

Objective: To keep the annual council tax increase to a minimum whilst offering high quality services. (cp/0708/01)







Note: Key Performance Indicators

1.1 2008/09 council tax increase below 4.5% and 4% in 2009/10.

1.2 £802,000 of MTFS target savings by Mar '09 and £1.468m cumulative savings by Mar '10.

1.3 £1.752m cumulative Gershon efficiency savings by March '08.

1.4 £3.488m of General Fund capital receipts confirmed or received by Sept '07 and a further £1.823m confirmed by March '08.

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/0125 MTFS financial projections must be robust enough to support sound strategic planning.	 	 		
	H/H 09-Sep-05	M/L 14-Aug-07	L/L	

Owners: Corporate Director (Finance & Performance) (Roger Muckle)


Head of Financial Services (Nadine Muschamp)

Last Review Date: 14 August 2007

Next Review Due: 13 August 2008

Existing Controls / Completed Actions

- 1 MTFS provides for 6 monthly review of financial projections underlying MTFS.
- 2 Monthly corporate financial monitoring.
- 3 Regular meetings of accountancy staff.

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Implement financial training plan for all staff - To be delivered through training of Civica Financials Suite.	30-Nov-07	<ul style="list-style-type: none"> • Corporate Director (Finance & Performance) (Roger Muckle) • Head of Financial Services (Nadine Muschamp) 	£0	

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Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/0126 Financial management arrangements may not be strong enough to support cost effective service delivery.	  H/H 09-Sep-05	  M/L 14-Aug-07	 L/L	







Owners: Corporate Director (Finance & Performance) (Roger Muckle)
Head of Financial Services (Nadine Muschamp)

Last Review Date: 14 August 2007

Next Review Due: 13 August 2008

Existing Controls / Completed Actions	
1	Internal Audit.
2	External Audit.
3	Financial Regulations and Procedures.
4	Procurement Strategy.
5	Risk Management Strategy.
6	Staff and resources to support the above.


Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Implementation of Civica Financials Suite.	30-Nov-07	<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Financial Services (Nadine Muschamp) 	£0	

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1153 Capital Programme becomes unaffordable and threatens commitment to keep Council Tax increase to 4.5%	  H/H 22-Dec-06	  M/M 14-Aug-07	 L/M	

Owners: Corporate Director (Finance & Performance) (Roger Muckle)
Head of Financial Services (Nadine Muschamp)

Last Review Date: 14 August 2007

Next Review Due: 13 August 2008

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Ensure that unsupported borrowing is kept to a minimum (estimated that £1million over 5 years is the most that could be prudently afforded).		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Financial Services (Nadine Muschamp) 	£0	

Corporate Risk Register

Full Risks Report

Objective: To keep the annual council tax increase to a minimum whilst offering high quality services. (cp/0708/01)







Note: Key Performance Indicators



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1.4 £3.488m of General Fund capital receipts confirmed or received by Sept '07 and a further £1.823m confirmed by March '08.

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1154 Failure to achieve "Gershon" efficiency savings.	 	 		
<i>Owners: Corporate Director (Finance & Performance) (Roger Muckle) Head of Financial Services (Nadine Muschamp)</i>	H/M 22-Dec-06	L/M 22-Dec-06	L/M	
<i>Last Review Date: 14 August 2007</i>	<i>Next Review Due: 13 August 2008</i>			

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 The Council will pursue efficiency savings at least as large as those in the Gershon Strategy.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Financial Services (Nadine Muschamp) 	£0	
2 Work with other local authorities and public bodies to achieve such gains.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Financial Services (Nadine Muschamp) 	£0	

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1155 The cost of repairing and maintaining municipal buildings threatens the financial stability of the Council.	 	 		
<i>Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox)</i>	H/H 22-Dec-06	M/M 17-Oct-07	L/M	
<i>Last Review Date: 17 October 2007</i>	<i>Next Review Due: 16 October 2008</i>			

Existing Controls / Completed Actions
1 Budget in place but not funded.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Seek to reduce the long term costs of repairing and maintaining municipal buildings.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox) 	£0	
2 Seek to improve opportunity for Capital Receipts.		<ul style="list-style-type: none"> Head of Property Services (Graham Cox) 	£0	

Corporate Risk Register

Full Risks Report

Objective: Refocus services around the needs of our citizens and other customers and improve customer satisfaction with both the Council and the services it provides. (cp/0708/02)

Note: Key Performance Indicators -

2.1 Phase 2 services integrated into our Customer Service Centres by March '08. Phase 3 services integrated by March '09.

