

<b>REPORT TO</b>	<b>DATE OF MEETING</b>
Governance Committee	29 <sup>th</sup> June 2016

Report template revised June 2008



<b>SUBJECT</b>	<b>PORTFOLIO</b>	<b>AUTHOR</b>	<b>ITEM</b>
Year End Risk Monitoring Report 2015-16 and Revised Corporate Risk Register 2016-17	Risk Management	G Barclay	7

## 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 2015/16 (**Appendix 1**)
- Present for members' information a revised CRR for 2016/17 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 2015/16 by reference to the end of year monitoring statement shown at Appendix 1.
- That members note the revised CRR 2016/17 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 2015/16 (**Appendix 1**)

Appendix 1 contains the following summary information:

- (1) **Risks and Opportunities** – the list of the corporate risks identified and agreed for 2015/16.
- (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 2015/16 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 2016).
- (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 2016 to address each strategic risk in the 2015/16 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 2016/17 (Appendix 2)**

Appendix 2 contains the following information:

- (1) **Risks and Opportunities** – the list of corporate risks identified and agreed for 2016/17.
- (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 2015/16.
- (3) **Key Actions in Corporate Plan** – the key actions contained in the revised Corporate Plan 2016/17 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 2015/16

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 2016/17 to reflect changes in the risk landscape and the changes are summarised as follows:

#### **(1) Deliver the benefits from City Deal in conjunction with partners**

This risk now incorporates and consolidates 2 other previously separate risks relating to regeneration and economic recovery given that the City Deal project is the key vehicle for addressing these strategic challenges facing the Council.

#### **(2) Managing the efficiency agenda to address reductions in funding**

The way in which the Council has achieved its extensive efficiency savings over the last five years to meet the reducing grant settlement from the Government and public sector austerity measures demonstrates our response to public sector challenges.

This risk has however been reinstated with a red rating to reflect the views of the Governance Committee regarding the ongoing challenges that remain in this area

### **(3) Deliver a cohesive Housing Strategy to address affordable housing, empty properties and other key housing issues**

This risk previously referred only to affordability and has now been extended to incorporate the full range of strategic housing issues facing the Council.

#### **Arranging the new waste collection contract**

This risk has been removed given that the new contract is in place and fully operational.

**The remaining risk ratings in the CRR for 2015/16 have been retained for 2016/17 in spite of significant progress to deliver the key actions in the Corporate Plan which mitigate them.**

#### **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 2015/16  
Corporate Plan 2016/17

# Corporate Risk Register 2015/16 - End of Year Monitoring Statement

# Appendix 1

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2015/16 (3)	Lead Officer	Key Action Rating (4)	Status (5)
<p><b>CR/2015/16/01</b>  <b>Deliver the benefits from City Deal in conjunction with partners</b></p>	<p><b>12</b></p>	<p>Work with partners to deliver the agreed Preston, South Ribble, Lancashire City Deal, including promoting and marketing the Borough <b>(12)</b></p>	<p><b>DODEC</b></p>	<p><b>Green</b></p>	<p>The Preston, South Ribble and Lancashire City Deal is being implemented</p> <ul style="list-style-type: none"> <li>▶ Potential of £1bn of investment over the next ten years via deal</li> <li>▶ Major contribution to economic prosperity of Lancashire</li> <li>▶ Cuerden regional strategic employment site masterplan agreed – foundation for creation of 2,500 jobs</li> <li>▶ Highways infrastructure work completed                             <ul style="list-style-type: none"> <li>○ Chain House Lane</li> <li>○ Golden Way</li> </ul> </li> <li>▶ Dualling of carriageway continues</li> <li>▶ House building has commenced                             <ul style="list-style-type: none"> <li>○ Croston Road / Heatherleigh</li> <li>○ Lostock Hall Gas Works Site</li> </ul> </li> <li>▶ Cross-borough linkroad approved as part of residential development in August</li> <li>▶ Bamber Bridge regeneration scheme devised</li> <li>▶ Materplans being produced for Penwortham, Leyland and Lostock Hall</li> </ul>

