

REPORT TO	DATE OF MEETING
Governance Committee	24 th June 2015

Report template revised June 2008



SUBJECT	PORTFOLIO	AUTHOR	ITEM
Year End Risk Monitoring Report 2014-15 and Revised Corporate Risk Register 2015-16	Risk Management	G Barclay & A Armstrong	9

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 2014/15 (**Appendix 1**)
- Present for members' information a revised CRR for 2015/16 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 2014/15 by reference to the end of year monitoring statement shown at Appendix 1.
- That members note the revised CRR 2015/16 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 2014/15 (**Appendix 1**)

Appendix 1 contains the following summary information:

- (1) **Risks and Opportunities** – the list of the corporate risks identified and agreed for 2014/15.
- (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 2014/15 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 2015).
- (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 2015 to address each strategic risk in the 2014/15 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 2015/16 (Appendix 2)

Appendix 2 contains the following information:

- (1) **Risks and Opportunities** – the list of corporate risks identified and agreed for 2015/16.
- (2) **Risk Rating** – a “traffic light” assessment of the significance that each risk presented to the achievement of the Council’s priorities and objectives set out in the Corporate Plan as at the end of 2014/15.
- (3) **Key Actions in Corporate Plan** – the key actions contained in the revised Corporate Plan 2015/16 that will further mitigate each corporate risk going forward.
- (4) **Risk Rating** – the current “traffic light” assessment of the significance that each risk presents to the achievement of the Council’s priorities and objectives revised to reflect the action taken during 2014/15

The Council does not operate in a vacuum and as such the risks and opportunities it faces continuously change. Senior Management Team has therefore re-assessed the key corporate risks for 2015/16 to reflect changes in the risk landscape. The following new risk has been identified and added to the CRR in view of the potential strategic impact on the Council:

- ▶ **Expiry of the Waste Cost Sharing Agreement** - which has been allocated a “red” high risk rating, given the high financial and reputational impact this could have if it is not effectively managed.

The risk ratings of the following five existing risks have also been reduced to reflect a range of mitigating actions that have been taken to manage them:

- ▶ **Deliver the Benefits from City Deal in Conjunction with Partners**
- ▶ **Managing the Efficiency Agenda to Address Reductions in Funding**
- ▶ **Responding to Other Public Sector Policy Changes**
- ▶ **Arranging the New Waste Collection Service Contract**
- ▶ **Delivering Meaningful Outcomes from Key Partnerships and Collaborative Working with Neighbouring Authorities / Other Agencies**

No risks have been removed and the remaining risk ratings in the CRR for 2014/15 have been retained for 2015/16 in spite of significant progress to deliver the key actions in the Corporate Plan which mitigate them. This is because challenges remain not least of which is on-going work to address the reductions in funding from central government.

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 2014/15
Corporate Plan 2015/16

Corporate Risk Register 2014/15 - End of Year Monitoring Statement Appendix 1

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2014/15 (3)	Lead Officer	Key Action Rating (4)	Status (5)
CR/2014/15/01 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 (22)	HOSFS	Green	<ul style="list-style-type: none"> ▶ Efficiencies achieved - £410,000 target achieved and exceeded by £56,000 ▶ Asset management plan implemented ▶ Investment property rentals portfolio occupancy level is 93%
		Seek to continually improve, ensuring that council services are fit for purpose and customer focused (19)	DOCGBT	Green	<ul style="list-style-type: none"> ▶ Council tax frozen for fifth time in six years for 2015/2016 ▶ Business Transformation reviews <ul style="list-style-type: none"> ▪ caretaking ▪ licensing ▪ benefits ▪ staffing re-structures ▪ achieved efficiencies - £410,000 achieved and exceeded by £56,000 ▶ Boundary Commission Review completed - positive feedback received ▶ Individual Electoral Registration successfully implemented ▶ General, Borough Council and parish/town council elections effectively run
		Effectively manage change and organisational development to sustain a flexible workforce (20)	HOHRPR	Green	<ul style="list-style-type: none"> ▶ Investors in People Gold Standard achieved ▶ Employee sickness absence reduced to lowest level since figures recorded ▶ Internal communications and engagement improved <ul style="list-style-type: none"> ▪ Senior Management Team blogs ▪ Re-launched team briefing process ▪ Cross-cutting events – Health & Wellbeing Day etc. ▶ Management development opportunities provided <ul style="list-style-type: none"> ▪ Coaching programme developed ▪ 5 employees - trained coaches ▪ All managers to receive coaching training