2.2 Face to face customer service centres in LTH and MTH by September '07.

2.3 Customer satisfaction ratings in top quartile for district councils by March 2010.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0998	Failure to continue integration of Council services into Customer Service Centres.	 	 		
		H/M 22-Aug-06	M/M 22-Aug-06	L/M	





Owners: Corporate Director (Finance & Performance) (Roger Muckle)
Head of Information & Customer Services (Jane Allder)
Head of Corporate Strategy (Richard Tulej)
Corporate Director (Regeneration Services) (John Donnellon)
Head of Property Services (Graham Cox)

Last Review Date: 05 June 2007

Next Review Due: 04 June 2008

Existing Controls / Completed Actions

- 1 Initial Customer Service Centre set up.
- 2 Phase 1 services have been integrated into Customer Service Centres.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Continue to roll out implementation of the Access to Services Review.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Information & Customer Services (Jane Allder) 	£0	
2 Provide walk-in Customer Service Centres in Lancaster and Morecambe Town Halls in 2007/08		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Corporate Strategy (Richard Tulej) 	£0	
3 Ensure that overall customer satisfaction increases from 51%.	31-Mar-08	<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	
4 Establish a Consultation Officer post to enable more regular tracking of customer satisfaction across the authority.	31-Mar-08	<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	







Objective: Refocus services around the needs of our citizens and other customers and improve customer satisfaction with both the Council and the services it provides. (cp/0708/02)

Note: Key Performance Indicators -

2.1 Phase 2 services integrated into our Customer Service Centres by March '08. Phase 3 services integrated by March '09.

2.2 Face to face customer service centres in LTH and MTH by September '07.


2.3 Customer satisfaction ratings in top quartile for district councils by March 2010.







Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1156	Failure to ensure that all customers in urban and rural areas benefit from improved services.	 	 		
		H/L 05-Jun-07	H/L 05-Jun-07	L/L	

Owners: *Corporate Director (Finance & Performance) (Roger Muckle)*
Head of Corporate Strategy (Richard Tulej)
Head of Information & Customer Services (Jane Allder)

Last Review Date: 05 June 2007

Next Review Due: 04 June 2008

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Ensure that the ATS project provides "rural-proofing" to make sure that both rural and urban areas benefit from improved services.		<ul style="list-style-type: none"> Head of Corporate Strategy (Richard Tulej) Corporate Director (Finance & Performance) (Roger Muckle) 	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1158	Failure to raise standards of service provided by staff.	 	 		
		H/M 05-Jun-07	M/M 03-Jan-07	L/M	


Owners: *Chief Executive (Mark Cullinan)*

Head of Legal and Human Resources (Sarah Taylor)

Last Review Date: 05 June 2007

Next Review Due: 04 June 2008

Existing Controls / Completed Actions	
1	Employee Development programme in place
2	Corporate training programme and budgets
3	Success Through People programme

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Ensure that EDPA process and training programmes cater for training staff in new methods of working		<ul style="list-style-type: none"> Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor) 	£0	



Objective: Cleaner streets and public open spaces. (cp/0708/03)

Note: Key Performance Indicators -

3.1 Reduce the amount of relevant land with deposits of litter/ detritus to an acceptable level from 18% to 15% by March 2008.

3.2 Increase number of Fixed Penalty Notices issued in 2007/08 and reduce number of fly tipping incidents by 25% in 2007/08.

5.3 Increase the number of fixed penalty notices (relating to environmental anti social behaviour) issued from 19 in 2005/06 to 150 in 2006/07.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0038	Insufficient revenue to improve street cleanliness.	 	 		
<i>Owners: Corporate Director (Community Services) (Peter Loker)</i> <i>Head of City Council (Direct) Services (Mark Davies)</i>		H/H 02-Sep-05	L/M 09-May-07	L/M	
<i>Last Review Date: 09 May 2007</i> <i>Next Review Due: 08 May 2008</i>					

Existing Controls / Completed Actions

- | | |
|---|---|
| 1 | Produce proper performance management systems |
| 2 | Produce adequate financial framework |
| 3 | Ensure resources are available |
| 4 | Ensure robust reporting mechanism |
| 5 | Approved budget |
| 6 | Litter strategy in place |
| 7 | Working with stakeholders |
| 8 | Statutory responsibilities adhered to. |
| 9 | Augmented City Centre cleansing. |

Objective: Cleaner streets and public open spaces. (cp/0708/03)

Note: Key Performance Indicators -

3.1 Reduce the amount of relevant land with deposits of litter/ detritus to an acceptable level from 18% to 15% by March 2008.