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2015/16 (3)	Lead Officer	Key Action Rating (4)	Status (5)
		Work with our communities to deliver a joined up and long term approach to planning and development (11)	<b>DODEC</b>		<ul style="list-style-type: none"> <li>▶ Central Lancashire Core Strategy adopted in July 2012</li> <li>▶ South Ribble Local Plan adopted in July 2015 (alongside Local Plans for Preston and Chorley)</li> <li>▶ Meetings of Central Lancashire Joint Advisory Group, Directors Group and Officer Group continued through 2015/16 with a focus on adoption of Local Plans and commissioning new evidence base</li> <li>▶ Development Teams set up to facilitate and shape the delivery of key sites within the Borough</li> <li>▶ Planning Permissions Granted for key housing sites at: Lostock Hall Gas Works; Vernon Carus Penwortham Mills; Croston Road North and South</li> <li>▶ Master Plans Adopted for Cuerden, and Altcar Lane</li> <li>▶ DCLG awarded the Council Brown Field Pilot status jointly with Preston</li> </ul>
<b>CR/2015/16/02</b> <b>Manage the Efficiency Agenda to Address Reductions in Funding</b>	<b>9</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 (23)	<b>HOSFS</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ The total budget efficiency target was exceeded in 2015/16 by £0.016m, total budget efficiencies allocated against the target totalled £0.606m.</li> <li>▶ The 2015/16 original budget was £0.984m and the actual achieved was £1.023m</li> <li>▶ Investment property occupancy increased to 96%</li> <li>▶ Strategic Property and Asset Review ongoing</li> </ul>

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2015/16 (3)	Lead Officer	Key Action Rating (4)	Status (5)
		Seek to continually improve, ensuring that council services are fit for purpose and customer focused <b>(20)</b>	<b>DOCGBT</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ Business Transformation reviews <ul style="list-style-type: none"> <li>▪ We're going digital business transformation strategy developed <ul style="list-style-type: none"> <li>▪ Review of enforcement underway – handheld devices rolled out to operational teams</li> <li>▪ Mobile technology being rolled out with Members and officers</li> <li>▪ Council tax e-billing project being developed</li> </ul> </li> </ul> </li> <li>▶ achieved efficiencies - £390,000 achieved through waste contract and £200,000 from Core Managers' budget challenge</li> </ul>
		Effectively manage change and organisational development to sustain a flexible workforce <b>(21)</b>	<b>HOHRPR</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ The team briefing process is operating effectively</li> <li>▶ The Council continues to hold the Investors in People Health and Wellbeing Award</li> <li>▶ The annual Health and Wellbeing Day was held in September with 180 employees attending.</li> <li>▶ The online training resources was introduced for employees on 1 April 2016.</li> </ul>
		See also Corporate Plan actions <b>(3) (9) (18) (21)</b>	<b>MISC</b>	<b>Green</b>	See comments for each section number

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2015/16 (3)	Lead Officer	Key Action Rating (4)	Status (5)
<b>CR/2015/16/03</b> <b>Respond to Other Public Sector Policy Changes</b>	<b>9</b>	Empower Members to fulfil their role as community leaders <b>(15)</b>	<b>HOHRPR</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ Member induction plan for 13 newly elected members completed with positive feedback.</li> <li>▶ Plan being implemented, including delivery of learning hours and bespoke training and development for individual members.</li> </ul>
		See also Corporate Plan actions <b>(7) (9) (10) (17) (21) (22) (15)</b>	<b>MISC</b>	<b>Green</b>	See comments for each section number
<b>CR/2015/16/04</b> <b>New Waste Collection Service Contract</b>	<b>4</b>	Deliver the waste procurement project plan as part of retendering the service and ensure an effective transition for the new waste partner <b>(4)</b>	<b>DNEHA</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ New waste contract with FCC went live week commencing 15 June 2015 with smooth transition and no impact on performance</li> <li>▶ Significant savings: <ul style="list-style-type: none"> <li>• £600k per annum</li> <li>• £4.2 to £8.4 million over the contract period</li> </ul> </li> <li>▶ Procurement of 6 new waste vehicles representing £1.1 million investment</li> <li>▶ Partnership Board established to oversee the waste service and contract</li> </ul>
<b>CR/2015/16/05</b> <b>Continue to Ensure the Delivery of Affordable Housing</b>	<b>9</b>	Work with partners to agree priorities and secure investment in housing <b>(10)</b>	<b>DODEC</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ A Strategic Housing Framework was developed and consulted on in 2015/16.</li> </ul> Two specific activities undertaken in 2015/16 were:

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2015/16 (3)	Lead Officer	Key Action Rating (4)	Status (5)
	9				<ul style="list-style-type: none"> <li>▶ “A Place to Live” partnership scheme. This was run with Methodist Action. Here Methodist Action secured £52,000 and worked with the Council to bring 5 long term empty properties back into use.</li> <li>▶ The Strategic Housing Team together with Legal and Property Services have begun the first Compulsory Purchase Order on an empty property which has been empty for over 10 years.</li> </ul>
		See also Corporate Plan actions (9) (10) (11)	MISC	Green	See comments for each section number
<b>CR/2015/16/06</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 (1)	DNEHA	Green	<ul style="list-style-type: none"> <li>▶ 2 Green Flags (retained) <ul style="list-style-type: none"> <li>• Hurst Grange Park</li> <li>• Longton Brickcroft</li> </ul> </li> <li>▶ Events programme (continuing) <ul style="list-style-type: none"> <li>• educational visits</li> <li>• parks and nature reserves</li> <li>• health walks</li> </ul> </li> <li>▶ Cabinet has allocated £100k capital funding each year for 4 years. An additional £110k was allocated in 2015/16 to fund a prioritised programme of infrastructure improvement works for parks and open spaces.</li> <li>▶ The budget for 2016/17 includes a further commitment of £100k capital</li> </ul>

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2015/16 (3)	Lead Officer	Key Action Rating (4)	Status (5)
	High			Green	<p>funding to be continued for the next 4 years. With additional funding a total of £1,155,000 has been allocated to improve parks and open spaces in 2016/17.</p> <ul style="list-style-type: none"> <li>▶ Schemes completed or largely complete include: <ul style="list-style-type: none"> <li>• Farington Park footpaths final surfacing</li> <li>• Dob Lane public footpath</li> </ul> </li> <li>▶ Wildflower meadows increased from 15 to 26 across the borough</li> <li>▶ 11 friends and volunteer groups in place</li> </ul>
		<p>Work to enhance Worden Park as a local asset and visitor attraction (2)</p>	DNEHA		Green

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2015/16 (3)	Lead Officer	Key Action Rating (4)	Status (5)
	High	Support development of the Cuerden Strategic Site (7)	DODEC	Green	<ul style="list-style-type: none"> <li>▶ Cuerden Strategic Site Master Plan adopted by the Council in April 2015</li> <li>▶ Cuerden Strategic Site allocated in the South Ribble Local Plan adopted in July 2015</li> <li>▶ Number of consultation events held for public and businesses</li> <li>▶ Several meetings held with residents on site and at the Civic Centre.</li> <li>▶ Development Team set up to facilitate and shape the delivery of the site. Development Team first met in January 2016</li> </ul>
		Develop a range of town and village centre schemes and environmental schemes (8)	DODEC		Green

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2015/16 (3)	Lead Officer	Key Action Rating (4)	Status (5)
	Yellow			Green	<ul style="list-style-type: none"> <li>▶ A new borough World War 1 Memorial was designed, commissioned and erected. A major ceremony was held 11/11/2015.</li> <li>▶ A new Gateway feature for Leyland has been planned and designed. Planning approval has been gained.</li> <li>▶ Bamber Bridge Gateway feature has been designed. Planning permission will be sought Spring 2016.</li> </ul>
		Implement My Neighbourhoods Action Plans (16)	DODEC		<p>From January 2015 to February 2016 the Council's My Neighbourhood schemes:</p> <ul style="list-style-type: none"> <li>▶ Generated over £250,000 external funds to benefit local communities.</li> <li>▶ Held events and activities engaging over 24,000 people (eg Leyland Festival, Christmas lights switch ons, Penwortham Live, Longton Live)</li> <li>▶ Helped numerous community groups achieve projects as diverse as major improvements to sporting facilities eg Moss Side Playing fields, and support for initiatives eg Penwortham Open Gardens, local markets, fun days, historical walks.</li> <li>▶ Supported both big and small community schemes across the whole of the Borough. eg support to establish the Bamber Bridge station friends group, to continued support to Gregson Green Community Centre</li> </ul>

