

<b>Likelihood</b>	<b>4:</b> Almost certain the event will occur
	<b>3:</b> There is a strong possibility the event will occur
	<b>2:</b> Unlikely the event will occur
	<b>1:</b> Rarely
<b>Impact</b>	<b>4:</b> Major impact
	<b>3:</b> Serious impact
	<b>2:</b> Minor impact
	<b>1:</b> Insignificant impact

The Risk Matrix				
<b>Impact</b>	<b>4</b>	<b>8</b>	<b>12</b>	<b>16</b>
	<b>3</b>	<b>6</b>	<b>9</b>	<b>12</b>
	<b>2</b>	<b>4</b>	<b>6</b>	<b>8</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
	<b>Likelihood</b>			

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Ageing population leading to health and social care pressures	12	Health and Well-Being Partnership's key work stream is Our Health Our Care Programme (OHOC)	6	4	Masterplan developed. OPE bid successful. OHOC is a continuing programme and SRBC is fully engaged	In Progress
		Staff members have had dementia champion training and they are delivering dementia awareness training to local businesses and community groups			Strategy and Action Plan produced. Regular meetings with Dementia Action Alliance (DAA) to progress. Living Well Guide to be launched Sept 17.	In Progress
		Staff hold a café encouraging people suffering from dementia, memory loss and social isolation to attend. Also hold a dementia hub working alongside businesses and organisations providing information to families effected by dementia			Meet all the targets in our Scrutiny Review of Licensing Action Plan	In Progress
Failure of corporate governance leading to external intervention	12	Risk Registers being developed on GRACE risk management system	4	2	ICT Performance based system being developed	In Progress
		Transformation Strategy approved by Cabinet			Develop systems and processes to improve the way we collect, monitor and use data, research and intelligence to inform decision-making and priority setting	In Progress
		Cross party Improvement Reference Group with external membership in place			Implement Transformation Strategy medium term action plan	In Progress
		AGS Action plan			Implement Transformation Strategy long-term action plan	Proposed
		Implement Transformation Strategy Short term action plan			Meet all the targets in the new Improvement Plan	In Progress

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Reduction in Government Grant threatens the financial sustainability of the Council	16	Forecasting the impact of known events allows for financial planning to take place. This includes alternative options and also the incorporation of the use of reserves and judgements on the recommended level reserve balances	8	3	Implement Strategic Asset Review actions	In Progress
		Varied options with regard to alternative income sources and income generation are considered within the MTFS to address the issue:- BRR growth, income generation schemes, Council Tax Increases, increasing the Council Tax base.			Internal, cross-party asset group to shape and present new Investment Strategy for implementation and realisation of additional income. Initial draft strategy/framework presented to Cabinet June 2017. Revised strategy to be presented to Governance Committee 29 November 2017 and Cabinet 6 December 2017.	In Progress
		Reporting to Budget Holders and SMT, Performance Reporting to cabinet, Budget Monitoring Reports to Governance Committee (and Cabinet in future), Programme Board, External Audit inspection, Scrutiny process.				
		SFS staff have access to training to keep up to date with latest financial developments.				
					This will be monitored via a Programme Board and progress reported to members accordingly.	In Progress

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Fraud & Corruption	12	Current arrangements against the 'Fighting Fraud and Corruption Locally' checklist completed and action plan produced	8	4	Update Anti Fraud and Corruption Strategy Compile Corporate Fraud Risk Register in GRACE	In Progress
		Policies in place and available to all officers via Connect				
		Periodic training / awareness sessions carried out with officers				
Health inequalities in the Borough	6	These have action plans in place and are being delivered support local communities to develop 'My Neighbourhoods' plans.	4	4		
		Homelessness Strategy approved by Cabinet June 2017				
Homelessness Reduction Bill leading to new duties that we are not resourced to undertake.	16	Homelessness Strategy approved by Cabinet June 2017	9	6		
		Training delivered to all those dealing with homelessness				
		New burdens funding is to be made available - this is not known at an LA level as yet				
		Briefings drafted for SMT and Chief Executive				
Impact of Brexit on Council Funding- Councils will no longer receive EU regeneration funds, funding packages effected include European Structure & Investment Fund (ESIF) and European Regional Development Fund (ERDF)	3	Look for alternative external funding	3	3		

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Impact of Brexit on Council Services - Local Government currently complies with EU laws and legislation in areas such as environmental health, economic development, waste collection and employment. Areas likely to impact SRBC (or our providers) include Working Time Directive & Agency Worker Regulations (2010), Procurement & Competition Law, Rights of people with disabilities, Equalities, Health & Safety Regulations, State Aid rules and Environmental Policy.	6	Monitoring of guidance issued by Government and professional bodies	6	4	Continuation of monitoring	In Progress
Impact of Brexit on the local economy - Cost of Trade between UK and EU likely to increase, European firms could be deterred from investing in the UK, restrictions on migration may impact recruitment and skills base available	6	Current strategy covers us until 2018 but Economic Development team are creating a new one	6	3	Engage with City Deal Partners to produce Master plans	In Progress
		Scheme completed			Engage with City Deal Partners to complete	In Progress
					Cuerden Masterplan to be before Planning Committee Autumn 2017	In Progress