3.2 Increase number of Fixed Penalty Notices issued in 2007/08 and reduce number of fly tipping incidents by 25% in 2007/08.

5.3 Increase the number of fixed penalty notices (relating to environmental anti social behaviour) issued from 19 in 2005/06 to 150 in 2006/07.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0039	Failure to improve people's perception of street cleanliness.	9 H/H 02-Sep-05	2 M/L 09-May-07	1 L/L	


Owners: Corporate Director (Community Services) (Peter Loker)

Head of City Council (Direct) Services (Mark Davies)

Last Review Date: 09 May 2007

Next Review Due: 08 May 2008

Existing Controls / Completed Actions	
1	Approved budget.
2	Litter Strategy in place.
3	Working with stakeholders.
4	Statutory responsibilities are adhered to.
5	Augmented City Centre cleansing.
6	Limited work with Communications to improve PR.
7	Incorporated best practice from other Authorities.
8	Cleanliness Improvement Officer in post - conducting 12 month review of cleansing.
9	Developed further positive PR.
10	Publicised objective measures (BV199).
11	Continued to utilise Best Practise.
12	Developed partnership working to improve synergy.
13	Made use of improved technology.
14	Developed Customer Service Centre.
15	Managed expectations.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Consider recommendations of Cleansing Improvement Officer once 12 month review complete.		<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	

Objective: Cleaner streets and public open spaces. (cp/0708/03)

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5.3 Increase the number of fixed penalty notices (relating to environmental anti social behaviour) issued from 19 in 2005/06 to 150 in 2006/07.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0043	Failure to meet performance targets relating to street cleanliness.	 H/H 22-Dec-06	 M/L 09-May-07	 L/L	 

Owners: Corporate Director (Community Services) (Peter Loker)

Head of City Council (Direct) Services (Mark Davies)

Last Review Date: 09 May 2007

Next Review Due: 08 May 2008

Existing Controls / Completed Actions	
1	Follow guidelines (EPA) (Code of Practice)
2	Cleansing schedules in place.
3	Benchmarking with other Authorities to arrive at objective assessment.
4	Anti-litter strategy.
5	BV199
6	Integrated grounds maintenance and cleansing sections to deliver further operational improvements.
7	Used the information obtained from the Customer Service Centre to improve the way the City Council delivers the service.
8	Implement Anti-Litter Strategy

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Establish implications of achieving top quartile performance.		<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	
2 Review of resources inputs - ongoing.	01-Apr-08	<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	
3 Review schedules of Cleansing Improvement Officer.	01-Apr-08	<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	


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3.2 Increase number of Fixed Penalty Notices issued in 2007/08 and reduce number of fly tipping incidents by 25% in 2007/08.

5.3 Increase the number of fixed penalty notices (relating to environmental anti social behaviour) issued from 19 in 2005/06 to 150 in 2006/07.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0046	Failure to undertake statutory duties in relation to dog control.	  H/M 20-Jul-05	  L/M 05-Sep-05	 L/M	
<p>Owners: Corporate Director (Community Services) (Peter Loker) Head of Health & Strategic Housing (Suzanne Lodge)</p> <p>Last Review Date: 15 August 2007 Next Review Due: 14 August 2008</p>					

Existing Controls / Completed Actions

- 1 Increased use of authorised officers for FPN
- 2 Re-prioritise resources towards dog enforcement

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0047	Inability to target dog enforcement with existing resources	  H/M 20-Jul-05	  L/M 05-Sep-05	 L/M	
<p>Owners: Head of Health & Strategic Housing (Suzanne Lodge)</p> <p>Last Review Date: 15 August 2007 Next Review Due: 14 August 2008</p>					

Existing Controls / Completed Actions

- 1 Increased use of authorised officers for FPN
- 2 Re-prioritise resources towards dog enforcement







Objective: Cleaner streets and public open spaces. (cp/0708/03)

Note: Key Performance Indicators -

3.1 Reduce the amount of relevant land with deposits of litter/ detritus to an acceptable level from 18% to 15% by March 2008.