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2014/15 (3)	Lead Officer	Key Action Rating (4)	Status (5)
	12				<ul style="list-style-type: none"> ▪ Networking learning visits to BAe Systems and HM Prison Wymott ▪ New Leaders' Forum and Core Managers' team created – sharing learning, cross-council issues etc. ▶ Employee flexible policies implemented ▶ Health & Wellbeing Day – 120 employees involved
		See also Corporate Plan actions (3) (9) (18) (21)	MISC	Green	See comments for each action number
CR/2014/15/02 Respond to Other Public Sector Policy Changes	12	Empower Members to fulfil their role as community leaders (14)	HOHRPR	Green	<ul style="list-style-type: none"> ▶ Member Development Plan <ul style="list-style-type: none"> ▪ 2014/2015 – actions fully implemented ▪ Member Development Survey carried out with positive feedback ▪ Results informed induction for new Members ▪ Early feedback shows positive response to new Member induction ▶ Scrutiny Review of Planning completed <ul style="list-style-type: none"> ▪ 12 recommendations accepted ▪ 2 recommendations partially accepted ▪ 4 recommendations not accepted ▪ Progress report to be provided in six-months' time
		See also Corporate Plan actions (7) (9) (10) (17) (21) (22) (15)	MISC	Green	See comments for each action number
CR/2014/15/03 New Waste Collection Service Contract	12	Deliver the waste procurement project plan as part of retendering the service and ensure an effective transition for the new waste partner (4)	DNEHA	Green	<ul style="list-style-type: none"> ▶ Procurement process concluded within target timescales ▶ Significant savings of £600k per annum and in-between £4.2 to £8.4 million over the contract period ▶ Mobilisation plan on track for commencement on 15 June 2015

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2014/15 (3)	Lead Officer	Key Action Rating (4)	Status (5)
CR/2014/15/04 Continue to Ensure the Delivery of Affordable Housing	9	Work with partners to agree priorities and secure investment in housing (10)	DODEC	Green	<ul style="list-style-type: none"> ▶ 97 affordable housing units delivered in 2014/15. ▶ Discussions have begun with Housing Associations (now known nationally as Registered Providers) about their development programmes for 2015/16 and beyond. ▶ Discussions have taken place with the Homes and Communities Agency about effective partnership working to help deliver affordable housing. ▶ Disabled Facilities Grant service now delivered in-house. 100% customer satisfaction with the service. The full allocation of £555,616 has been committed. ▶ Home Energy Conservation Act (HECA) report produced for 2014/15. South Ribble has surpassed its carbon emissions reduction target of 1.66% with an actual reduction of 2.17%. This has been achieved through measures delivered as part of the Green Deal and Winter Warmth scheme.
		See also Corporate Plan actions (9) (10) (11)	MISC	Green	<ul style="list-style-type: none"> ▶ Central Lancashire Core Strategy adopted July 2012 ▶ CIL Charging Schedule adopted in September 2013 and fully implemented. ▶ The adoption of the Site Allocations DPD was consulted upon last year, which has been positive. The Inspectors Final report is now awaited ▶ Lostock Hall Gasworks – Progress is being made to deliver this site and ensure the construction of the Cross Borough Link Road. ▶ A reserved matters application has been received for the development of the site for housing ▶ Wesley Street Mill – The delivery of this site has been slow due to land acquisition issues and delays in negotiations between the landowner and the future developer of the site