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2015/16 (3)	Lead Officer	Key Action Rating (4)	Status (5)
<b>CR/2015/16/07</b> <b>Support the Economic Recovery</b>	<b>9</b>	Work with neighbours to develop opportunities for economic regeneration (9)	<b>DODEC</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ With a target of 20,000 new jobs and £2.3 billion investment across the City Deal, this Council's services have been driving/ supporting economic regeneration in a number of ways. Examples of this are:               <ul style="list-style-type: none"> <li>▶ Enterprise Zone supported through the planning process</li> <li>▶ Cuerden development as highlighted previously in this report.</li> <li>▶ Regular meetings with employment site developers and businesses</li> <li>▶ Promotion of South Ribble via business events across the region</li> <li>▶ Regular meetings with businesses to identify support</li> <li>▶ The business website has been update</li> <li>▶ The Invest in South Ribble Business Newsletter continues to be produced and is well received by businesses</li> <li>▶ A new "Time to do Business in South Ribble" booklet has been produced and this again has been well received by businesses.</li> </ul> </li>   <li>▶ A skilled workforce is essential in bringing in new jobs as well as growing the economy. The LEP have been focussing on the Skills agenda</li> </ul>

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2015/16 (3)	Lead Officer	Key Action Rating (4)	Status (5)
					<p>and associated work. Examples of how the Council have supported this are:</p> <ul style="list-style-type: none"> <li>▶ The Council is represented on the LEP Skills Hub for City Deal and the Skills Hub sub group for Careers Information Advice and Guidance which has a focus on construction.</li> <li>▶ As a result the Council's Economic Development team were the pioneers in the creation of a multi-agency supported Construction Skills Hub to provide opportunities for local construction businesses in the City Deal. Partners include businesses, Preston's College and UCLAN.</li> <li>▶ This work has resulted in the South Ribble Partnership developing a project for skills in schools</li> </ul> <ul style="list-style-type: none"> <li>▶ The MERE (Marshland Employment Regeneration Enterprise) project funded through the Coastal Communities fund has resulted in 14 businesses completing their 5 hours support upto the end of March 2016.</li> <li>▶ The Council continues to work with local town businesses eg Leyland Town Team, Bamber Bridge businesses in the context of the regeneration scheme, and My</li> </ul>

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2015/16 (3)	Lead Officer	Key Action Rating (4)	Status (5)
					<p>Neighbourhoods with Shout in Penwortham Town Centre.</p> <ul style="list-style-type: none"> <li>▶ In 2015 the Central Lancashire Business Event was held in Leyland and we have supported a number of other local business networking events.</li> <li>▶ In addition to all this direct support has been given to 303 businesses</li> </ul>
<p><b>CR/2015/16/08</b>  <b>Collaborate with the LCC Public Health Service to deliver Health &amp; Well-Being Opportunities</b></p>	<p><b>9</b></p>	<p>Work with GP's and other partners, including Lancashire County Council Public Health, on local health and wellbeing needs (17)</p>	<p><b>DNEHA</b></p>	<p><b>Green</b></p>	<ul style="list-style-type: none"> <li>▶ Clinical Commissioning Group has produced a 5 year strategic plan</li> <li>▶ 96% of the rated Food Businesses are compliant with Food Safety Law</li> <li>▶ Health Inequalities in private rented housing sector targeted with enforcement activities <ul style="list-style-type: none"> <li>▶ Better Care Funding obtained for more inspections</li> </ul> </li> <li>▶ Cryptosporidium outbreak (United Utilities outbreak) <ul style="list-style-type: none"> <li>▶ advice to food and leisure businesses and United Utilities</li> <li>▶ liaison with Food Standards Agency</li> <li>▶ awaiting outcome of Drinking Water Inspectorate report into the cause of the outbreak</li> </ul> </li> </ul>