3.2 Increase number of Fixed Penalty Notices issued in 2007/08 and reduce number of fly tipping incidents by 25% in 2007/08.

5.3 Increase the number of fixed penalty notices (relating to environmental anti social behaviour) issued from 19 in 2005/06 to 150 in 2006/07.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0112	Lost opportunity to strengthen enforcement action relating to dumping and other nuisances.	 	 		
		H/H 03-Jan-07	L/M 09-May-07	L/L	


Owners: Corporate Director (Community Services) (Peter Loker)

Head of City Council (Direct) Services (Mark Davies)

Last Review Date: 09 May 2007

Next Review Due: 08 May 2008

Existing Controls / Completed Actions	
1	Litter Strategy in place.
2	PCSOs issue fixed penalty notices.
3	New Clean Neighbourhood and Environment Act in place.
4	"Greener, Cleaner, Safer" project in place.
5	Joined-up working with PCSO's, Environmental Wardens in Poulton and the Arson Reduction Team in Poulton and the West End
6	Provided City Council funding for PCSO's, whose duties will be environmental enforcement.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Continue to develop relationship with Council funded PCSOs.		<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	

Objective: Reduce waste in the district by recycling and re-use. (cp/0708/04)

Note: Key Performance Indicators -

4.1 Increase % of household waste recycled and composted from 25% in 2006/07 to 28% in 2007/08 (BV82a & b).

4.2 Maintain performance for collecting 381 Kg of household waste (per head) within the top national quartile.

4.3 Phased plastics recycling implemented by Sept 2007.

4.4 Continue to reuse/ recycle at least 40 % of all bulky waste collected.

6.3 Increase % of bulky waste recycled from 0% in 2005/06 to 40% in 2006/07.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status	
R/0049	Insufficient revenue/capital to reduce waste by recycling and re-using.	 H/H 02-Sep-05	 L/L 09-May-07	 L/L	 L/L	

Owners: Corporate Director (Community Services) (Peter Loker)
Head of City Council (Direct) Services (Mark Davies)

Last Review Date: 09 May 2007

Next Review Due: 08 May 2008

Existing Controls / Completed Actions	
1	Recycling costs built into Medium Term Financial Strategy.
2	Benchmarking info.
3	Roll out programme being followed.
4	Regular reports to cabinet on implementation
5	In principle agreement to LMWS
6	Adopted Lancs Municipal Waste Strategy
7	Clarification of future expenses - ongoing
8	Sharing of Best Practice - ongoing
9	Developing partnerships with schools/ furniture matters etc - ongoing
10	Commitment to continual investment - ongoing
11	Promotion/ education etc - ongoing
12	External capital funding available until 2005/2006.
13	Work through LWP.
14	Review of assumptions made for MTFs.

Objective: Reduce waste in the district by recycling and re-use. (cp/0708/04)

Note: Key Performance Indicators -

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4.2 Maintain performance for collecting 381 Kg of household waste (per head) within the top national quartile.

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4.4 Continue to reuse/ recycle at least 40 % of all bulky waste collected.

6.3 Increase % of bulky waste recycled from 0% in 2005/06 to 40% in 2006/07.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0053	Failure to implement Lancashire Waste Management Strategy	5 	3 	1 	
		M/M 20-Jul-05	L/M 09-May-07	L/L	

Owners: Corporate Director (Community Services) (Peter Loker)
Head of City Council (Direct) Services (Mark Davies)

Last Review Date: 09 May 2007

Next Review Due: 08 May 2008

Existing Controls / Completed Actions	
1	Recycling costs built into Medium Financial Strategy.
2	Benchmarking info.
3	Pilot scheme in place
4	Reported to Cabinet on implementation
5	Incorporated principles of Lancs Municipal Waste Strategy.
6	Clarified future expenses
7	Shared Best Practice
8	Developed partnerships with schools/ furniture matters etc
9	Committed to continual investment
10	Carried out promotion/ education etc
11	Completed planned phases of the introduction of wheeled bins and kerbside recycling.
12	Commenced "Bulky Matters" partnership.
13	Entered into Lancashire County Council cost sharing arrangements.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Establish strategic/ operational implications of new waste disposal arrangements from 2011.		<ul style="list-style-type: none"> Head of City Council (Direct) Services (Mark Davies) Corporate Director (Community Services) (Peter Loker) 	£0	
2 Commence collection of plastics	01-Sep-07	<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	

Corporate Risk Register

Full Risks Report

Objective: Reduce waste in the district by recycling and re-use. (cp/0708/04)

Note: Key Performance Indicators -

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4.2 Maintain performance for collecting 381 Kg of household waste (per head) within the top national quartile.