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2014/15 (3)	Lead Officer	Key Action Rating (4)	Status (5)
CR/2014/15/05 Deliver Regeneration of Leyland and the South Ribble Area	9	Continue to seek opportunities to improve parks and open spaces across the borough (1)	DNEHA	Green	<ul style="list-style-type: none"> ▶ 2 Green Flags (retained) <ul style="list-style-type: none"> ▪ Hurst Grange Park ▪ Longton Brickcroft ▶ Events programme (continuing) <ul style="list-style-type: none"> ▪ educational visits ▪ parks and nature reserves ▶ Cabinet has allocated £100k capital funding each year for 4 years. An additional £200k in 2014/15 allocated to fund a prioritised programme of infrastructure improvement works for parks and open spaces ▶ Schemes completed include <ul style="list-style-type: none"> ▪ Cockshott Wood rebuilding of steps, bridges and paths ▪ Western Drive Park rebuilding footpath ▪ Middleforth Green resurfacing footpath ▪ Longton Brickcroft replacement of fencing and resurfacing of footpaths ▪ Hurst Grange Park resurfacing of stone paths ▪ Installed link footpath from Farington Park to new development off Centurion Way ▶ 15 wildflower meadows created across the borough ▶ 11 friends and volunteer groups in place
		Work to enhance Worden Park as a local asset and visitor attraction (2)	DNEHA	Green	<ul style="list-style-type: none"> ▶ Green flag retained ▶ Worden vision Plan developed setting out the 20 year vision for how the park can be improved. Recent improvements including those in current year include: <ul style="list-style-type: none"> ▪ upgraded all the paths around the formal gardens and the turning circle including final heritage surfacing and associated drainage and landscaping works ▪ Overflow car park constructed giving an additional 164 spaces

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2014/15 (3)	Lead Officer	Key Action Rating (4)	Status (5)
					<ul style="list-style-type: none"> ▪ Completed improvements to the walled garden in partnership with the Brothers of Charity ▪ Historically restored the entrance to the park itself ▪ Installed new equipment to the playground ▪ Installed a pedestrian bridge at Parkgate Drive/Cricketers Brook ▪ Installed a footpath from Parkgate Drive to the playground ▪ Installed a footpath from Parkgate Drive to North Lodge ▪ Resurfaced the hall courtyards including final heritage surface, re-landscaping and re-planting ▪ Repairs to the boundary wall (ongoing rolling programme) ▪ Resurfacing of driveway from hall complex to walled garden ▪ Re-landscaping the arboretum pond ▪ Re-furbishment of gates at Langdale Road and formal gardens ▪ Planted 50 Oak trees ▪ Installed new information point ▪ Active friends group
		Support development of the Cuerden Strategic Site (7)	DODEC	Green	<ul style="list-style-type: none"> ▶ Consultation on a draft Masterplan completed in Dec 14 ▶ Masterplan approved for Development Management purposes by Planning Committee on 22 April 2015. ▶ Engagement with landowner, developers and stakeholders is continuing in order to bring the site forward.
		Develop a range of town and village centre schemes and environmental schemes (8)	DODEC	Green	<ul style="list-style-type: none"> ▶ 3 schemes undertaken: <ul style="list-style-type: none"> ▪ Higher Walton ▪ Longton ▪ Penwortham ▶ Scheme being planned in Bamber Bridge