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2015/16 (3)	Lead Officer	Key Action Rating (4)	Status (5)
					<ul style="list-style-type: none"> <li>▶ Member Learning Hour for Lancashire Teaching Hospitals consultation held</li> <li>▶ Council commitment to work towards Dementia Friendly Borough <ul style="list-style-type: none"> <li>▶ planning event held with South Ribble Partnership and key partners</li> </ul> </li> <li>▶ Health and Wellbeing Partnership inputting into development of a Lancashire Sustainability and Transformation Plan and Central Lancashire Local Delivery Plan</li> <li>▶ Emerging issues – reductions to Lancashire County Council public health budget</li> </ul>
<b>CR/2015/16/09</b> <b>Deliver Meaningful Outcomes from Key Partnerships and Collaborative Working with Neighbouring Authorities / Other Agencies</b>	<b>4</b>	Through the Safer Chorley and South Ribble Partnership and new Police & Crime Commissioner, work to tackle crime, fear of crime and promote public confidence <b>(6)</b>	<b>DNEHA</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ Stable overall crime figure with slight increase of 0.1% but notable reductions in key areas: <ul style="list-style-type: none"> <li>• alcohol related crime + 0.3%</li> <li>• domestic abuse - 4.4%</li> <li>• all burglary – 12.3%</li> <li>• all theft – 7.3%</li> </ul> </li> <li>▶ Weekly anti-social behaviour meetings are held at Leyland police station to discuss target areas</li> <li>▶ Operations throughout the year to target anti-social behaviour, vehicle and other seasonal issues</li> </ul>

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2015/16 (3)	Lead Officer	Key Action Rating (4)	Status (5)
					<ul style="list-style-type: none"> <li>▶ Monthly Multi Agency Risk Assessment Conferences (MARAC) held for Domestic Violence covering South Ribble and Chorley <ul style="list-style-type: none"> <li>• Over 300 cases heard for both areas in a 12 month period</li> </ul> </li> <li>▶ Counter Terrorism Action Plan in place and e - training rolled out to employees</li> <li>▶ Funding provided in 2015/16 and further committed in 2016/17 for: <ul style="list-style-type: none"> <li>• Police Community Support Officers (PCSOs)</li> <li>• Domestic Abuse Services</li> <li>• Independent Domestic Violence Advocates</li> <li>• CCTV</li> </ul> </li> <li>▶ Successful and well attended Community Safety Partnership annual conference hosted at South Ribble</li> </ul>
		Work with partners to offer the best possible opportunities to South Ribble's children and young people <b>(17)</b>	<b>DODEC</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>▶ Promoting e-safety, prevent duty and raising awareness about safeguarding</li> <li>▶ Safeguarding and Counter Terrorism e - training rolled out to employees</li> <li>▶ WRAP (Workshop to Raise Awareness of Prevent) training to 50 staff in safeguarding roles</li> </ul>

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2015/16 (3)	Lead Officer	Key Action Rating (4)	Status (5)
					<ul style="list-style-type: none"> <li>▶ 18,000 Summer Activities booklets produced and distributed to schools across the borough</li> </ul>
		<p>Work with the South Ribble Community Leisure Trust to offer high quality, accessible sports and leisure activities <b>(19)</b></p>	<p><b>DODEC</b></p>	<p><b>Green</b></p>	<ul style="list-style-type: none"> <li>▶ 40 schools received the Bikeability programme.</li> <li>▶ The overall growth in swimming stands at 20% (including casual usage); despite a challenging year, Gym usage has increase by 10%. Children's 'Gymnastics' participation has increased by 65% from 326 to 538 who now regularly attend classes.</li> <li>▶ The launch of 'Virtual Spinning' has enabled a further 59 Fitness Classes to be made available across our facilities.</li> <li>▶ Investment in facilities and equipment ensure that the facilities remain accessible to all user groups.</li> <li>▶ QUEST Accreditation has been retained across our four main facilities.</li> </ul>
		<p>Establish opportunities to develop effective collaborative working with partners <b>(22)</b></p>	<p><b>CE</b></p>	<p><b>Green</b></p>	<ul style="list-style-type: none"> <li>▶ Supporting the delivery of the Sustainable Community Strategy               <ul style="list-style-type: none"> <li>○ Hosting the VCFS Support Officer for South Ribble VCFS Network, enabling development of the South Ribble VCFS Network and engagement with the sector</li> </ul> </li> </ul>