4.3 Phased plastics recycling implemented by Sept 2007.

4.4 Continue to reuse/ recycle at least 40 % of all bulky waste collected.

6.3 Increase % of bulky waste recycled from 0% in 2005/06 to 40% in 2006/07.

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/0054 Failure to meet statutory recycling targets.	 7	 3	 1	
Owners: Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies)	H/M 27-Nov-06	L/M 09-May-07	L/L	
Last Review Date: 09 May 2007	Next Review Due: 08 May 2008			

Existing Controls / Completed Actions	
1	Agreed revenue budget.
2	Recycling costs built into Medium Term Financial Strategy.
3	Benchmarking info.
4	Report to cabinet on implementation
5	Pilot scheme in place.
6	Lancs Municipal Waste Strategy
7	DEFRA funding.
8	Clarified future expenses
9	Shared Best Practice
10	Developed partnerships with schools/ furniture matters etc
11	Committed to continual investment
12	Carried out promotion/ education etc
13	Continued review of performance.
14	Commenced "Bulky Matters" Partnership.
15	Completed planned phases (phases 5 and 6) of the introduction of wheeled bins and kerbside recycling.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Establish what future recycling targets will be.		<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	
2 Establish the implication of achieving top quartile performance.		<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	

Objective: Reduce waste in the district by recycling and re-use. (cp/0708/04)

Note: Key Performance Indicators -

4.1 Increase % of household waste recycled and composted from 25% in 2006/07 to 28% in 2007/08 (BV82a & b).

4.2 Maintain performance for collecting 381 Kg of household waste (per head) within the top national quartile.

4.3 Phased plastics recycling implemented by Sept 2007.


4.4 Continue to reuse/ recycle at least 40 % of all bulky waste collected.

6.3 Increase % of bulky waste recycled from 0% in 2005/06 to 40% in 2006/07.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1160	Opportunity to introduce locally based facilities for plastics recycling.	 	 		
Owners: Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies)		H/H 09-May-07	M/M 09-May-07	L/M	
Last Review Date: 09 May 2007		Next Review Due: 08 May 2008			

Existing Controls / Completed Actions

1 Vision Board commissioned feasibility study on local waste management facilities (includes plastics)

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Act on outcome of feasibility study.		<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1161	Opportunity to improve recycling for businesses	 	 		
Owners: Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies)		H/H 09-May-07	M/M 09-May-07	L/L	
Last Review Date: 09 May 2007		Next Review Due: 08 May 2008			




Notes: Risk noted that progress in business recycling will depend on the policy of the Waste Disposal Authority with regard to the landfill allowance trading scheme.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Business model in place to roll out by April 2008.	31-Mar-08	<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	

Objective: To reduce crime and the fear of crime and to help residents feel safer in their communities. (cp/0708/05)

Note: Key Performance Indicator ;

5.1 Reduce all crime in the District by between 16% - 19% by 2008 (PSA1) from the baseline figures established in 2005.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1017	Failure to work with partners in the Community Safety Partnership to make a success of the deployment of the new PCSOs.	 	 		
		H/M 06-Sep-06	M/L 27-Nov-06	L/L	

Owners: Corporate Director (Community Services) (Peter Loker)



Head of City Council (Direct) Services (Mark Davies)

Last Review Date: 05 June 2007

Next Review Due: 04 June 2008

Existing Controls / Completed Actions

- 1 Lancaster District Community Safety Partnership in place.
- 2 Environmental PCSOs financed by Lancaster City Council.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Evaluate with partners in the CSP the success of the new PCSO scheme and, in particular, the environmental PCSOs financed by Lancaster City Council.		<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	
2 Via the MAPS, work closely with all partners in the CSP to meet the partnership's crime reduction targets.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1162	Failure to make progress on the Community Safety Partnership's crime reduction targets.	 	 		
		H/M 05-Jun-07	M/L 05-Jun-07	L/L	