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2014/15 (3)	Lead Officer	Key Action Rating (4)	Status (5)
					<ul style="list-style-type: none"> ▶ Participation in City Deal is accelerating preparation of plans for larger settlements in South Ribble <ul style="list-style-type: none"> ▪ Current programme is Bamber Bridge, Leyland, Lostock Hall, Penwortham phase 2 ▶ Village improvement plans have been started for Walmer Bridge and areas of Western Parishes through the Coastal Community Fund work ▶ This is supplemented by improvements to green/open spaces led by Central Park and the creation of the first element of this strategy – St Catherine's Park
		Implement My Neighbourhoods Action Plans (15)	DODEC		<ul style="list-style-type: none"> ▶ 3,000 people involved in Penwortham Live! And Longton Live! <ul style="list-style-type: none"> ▪ Increased volunteers and community venues ▶ 15,000 visitors to Leyland Festival – Worden Park ▶ Upgrade of Moss Side Playing Fields ▶ Ribble Gateway project – completed <ul style="list-style-type: none"> ▪ New landing platform ▪ New outdoor classroom ▪ Wildlife sculptures ▪ Information boards ▶ Walton-le Dale Community Centre opened <ul style="list-style-type: none"> ▪ Financial and practical support provided to the community group ▪ Centre used by groups – cricketers, bowlers, Brindle band etc.
CR/2014/15/06 Manage the Economic Recovery	9	Work with neighbours to develop opportunities for economic regeneration (9)	DODEC	Green	<ul style="list-style-type: none"> ▶ Commercial property, sources of business funding, start-up assistance and other business advice provided <ul style="list-style-type: none"> ▪ 59 businesses directly supported ▪ Further 30 assisted online ▪ 80 leading businesses attended a business breakfast

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2014/15 (3)	Lead Officer	Key Action Rating (4)	Status (5)
					<ul style="list-style-type: none"> ▶ Working with South Ribble Partnership <ul style="list-style-type: none"> ▪ 200 delegates attended the 'Big Do' improving networking and developing new relationships ▶ Successful Leyland Festival <ul style="list-style-type: none"> ▪ Supported 47 businesses raise profile and reach new customers, including new leisure, craft and food sector businesses ▶ Town Team formed in Leyland <ul style="list-style-type: none"> ▪ New planters provided on Hough La ▪ Visit Leyland website expanded – 23 unique visits in 6-month period ▪ About Town newsletter improving communications with local businesses ▶ New www.businessinsouthribble.com inward investment website launched <ul style="list-style-type: none"> ▪ Profile of South Ribble raised to attract business investment
CR/2014/15/07 Collaborate with the LCC Public Health Service to deliver Health & Well-Being Opportunities	9	Work with GP's and other partners, including Lancashire County Council Public Health, on local health and wellbeing needs (17)	DNEHA	Green	<ul style="list-style-type: none"> ▶ Preston has joined the Chorley and South Ribble Health and Wellbeing Partnership and priorities are under development ▶ The Clinical Commissioning Group has produced a 5 year strategic plan ▶ All premises rated less than 3 stars at the beginning of the year are now compliant under Food Hygiene legislation or have had enforcement action taken for food hygiene offences.
CR/2014/15/08 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)	DNEHA	Green	<ul style="list-style-type: none"> ▶ Recycling rate for 2014/15 will be reported at the Scrutiny Committee meeting ▶ Performance for missed bins has been maintained with a collection rate of 99.97% ▶ Tonnage of residual waste going to landfill will be reported at the Scrutiny Committee meeting ▶ Big Heap compost events held during the year ▶ Emerging issues:

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2014/15 (3)	Lead Officer	Key Action Rating (4)	Status (5)
	High			Green	<ul style="list-style-type: none"> ▪ waste cost sharing with Lancashire County Council ▪ County-wide review of waste collections which may result in review of Lancashire Waste Strategy
<p>Through the Safer Chorley and South Ribble Partnership and new Police & Crime Commissioner, work to tackle crime, fear of crime and promote public confidence (6)</p>		DNEHA	Green	<ul style="list-style-type: none"> ▶ New Government anti-social behaviour community triggers – agreed ▶ Funding committed to <ul style="list-style-type: none"> ▪ Police Community Support Officers (PCSOs) ▪ Domestic abuse services ▪ Independent Domestic Violence Advocates (IDVA) ▪ CCTV ▶ Community Safety campaigns implemented <ul style="list-style-type: none"> ▪ Operation Summer Nights (burglary, theft, anti-social behaviour) ▪ Operation Bright Sparx (Halloween and Bonfire Night period) ▪ Operation Shepherd (burglary, theft, anti-social behaviour, alcohol related during the Christmas period) ▶ Overall crime figure reduced by – 8.1% <ul style="list-style-type: none"> ▪ alcohol related crime – 29.6% ▪ domestic abuse - 9.6% ▪ all burglary + 5.0% ▪ all theft – 7.4% ▪ criminal damage – 18.6% ▶ The first annual Community Safety Partnership conference has been held. 	
<p>Work with partners to offer the best possible opportunities to South Ribble’s children and young people (16)</p>		DODEC		Green	<ul style="list-style-type: none"> ▶ Children’s Trusts replaced with Children’s Partnership Boards <ul style="list-style-type: none"> ▪ new board covers South Ribble, Chorley and West Lancs ▶ Children and Young People’s Action Plan – completed <ul style="list-style-type: none"> ▪ new action plan under development by the new board