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2015/16 (3)	Lead Officer	Key Action Rating (4)	Status (5)
					<ul style="list-style-type: none"> <li>○ Supporting the Better Together in the Home initiative <ul style="list-style-type: none"> <li>▪ Exploring how referrals can be improved to support those who may be socially isolated/lonely</li> </ul> </li> <li>○ My Neighbourhood Forum continuing to identify projects supported by contribution from South Ribble Partnership <ul style="list-style-type: none"> <li>▪ Longton Live</li> <li>▪ Farington Notice Boards</li> <li>▪ Much Hoole Village Hall (Minor works)</li> <li>▪ Supporting disadvantaged children (Circus Star)</li> </ul> </li> <li>○ Member involvement in Community Bids Fund, providing time as an assessor (supporting local community projects)</li> <li>▶ Providing support to deliver the Big Do Networking Event, June 2015</li> <li>▶ Supporting with member Involvement and Forward magazine, the South Ribble Community Awards Scheme</li> </ul>

Risks & Opportunities (1)	Risk Rating (2)	Corporate Plan Actions 2015/16 (3)	Lead Officer	Key Action Rating (4)	Status (5)
		See also Corporate Plan action (3)	DNEHA	Green	See comments for each section number
<b>CR/2015/16/10</b> <b>Expiry of the Waste Cost Sharing Agreement</b>	12	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"> <li>▶ County-wide review of waste expected to be concluded late spring/early summer</li> <li>▶ DEFRA confirmation of recycling rate for 2015/16 not expected until late 2016</li> <li>▶ Emerging issues:               <ul style="list-style-type: none"> <li>• From June 2016 food and mixed food/garden waste collections will cease due to LCC introducing changes to disposal arrangements</li> <li>• Waste cost sharing agreement with LCC</li> <li>• Some facilities mothballed and on-going review of Farington Waste Technology Park</li> <li>• Changes to waste collections and disposal will result in a review of the Lancashire Waste Strategy and likely reductions in recycling rates</li> </ul> </li> </ul>
		See also Corporate Plan actions (4) (19) (22)	MISC		See comments for each section number

## KEYS

### RISK RATINGS (2)

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

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

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

### KEY 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
DOGBT	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 2016/17

## Appendix 2

	Risks & Opportunities	Risk Rating 2015/16	Corporate Plan Actions 2016/17	Lead Officer	Risk Rating 2016/17
1	<b>Deliver the benefits from City Deal in conjunction with partners</b>	12	Work with partners to deliver and maximise the jobs, skills and procurement benefits derived from the agreed Preston, South Ribble, Lancashire City Deal, including promoting and marketing the Borough <b>(15)</b>	DODEC	12
			Work with our communities to deliver a joined up and long term approach to planning and development <b>(13)</b>	DODEC	
2	<b>Manage the Efficiency Agenda to address reductions in funding</b>	9	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>(28)</b>	HOSFS	12
			Seek to continually improve, ensuring that council services are fit for purpose and customer focused <b>(24)</b>	DOCGBT	
			Effectively develop the organisation through a committed, skilled and motivated workforce <b>(25)</b>	HOHRPR	
3	<b>Deliver a cohesive Housing Strategy to address affordable housing, empty properties and other key housing issues</b>	9	Work with partners to agree priorities and secure investment in housing <b>(12)</b>	DODEC	9
			Work to enhance Worden Park an asset and visitor attraction <b>(2)</b>	DNEHA	
			Support development and delivery of the Cuerden Strategic Site and Samlesbury Enterprise Zone <b>(9)</b>	DODEC	
			Implement My Neighbourhoods Action Plans <b>(18)</b>	DODEC	
4	<b>Collaborate with the LCC Public Health Service to deliver</b>	9	Work with Lancashire County Council Public Health and other health partners on local health and wellbeing needs <b>(21)</b>	DNEHA	9

	Risks & Opportunities	Risk Rating 2015/16	Corporate Plan Actions 2016/17	Lead Officer	Risk Rating 2016/17
	Health & Well-Being Opportunities				
5	Deliver Meaningful Outcomes from Key Partnerships and Collaborative Working with Neighbouring Authorities / Other Agencies	4	Through the Safer Chorley and South Ribble Partnership, work to tackle crime, fear of crime and promote public confidence <b>(6)</b>	DNEHA	4
			Work with partners to offer the best possible opportunities to South Ribble's children and young people <b>(20)</b>	DNEHA	
			Establish opportunities to develop effective collaborative working with partners <b>(26)</b>	CEO	
6	Expiry of the Waste Cost Sharing Agreement	12	Maximise recycling and reduce the amount of waste going to landfill, in line with our commitment to the current Lancashire Waste Strategy <b>(3)</b>	DNEHA	12