Owners: Corporate Director (Finance & Performance) (Roger Muckle)



Head of Corporate Strategy (Richard Tulej)

Last Review Date: 05 June 2007

Next Review Due: 04 June 2008

Existing Controls / Completed Actions

- 1 Employed four City Council PCSOs.
- 2 Consultants undertaken review of CSP and made recommendations.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Work closely with the Police and other partners in the MAPS team and on action plans to reduce criminal damage and domestic violence.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	
2 Implement the recommendations of the Consultants for improvements to the Community Safety Partnership.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	

Objective: To reduce alcohol related violence and harm; reduce alcohol related anti -social behaviour. (cp/0708/06)

Note: Key Performance Indicators ;




6.1 Develop and implement Alcohol Related Harm Strategy.







6.2 'Best Bar None' scheme rolled out across the district over the year.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1019	Failure to ensure that conditions imposed as part of the Licensing Act are enforced.	 	 		
		H/M 18-Sep-06	M/M 27-Nov-06	L/M	
<p><i>Owners: Chief Executive (Mark Cullinan)</i> <i>Head of Corporate Strategy (Richard Tulej)</i> <i>Corporate Director (Finance & Performance) (Roger Muckle)</i> <i>Head of Legal and Human Resources (Sarah Taylor)</i></p> <p><i>Last Review Date: 05 June 2007</i> <i>Next Review Due: 04 June 2008</i></p>					

Existing Controls / Completed Actions



- 1 The Community Safety Partnership includes key objectives relating to alcohol related violence and crime.

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Work with the Police, Primary Care Trust and other agencies within the Community Safety partnership to address issues around alcohol related violence and harm.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	
2 Work with the Police and other agencies to ensure that, under the Licensing Act 2003, licensable activities are properly licenced and that licence conditions are complied with.		<ul style="list-style-type: none"> Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor) 	£0	
3 Continue to develop strategy to reduce alcohol related harm and then obtain City Council endorsement.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1163	Failure to work with partners to reduce alcohol related problems throughout the district.	 	 		
		H/M 05-Jun-07	M/M 05-Jan-07	L/M	
<p><i>Owners: Corporate Director (Finance & Performance) (Roger Muckle)</i> <i>Head of Corporate Strategy (Richard Tulej)</i></p> <p><i>Last Review Date: 05 June 2007</i> <i>Next Review Due: 04 June 2008</i></p>					

Existing Controls / Completed Actions

- 1 Community Safety Partnership (CSP) and Local Strategic Partnership (LSP) in place.

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Work with partners in the CSP and LSP including with the Police, the PCT, and the County Council (Trading Standards and Youth & Community) and voluntary organisations.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	
2 Strategy being developed through LSP to reduce alcohol related harm. Then obtain endorsement from City Council.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	

Corporate Risk Register

Full Risks Report

Objective: To make best use of European ERDF and other funding within the Economic Development Zone to provide new and refurbished individual and commercial space. (cp/0708/08)

Note: Key Performance Indicators -

8.1 Luneside East land transfer completed by July 2007.





8.2 Storey Institute - Start on commercial space by December 2007.

8.3 Lancaster Science Park - Contract agreed with preferred partner and work starts on site by September 2007.

8.4 Regeneration programme - Funding approval from NWDA in place and site acquired by August 2007.

8.5 NWDA funds for Vision Board work agreed for 2007/08 by May 2007.

8.6 Full Strategic Investment Plan costs included in the sub regional economic strategy by January 2008.

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/0001 There may be loss of external funding for regeneration projects.	 ★	 ★		
	M/M 13-Jul-05	L/M 13-Jul-05	L/M	

Owners: Corporate Director (Regeneration Services) (John Donnellon)
Head of Economic Development and Tourism (Peter Sandford)

Last Review Date: 27 November 2006 Next Review Due: 27 November 2007

Existing Controls / Completed Actions	
1	Maintain ongoing dialogue with NWDA
2	Submit a recovery plan to Government Office NW
3	Monitor EDZ project expenditure through EDZ officer group - ongoing



Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/0002 Loss of key staff in implementing EDZ projects.	 ↑	 ↓		
	H/M 24-Nov-06	M/L 24-Nov-06	L/L	

Owners: Head of Planning & Building Control (Andrew Dobson)
Head of Economic Development and Tourism (Peter Sandford)

Last Review Date: 24 November 2006 Next Review Due: 24 November 2007

Notes: The Head of Planning and Building Control feels that this objective should read "To improve the range and quality of commercial development opportunities."