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2014/15 (3)	Lead Officer	Key Action Rating (4)	Status (5)
	Orange			Green	<ul style="list-style-type: none"> ▶ £63k funding secured for early support – domestic abuse, emotional health and wellbeing ▶ Funding provided by Trust/Partnership Board for diversionary activities <ul style="list-style-type: none"> ▪ 40 free places – soccer camp with Blackburn Rovers (Northbrook School) ▪ Summer diversionary activities booklet produced ▶ Families supported through South Ribble Working Together with Families programme <ul style="list-style-type: none"> ▪ 132 families supported ▪ target exceeded ▪ awaiting news of entry into phase 2 ▶ e-learning module in place to raise awareness of Child Sexual Exploitation (CSE)
		Work with the South Ribble Community Leisure Trust to offer high quality, accessible sports and leisure activities (18)	DODEC		Green

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2014/15 (3)	Lead Officer	Key Action Rating (4)	Status (5)
		Establish opportunities to develop effective collaborative working with partners (21)	CE	Green	<ul style="list-style-type: none"> ▶ South Ribble Partnership has reorganised its structure and agenda this year to focus on the priorities : ▶ City Deal and Community Infrastructure – Community Service Centre ▶ City Deal, Skills and Employment – Development of a Local Skills and Employment Curriculum ▶ Health – Self Care and Management ▶ Young People – Volunteering and Community Involvement ▶ Joint Advisory Committee with Preston and Chorley councils on planning matters ▶ Collaborative working with Department of Work and Pensions (DWP) on universal credit and benefit reforms
CR/2014/15/09 Deliver the benefits from City Deal	4	Work with partners to deliver the agreed Preston, South Ribble, Lancashire City Deal, including promoting and marketing the Borough (12)	DODEC	Green	<ul style="list-style-type: none"> ▶ The 2014/2015 City Deal Infrastructure Delivery Plan was developed. The Plan contained work programmes on major sites and infrastructure. Major milestones achieved in the past year include: ▶ Council agreeing a major new Central Park. A master plan has been produced. ▶ The Cuerden Regional Strategic Employment Site master plan has been developed and produced. ▶ Housing Sites have come forward in Bamber Bridge ▶ Phase 1 of Penwortham Town Improvements has been completed. ▶ Developments at the BAE Enterprise Zone ▶ Permissions have been granted for Croston Road / Heatherleigh development ▶ Major consultation on the Penwortham Bypass

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2014/15 (3)	Lead Officer	Key Action Rating (4)	Status (5)
					<ul style="list-style-type: none"> ▶ Highway improvements commenced <ul style="list-style-type: none"> ▪ Chain House Lane ▪ Golden Way
		Work with our communities to deliver a joined up and long term approach to planning and development (11)	DODEC		<ul style="list-style-type: none"> ▶ Central Lancashire Core Strategy adopted July 2012 ▶ CIL Charging Schedule adopted in September 2013 and fully implemented. ▶ The adoption of the Site Allocations DPD was consulted upon last year, which has been positive. The Inspectors Final report is now awaited ▶ Lostock Hall Gasworks – Progress is being made to deliver this site and ensure the construction of the Cross Borough Link Road. A reserved matters application has been received for the development of the site for housing ▶ Wesley Street Mill – The delivery of this site has been slow due to land acquisition issues and delays in negotiations between the landowner and the future developer of the site