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Inactive communities leading to poor health	9	To provide all residents with access to well managed and accessible open space for formal and informal physical activity sport and recreation	6	4	Review now being commissioned and due for completion in 2018	In Progress
		Working in Partnership with South Ribble Leisure Trust to provide well managed and accessible sports facilities which meet the needs of all residents now and in the future in a sustainable manner				
		Delivering a comprehensive programme of activity to 47 primary schools. With trained sports coaches/cycling instructors. Engaging in over 600 sports sessions in school PE time and over 160 outside of school engaging in more that 5000 young people weekly				
Inadequate housing stock to meet the needs of people moving into the area	9	Following SR Housing Framework Action Plan	6	4	Action plan produced	In Progress
		New properties being built in City Deal schemes			Action plan produced and reporting via City Deal	In Progress
		Bi-Annual progress updates investigating potential for housing developments are part of campus strategy				
Failure of Information systems and data security	8	Maintaining high level of ICT security, achievement of PSN accreditation.	6	2		In Progress
		Development of annual ICT work programme			ICT Performance based system being developed	In Progress

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Lack of affordable housing to meet the needs of low income and vulnerable people	9	Homelessness Strategy approved by Cabinet June 2017	6	4	Action plan produced	In Progress
		South Ribble Housing Framework in place and year 1 actions delivered			Action plan produced and reporting via City Deal	In Progress
Lack of capital funding to undertake large scale improvements to parks, open spaces and leisure facilities	6	To continue to deliver against the vision plan for Worden Park.	4	4	Report to Cabinet June 2017 and progress through City Deal Governance arrangements.	In Progress
		Work with partners or external funding providers to find funding/project options			Review now being commissioned and due for completion 2018.	In Progress
					Internal, cross-party asset group to shape and present new Investment Strategy for implementation and realisation of additional income generation in 2017/18. Initial draft strategy/framework presented to Cabinet June 2017. Revised strategy to be presented to Governance Committee 29 November 2017 and Cabinet 6 December 2017.	In Progress

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Low economic growth	9	Our current economic strategy runs out in 2018.	4	4	Engage with City Deal Partners to produce Masterplans	In Progress
		Economic growth is factored into all master planning and regeneration schemes. Improvements to areas to attract customers, creating space for new business, increasing parking availability are just a few things we have looked at in recent projects to help increase economic growth			Engage with City Deal Partners to produce Masterplans	In Progress
		We have been successful in the creation of a Town Team in Leyland - a group made up of business owners in the area. We work with them on projects and events to attract customers into Leyland. We are working on rolling this initiative out in other areas of South Ribble			Cuerden Masterplan to be before Planning Committee Autumn 2017	In Progress
		A number of events are held throughout the year working alongside local businesses to help raise money, promote the area and attract more residents/customers. These include the Live events, Festivals and Christmas events			A new Economic Development strategy is being created by the Economic Development Team	In Progress
		Scheme completed				
		Public Service reform			9	Asset Management Plan, Investment Framework and Strategic Review of Property and Assets.
DWP move into Civic Centre On-going discussions with other potential co-location partners	Masterplan developed. Delivery subject to OPE process. Now at Stage 5 of the OPE process.		In Progress			
Regular meetings to shape/develop the agenda						



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Failure to recruit and / or retain staff with the skills needed to deliver services and improvement activities recruitment and retention	12	Transformation Strategy approved by Cabinet	8	6		
		Policies including Pay Policy / Recruitment policy			Meet all the targets in the new Improvement Plan	In Progress
		Flexi time / free car parking / professional subscriptions etc				
		Implement the Transformation Strategy Short term Action Plan			Meet all the targets in the Scrutiny Review of Licensing Action Plan	Proposed
					Implement Transformation Strategy Medium Term action plan	In Progress
					Implement the Transformation Strategy Long Term action plan	Proposed
Reduced funding leads to the need to reduce staffing levels for environmental management of the Borough	6	Action plans in place and are being delivered to encourage more residents to participate in My Neighbourhood plans and projects.	6	4	Work with partners to consider and develop new business models	In Progress
		Asset Management Plan, Investment Framework and Strategic Review of Property and Assets			Draft Strategy / Framework presented to Cabinet June 2017	In Progress
					Agree a way forward for the next phase of shared services with neighbouring boroughs	In Progress

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Low resident and customer satisfaction	6	To widen the use of technology for neighbourhood and environmental services to speed up our response to customer service requests.	4	2	Meet all the targets in the Improvement Plan	In Progress
		Frequent (at least annual) resident surveys.				
		Regular events held within the borough that are both enjoyable and reinforce community spirit/pride, such as Leyland Festival and the Truck Trail.				
		Through emails, social media platforms, and Gateway, residents can be asked to provide their opinions and feedback on Council priorities and operations, therefore helping establish their needs. This can be done through surveys, polls, and discussions.			Develop systems and processes to improve the way we collect, monitor and use data, research and intelligence to inform decision-making and priority setting	In Progress
		Holding regular team service review meetings where staff can put forward ideas to make service improvements.			More online self-serve options available to customers	Proposed
		Taking a transparent approach to communication with residents regarding changes throughout the borough, avoiding them finding out via the media.				
					Meet all the targets in the Scrutiny Review of Licensing Action Plan	Proposed

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
The impact of welfare reform on vulnerable people and families	9	Homelessness Strategy approved by Cabinet June 2017	6	4	Complete all the actions in our annual Safeguarding Action Plan	In Progress
		Gateway have staff trained in helping people improve their budgeting skills when they have been effected by Welfare Reform and Universal Credit			Deliver all the actions in our Homelessness Strategy	In Progress
		gateway and benefits staff have been trained on the Welfare reform and offer help and guidance to residents				
		Information regarding Welfare Reform and the help available has been shared with partners and outside organisations				