Existing Controls / Completed Actions	
1	Implement regeneration growth item/ recruit additional staff
2	Prioritise staff time - ongoing

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Set up project teams for key projects.	01-Oct-07	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	
2 Provide adequate resources for project delivery	01-Oct-07	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	

Objective: To make best use of European ERDF and other funding within the Economic Development Zone to provide new and refurbished individual and commercial space. (cp/0708/08)

Note: Key Performance Indicators -

8.1 Luneside East land transfer completed by July 2007.

8.2 Storey Institute - Start on commercial space by December 2007.

8.3 Lancaster Science Park - Contract agreed with preferred partner and work starts on site by September 2007.

8.4 Regeneration programme - Funding approval from NWDA in place and site acquired by August 2007.

8.5 NWDA funds for Vision Board work agreed for 2007/08 by May 2007.

8.6 Full Strategic Investment Plan costs included in the sub regional economic strategy by January 2008.

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/0003 Desire to create commercial development opportunities could place increased pressure on greenfield sites.	 H/L 24-Nov-06	 M/L 24-Nov-06	 L/L	  

Owners: Corporate Director (Regeneration Services) (John Donnellon)



Head of Planning & Building Control (Andrew Dobson)

Last Review Date: 24 November 2006

Next Review Due: 24 November 2007

Existing Controls / Completed Actions

- 1 Confirmation of status of Housing Restraint Policy
- 2 Housing supplementary guidance in place targeting Brownfield sites

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Adopt Supplementary Planning Guidance.	01-Apr-07	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Planning & Building Control (Andrew Dobson) 	£0	
2 Maintain progress on local development framework.	01-Apr-07	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Planning & Building Control (Andrew Dobson) 	£0	

Corporate Risk Register

Full Risks Report

Objective: To make best use of European ERDF and other funding within the Economic Development Zone to provide new and refurbished individual and commercial space. (cp/0708/08)

Note: Key Performance Indicators -

8.1 Luneside East land transfer completed by July 2007.

8.2 Storey Institute - Start on commercial space by December 2007.

8.3 Lancaster Science Park - Contract agreed with preferred partner and work starts on site by September 2007.

8.4 Regeneration programme - Funding approval from NWDA in place and site acquired by August 2007.

8.5 NWDA funds for Vision Board work agreed for 2007/08 by May 2007.




8.6 Full Strategic Investment Plan costs included in the sub regional economic strategy by January 2008.

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/0004 Council could take in liability for contaminated sites when acquiring land.	 ★	 ★		
	H/H 13-Jul-05	M/H 13-Jul-05	L/M	

Owners: Corporate Director (Regeneration Services) (John Donnellon)
Head of Property Services (Graham Cox)

Last Review Date: 27 November 2006 Next Review Due: 27 November 2007

Existing Controls / Completed Actions	
1	Obtain partnership funding with NWDA
2	Pollution Liability Insurance purchased in respect of Luneside East
3	Housing Supplementary Guidance in place targeting Brownfield sites

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Purchase Pollution liability insurance where required on projects		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox) 	£0	
2 Ensure Pollution liability insurance is adequate and without "gaps"		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox) 	£0	
3 Adopt SPG		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox) 	£0	

Objective: To make best use of European ERDF and other funding within the Economic Development Zone to provide new and refurbished individual and commercial space. (cp/0708/08)

Note: Key Performance Indicators -

8.1 Luneside East land transfer completed by July 2007.

8.2 Storey Institute - Start on commercial space by December 2007.

8.3 Lancaster Science Park - Contract agreed with preferred partner and work starts on site by September 2007.

8.4 Regeneration programme - Funding approval from NWDA in place and site acquired by August 2007.




8.5 NWDA funds for Vision Board work agreed for 2007/08 by May 2007.

8.6 Full Strategic Investment Plan costs included in the sub regional economic strategy by January 2008.

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/0006 Private sector may fail to invest in commercial growth.	 	 		
Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford)	H/L 14-Jul-05	M/L 24-Nov-06	L/L	
Last Review Date: 24 November 2006	Next Review Due: 24 November 2007			

Existing Controls / Completed Actions

- 1 Re-focus the project portfolio onto public sector schemes
- 2 Continue to hold a dialogue with ket private sector developers
- 3 Members are trained in planning law.