KEYS

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

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

Likelihood of Occurrence	Score
Definition	
Almost certain (there is little doubt that the event will occur)	4
Likely (there is a strong possibility that the event will occur or there is history of regular occurrence within the 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

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KEY ACTION RATINGS (4)

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

LEAD OFFICER

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

Corporate Risk Register 2015/16

Appendix 2

	Risks & Opportunities (1)	Risk Rating (2) 2014/15	Corporate Plan Actions 2015/16 (3)	Lead Officer	Risk Rating (2) 2015/16
1	Deliver the benefits from City Deal in conjunction with partners	16	Work with partners to deliver the agreed Preston, South Ribble, Lancashire City Deal, including promoting and marketing the Borough (12)	DODEC	12
			Work with our communities to deliver a joined up and long term approach to planning and development (11)	DODEC	
2	Manage the Efficiency Agenda to Address Reductions in Funding	12	Explore all viable options for income generation and financial savings in order to deliver the Council's efficiency agenda whilst protecting front line services (22)	HOSFS	9
			Seek to continually improve, ensuring that council services are fit for purpose and customer focused (19)	DOCGBT	

	Risks & Opportunities (1)	Risk Rating (2) 2014/15	Corporate Plan Actions 2015/16 (3)	Lead Officer	Risk Rating (2) 2015/16
		12	Effectively manage change and organisational development to sustain a flexible workforce (20)	HOHRPR	9
			See also Corporate Plan actions (3) (9) (18) (21)	MISC	
3	Respond to Other Public Sector Policy Changes	12	Empower Members to fulfil their role as community leaders (14)	HOHRPR	9
			See also Corporate Plan actions (7) (9) (10) (17) (21) (22) (15)	MISC	
4	New Waste Collection Service Contract	12	Deliver the waste procurement project plan as part of retendering the service and ensure an effective transition for the new waste partner (4)	DNEHA	4
5	Continue to Ensure the Delivery of Affordable Housing	9	Work with partners to agree priorities and secure investment in housing (10)	DODEC	9
			See also Corporate Plan actions (9) (11)	MISC	
6	Deliver Regeneration of Leyland and the South Ribble Area	9	Continue to seek opportunities to improve parks and open spaces across the borough (1)	DNEHA	9
			Work to enhance Worden Park as a local asset and visitor attraction (2)	DNEHA	
			Support development of the Cuerden Strategic Site (7)	DODEC	
			Develop a range of town and village centre schemes and environmental schemes (8)	DODEC	

	Risks & Opportunities (1)	Risk Rating (2) 2014/15	Corporate Plan Actions 2015/16 (3)	Lead Officer	Risk Rating (2) 2015/16
			Implement My Neighbourhoods Action Plans (15)	DODEC	
7	Support the Economic Recovery	9	Work with neighbours to develop opportunities for economic regeneration (9)	DODEC	9
8	Collaborate with the LCC Public Health Service to deliver Health & Well-Being Opportunities	9	Work with GP's and other partners, including Lancashire County Council Public Health, on local health and wellbeing needs (17)	DNEHA	9
9	Deliver Meaningful Outcomes from Key Partnerships and Collaborative Working with Neighbouring Authorities / Other Agencies	8	Through the Safer Chorley and South Ribble Partnership and new Police & Crime Commissioner, work to tackle crime, fear of crime and promote public confidence (6)	DNEHA	4
			Work with partners to offer the best possible opportunities to South Ribble's children and young people (16)	DNEHA	
			Work with the South Ribble Community Leisure Trust to offer high quality, accessible sports and leisure activities (18)	DODEC	
			Establish opportunities to develop effective collaborative working with partners (21)	CEO	
			See also Corporate Plan action (3)	DNEHA	
10	Expiry of the Waste Cost Sharing Agreement	N/A	Maximise recycling and reduce the amount of waste going to landfill, in line with our commitment to the Lancashire Waste Strategy (3)	DNEHA	12
			See also Corporate Plan actions (4) (19) (22)	MISC	

