We have worked with other Lancashire districts to set up a collective energy switching scheme.

Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
		See also Corporate Plan actions (8) (9) (10)	MISC	Green	See comments for each action number
CR/2012/13/04 Deliver Regeneration of Leyland and the South Ribble Area	9	Continue to seek opportunities to improve parks and open spaces across the borough. (1)	DON	Green	<ul style="list-style-type: none"> ▶ Gregson Lane play area completed ▶ Farington Park play area completed ▶ 2 Green Flags at Hurst Grange Park and Longton Brickcroft retained ▶ First stage designs proposals produced for Hurst Grange Stables ▶ Prioritised programme of infrastructure improvement works currently being developed for parks and open spaces. ▶ Withy Grove Park awarded Netmums (North West region) Silver Award. ▶ Hutton Playing Field improvement scheme complete. ▶ Farington Park improvement scheme phase 2 largely complete with some final works planned later in the year. ▶ Prioritised programme of infrastructure improvement works established for parks and open spaces. Cabinet has allocated £100k capital funding to this programme for the next 4 years. ▶ Withy Grove Park improvement scheme to Sergeant Street entrance completed (funded by Eastern My Neighbourhood Forum).
		Work to enhance Worden Park as a local asset and visitor attraction. (2)	DON	Green	<ul style="list-style-type: none"> ▶ Play area refurbishment completed ▶ Prioritised programme of infrastructure improvement works currently being developed ▶ Officer group working towards developing a strategic plan for the park ▶ Successful bid to Viola landfill fund for £100k with Brothers of Charity to develop phase 1 of the walled garden – works are

Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
	High			Green	<p>on-going.</p> <ul style="list-style-type: none"> ▶ 2 toilet facilities refurbished ▶ 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) ▶ Green Flag retained ▶ Awarded Netmums (North West region) Gold Award ▶ Footpath improvement works completed at North Lodge area ▶ Shaw Trust has now moved into the Derby wing of Worden Hall. ▶ Capital programme works largely complete with bridge at Parkgate Drive installed and footpaths in formal areas resurfaced with some finishing works (final surface) planned later in the year.
Support development of the Cuerden Strategic Site. (6)		DOPH	Green		<ul style="list-style-type: none"> ▶ The Site Allocations DPD was submitted for Examination at the end of October 2012 and was held in March 2013. The outcome is still awaited. ▶ LCC supported in its acquisition of the majority of the site from HCA and discussions commenced with interested parties on the preparation of a masterplan. ▶ Discussions continuing with interested parties on the preparation of a masterplan.
Deliver a range of town and village centre improvements and environmental schemes. (7)		DORHC			Green

Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
					<p>currently being implemented.</p> <ul style="list-style-type: none"> ▶ Works undertaken to improve Walmer Bridge, Mill Street, Higher Walton, Greenbank Road, Leyland and detailed planning has started for Longton. The work programme has engaged and involved hundreds of local residents in delivering schemes they have identified as priorities in their areas to improve their communities .
<p>CR/2012/13/05 Manage the Economic Recovery</p>	<p>9</p>	<p>Work with neighbours to develop opportunities for economic regeneration. (8)</p>	<p>DORHC</p>	<p>Green</p>	<ul style="list-style-type: none"> ▶ The Central Lancashire Economic Regeneration Strategy was approved by the Central Lancashire Directors Group on 23rd May 2011. A 3 year action plan was agreed and action is monitored. ▶ Cuerden Strategic site – See update above ▶ Raise the profile of Central Lancashire to attract new inward investment - BAE systems Enterprise Zone confirmed, Local Development Order approved. ▶ A masterplan for the Samlesbury Enterprise Zone is currently in preparation. ▶ Work has progressed on the preparation of the Masterplan and the document is being finalised. ▶ Work on masterplan continuing ▶ 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. ▶ Local business advice and networking event delivered on 4th October 2012, 185 people attended. Local businesses advised about effective networking and use of social media and assisted on issues including access to commercial property, start-up, sources of finance and business support information.

Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
<p>CR/2012/13/06</p> <p>Take Advantage of New Health & Well-Being Opportunities Resulting from the Break up PCTs</p>	9	<p>Work with GP consortia and other partners on local health and wellbeing needs (14)</p>	<p>DORHC</p>	Green	<ul style="list-style-type: none"> ▶ 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. ▶ Since the last report 5 South Ribble practices are now included in a Greater Preston Clinical Commissioning Group. Discussions have taken place with the Cabinet Member and the two Chairs of the Clinical Commissioning Groups to see how this will develop in practice to ensure residents are not adversely affected. ▶ The new Health arrangements went live on 1st April. Public Health Lancashire are firming up local support for South Ribble. The current team arrangements are on Member Connect. The names of the CCG executive and admin team are also on Member Connect. ▶ The Chorley and South Ribble Health and Wellbeing Partnership have agreed a joint Framework for action. This will be reported through Cabinet in Summer.
<p>CR/2012/13/07</p> <p>Strive to Deliver Meaningful Outcomes from Key Partnerships</p>	8	<p>Maximise recycling and reduce the amount of waste going to landfill, in line with our commitment to the Lancashire Waste Strategy. (3)</p>	<p>DON</p>	Green	<ul style="list-style-type: none"> ▶ The trade waste recycling service has been extended with 25% of customers now recycling ▶ All 6 new waste vehicles procured during the year fitted with in-cab technology are now operational which represents a significant investment into the service. ▶ The recycling rate for 2012/13 is 49.03% which is an increase from the previous year and above target. ▶ The tonnage of residual waste (grey bins) has reduced again for the 8th consecutive

Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
	High				<p>year.</p> <ul style="list-style-type: none"> ▶ The performance for missed bins has been maintained with a collection rate of 99.97%.
		<p>Through the Safer Chorley and South Ribble Partnership, work to tackle crime, fear of crime and promote public confidence. (5)</p>	DON	Green	<ul style="list-style-type: none"> ▶ External funding to support the Community Safety Partnership has reduced significantly during 2011/12 and 2012/13. This left the future position unclear for IDVA (Independent Domestic Violence Advocacy) and CCTV. The Safer Lancashire Board agreed 50% funding for IDVA across the county for 2012/13 and developed a business case model seeking partner contributions. The Council agreed to pay its contribution of £1630. However, a number of partners would not agree to meet their contribution which resulted in the funding gap being met by the Safer Lancashire Board. South Ribble Partnership agreed a one off contribution of £10k to support the cost of CCTV. Cabinet also agreed a budget for 2012/13 to cover any gaps in community safety funding. ▶ Continued delivery of crime and anti-social behaviour reduction campaigns such as Operations Bright Sparx and Shepherd ▶ Alcohol use reduction has been identified as a joint project (currently being scoped) with the Clinical Commissioning Group. ▶ Delivery of Licensee training on substance misuse and continued delivery of test purchasing programme. ▶ The Operation Shepherd and Lock it or Lose it crime and anti-social behaviour campaigns have been successfully implemented over the last year. ▶ The overall crime figure for 2012/13 has reduced by - 13% compared to the previous year. Whilst there have been some increases in Burglary and a very

Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
	Orange			Green	<p>small increase in Serious Acquisitive Crime, both Anti-Social Behaviour and Criminal Damage have reduced significantly.</p> <p>Good performance has been maintained against the Community Safety Action Plan. Of the 67 actions, 46 are complete, 18 are on track, 2 will carry over to 2013/14 and 1 is no longer a priority.</p>
		<p>Work with partners to offer the best possible opportunities to South Ribble's children and young people. (13)</p>	<p>DORHC</p>		<p>Green</p>

Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
		<p>Work with the South Ribble Community Leisure Trust to offer high quality, accessible sports and leisure activities. (15)</p>	DORHC	Green	<p>30 families. Information on the process is on Members Connect.</p> <ul style="list-style-type: none"> ▶ Completed - The primary school Olympic Coaching programme has delivered coaching to 1,110 primary children. ▶ Bikeability Level 2 training has been delivered in 23 primary schools and 808 young people have been trained. ▶ Overall increase in attendance of 2.1% at the leisure centres. The Leisure Card Membership has increased by over 21% across all facilities and there has been a 19.5% increase in Fitness Suite membership. ▶ On target. The Quest assessment has changed and all four of our centres have now been assessed utilising this new system. All achieved the maximum satisfactory grade. <p>All sports development projects delivered.</p> <p>Young people 5-11yrs</p> <p>Beyond Sport -398 Tots on Tyres -90 Bikeability -1016 (32 schools) Olympic torch relay 4800 School Olympic Coaching programme 1110 Total - 7414</p> <p>Young people 11-16yrs</p> <p>Cage Football 58 Sportivate 150 Total – 208</p>

Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
					<p>Adults</p> <p>Back to Netball -21</p> <p>Adult Football -19</p> <p>Beginner Running- 210</p> <p>Total - 250</p>
<p>CR/2012/13/08</p> <p>Optimise the Sub-Regional Agenda</p>	<p>6</p>	<p>Work with neighbours to deliver a joined up and long term approach to planning and development. (10)</p>	<p>DOPH</p>	<p>Green</p>	<ul style="list-style-type: none"> ▶ The Central Core Strategy was formally adopted by the Council on 18th July 2012 ▶ Monitoring of the Core Strategy has commenced with a view to preparing the Annual monitoring Report (AMR) ▶ The Examination of the CIL Charging Schedule took place in April 2013. Inspectors report anticipated in June 13. ▶ The Site Allocation DPD Examination was held in March. Re-consultation will be required in respect of Main and Additional Modifications and this is hoped to be carried out in May 13. The Inspector will consider the responses received and prepare her final report, which is anticipated to be received in July 2013. This is likely to delay adoption of the document until September 2013. ▶ A public consultation in respect of revised planning applications for the Lostock Hall Gasworks site and associated link road and bridge took place in mid-December 2012. Revised planning applications were received at the beginning of Jan 2013, in advance of the anticipated time scale. The planning applications were presented to the Planning Committee meeting on 29 May 13. Negotiations on the S.106 agreement have been undertaken. ▶ The two planning applications for Wesley Street Mile were presented to the Planning Committee on 24 April 13 and the Committee resolved to grant permission subject to the completion of a

Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
	4				S.106 agreement and conditions. The landowner has confirmed partnership with a house builder to bring the site forward. In light of this excellent progress, the procurement process to secure a developer partner has been terminated
		Work with LCC and providers to improve the local transport infrastructure. (11)	DOPH	Green	<ul style="list-style-type: none"> ▶ Improvements to Leyland Station, signage and passenger information have been completed . ▶ The LCC Highways and Transport Masterplan was adopted by the County Council in March 13 ▶ A revised planning application for the Lostock Hall Gasworks site including the Link road and bridge was submitted at the beginning of January 2013. The planning applications are anticipated were presented to the Planning Committee meeting on 29 May 13. Negotiations on the S.106 agreement have been undertaken.
CR/2012/13/09 Maximise the Potential for Collaborative Working with Neighbouring Authorities	4	Deliver a shared service for Revenues and Benefits with Chorley Council. (16)	DOT	Green	<ul style="list-style-type: none"> ▶ Phase 1 of Shared Service completed ▶ Savings realised exceeded initial forecasts and achieved in excess of £200,000 ▶ 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(+) ▶ The Localisation of Council Tax Support policy has been agreed and implemented.
		Establish opportunities to develop effective collaborative working with partners (19)	CE	Green	<ul style="list-style-type: none"> ▶ 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. ▶ Collaboration continues with Chorley Council for Revenues & Benefits

Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan 2011/13 (3)	Lead Officer	Key Action Rating (4)	Status (5)
					<p>services.</p> <p>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.</p>

Corporate Risk Register 2013/14

Appendix 2

	Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan (3)	Lead Officer
1	CR/2013/14/01 (Retained) 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 (19)	HOSFS
			Seek to continually improve, ensuring that council services are fit for purpose and customer focused (16)	DOT
			Effectively manage change and organisational development to sustain a flexible workforce (17)	HOHRPR
			See also Corporate Plan actions (3) (8) (15) (18)	MISC
2	CR/2013/14/02 (Retained) Respond to Other Public Sector Policy Changes	12	Empower Members to fulfil their role as community leaders through the "My Neighbourhoods" approach to community involvement (12)	HOHRPR
			Complete the Welfare and Social Reform Transformation Project	DOT
			See also Corporate Plan actions (6) (8) (9) (14) (18) (19)	MISC
3	CR/2013/14/03 (Retained) Continue to Ensure the Delivery of Affordable Housing	9	Work with partners to agree priorities and secure investment in housing (9)	DOPH
			See also Corporate Plan actions (8) (9) (10)	MISC
4	CR/2013/14/04 (New) Manage the impact of Government proposals for reform to Welfare, Health & Social Care and Housing	12	Complete the Welfare and Social Reform Transformation Project	DOT
			See also Corporate Plan actions (14) (17) (18)	MISC

	Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan (3)	Lead Officer
5	CR/2013/14/05 (Retained) Deliver Regeneration of Leyland and the South Ribble Area	9	Continue to seek opportunities to improve parks and open spaces across the borough (1)	DON
			Work to enhance Worden Park as a local asset and visitor attraction (2)	DON
			Support development of the Cuerden Strategic Site (6)	DOPH
			Deliver a range of town and village centre schemes and environmental schemes (7)	DORHC
6	CR/2013/14/06 (Retained) Manage the Economic Recovery	9	Work with neighbours to develop opportunities for economic regeneration (8)	DORHC
7	CR/2013/14/07 (Retained) Take Advantage of New Health & Well-Being Opportunities Resulting from the Break up PCTs	9	Work with GP consortia and other partners on local health and wellbeing needs (14)	DORHC
			Complete the Welfare and Social Reform Transformation Project	DOT
8	CR/2013/14/08 (Merged) Deliver Meaningful Outcomes from Key Partnerships and Collaborative Working with Neighbouring Authorities / Other Agencies	8	Maximise recycling and reduce the amount of waste going to landfill, in line with our commitment to the Lancashire Waste Strategy (3)	DON
			Through the Safer Chorley and South Ribble Partnership and new Police & Crime Commissioner, work to tackle crime, fear of crime and promote public confidence (5)	DON
			Work with partners to offer the best possible opportunities to South Ribble's children and young people (13)	DORHC
			Work with the South Ribble Community Leisure Trust to offer high quality, accessible sports and leisure activities (15)	DORHC
			Establish opportunities to develop effective collaborative working with partners (18)	DORHC
9	CR/2013/14/09 (Retained) Optimise the Sub-Regional Agenda	6	Work with neighbours to deliver a joined up and long term approach to planning and development (10)	DOPH

KEYS

Risk Ratings

Likelihood		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

Likelihood of Occurrence	
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 or there is history of regular occurrence within the Authority)	3
Unlikely (there is a possibility that the event will occur or there is history of occasional occurrence within the local authority)	2
Rarely (there is a slight possibility that the event will occur)	1

Lead Officers

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
HOSFS	Head of Shared Financial Services
HOSAS	Head of Shared Assurance Services
HOHRPR	Head of Human Resources & Public Relations

Key Action Ratings

	Progress being made performance on track
	Some progress made – performance limited
	Little or no progress made – performance needs to be improved