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Ensure Council makes confident and logical decisions.	01-Apr-06	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	
2 Ensure that Communications and PR promote positive image of decision making.	01-Apr-06	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	
3 Report on EDZ contingency plans to EDZ Officers' Group.	01-Apr-06	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/0007 Developers proposals for commercial development may be unacceptable.	 	 		
Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Planning & Building Control (Andrew Dobson)	H/L 14-Jul-05	L/L 14-Jul-05	L/L	
Last Review Date: 27 November 2006	Next Review Due: 27 November 2007			

Existing Controls / Completed Actions

- 1 Council needs to control sale of land in addition to planning restrictions

Objective: To make best use of European ERDF and other funding within the Economic Development Zone to provide new and refurbished individual and commercial space. (cp/0708/08)

Note: Key Performance Indicators -

8.1 Luneside East land transfer completed by July 2007.

8.2 Storey Institute - Start on commercial space by December 2007.

8.3 Lancaster Science Park - Contract agreed with preferred partner and work starts on site by September 2007.

8.4 Regeneration programme - Funding approval from NWDA in place and site acquired by August 2007.

8.5 NWDA funds for Vision Board work agreed for 2007/08 by May 2007.

8.6 Full Strategic Investment Plan costs included in the sub regional economic strategy by January 2008.


Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0008	Adverse public opinion could restrain commercial growth.	 	 		
		M/H 14-Jul-05	L/M 14-Jul-05	L/L	

Owners: Corporate Director (Regeneration Services) (John Donnellon)
Head of Planning & Building Control (Andrew Dobson)

Last Review Date: 24 November 2006 Next Review Due: 24 November 2007

Existing Controls / Completed Actions

1 Effective public consultation

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Further public consultation	01-Apr-06	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Planning & Building Control (Andrew Dobson) 	£0	

Objective: To make best use of European ERDF and other funding within the Economic Development Zone to provide new and refurbished individual and commercial space. (cp/0708/08)

Note: Key Performance Indicators -

8.1 Luneside East land transfer completed by July 2007.







8.2 Storey Institute - Start on commercial space by December 2007.

8.3 Lancaster Science Park - Contract agreed with preferred partner and work starts on site by September 2007.

8.4 Regeneration programme - Funding approval from NWDA in place and site acquired by August 2007.

8.5 NWDA funds for Vision Board work agreed for 2007/08 by May 2007.

8.6 Full Strategic Investment Plan costs included in the sub regional economic strategy by January 2008.



Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0009	Possible failure of a major capital project, or cost of over-run.	 	 		
		H/H 14-Jul-05	L/H 14-Jul-05	L/M	

Owners: Corporate Director (Regeneration Services) (John Donnellon)
Head of Economic Development and Tourism (Peter Sandford)

Last Review Date: 27 November 2006 Next Review Due: 27 November 2007

Existing Controls / Completed Actions

- Adoption of "partnering" approach for contracting, where appropriate, and involvement of Centre Construction Innovation and internal audit in this process.
- Project implementation arrangements made subject to detailed scrutiny as part of project appraisal process

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Establishment of cross-service project teams for each main project.	01-Apr-06	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	
2 Create individual project risk registers for each major capital project.	01-Apr-06	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	

Objective: To make best use of European ERDF and other funding within the Economic Development Zone to provide new and refurbished individual and commercial space. (cp/0708/08)

Note: Key Performance Indicators -

8.1 Luneside East land transfer completed by July 2007.

8.2 Storey Institute - Start on commercial space by December 2007.

8.3 Lancaster Science Park - Contract agreed with preferred partner and work starts on site by September 2007.

8.4 Regeneration programme - Funding approval from NWDA in place and site acquired by August 2007.

8.5 NWDA funds for Vision Board work agreed for 2007/08 by May 2007.

8.6 Full Strategic Investment Plan costs included in the sub regional economic strategy by January 2008.

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/0115 Potential opportunity arising from M6 link road being built could be lost.	9 ★	8 ↓	3	⚠
	H/H 05-Sep-05	M/H 27-Nov-06	L/M	

Owners: Corporate Director (Regeneration Services) (John Donnellon)
Head of Economic Development and Tourism (Peter Sandford)

Last Review Date: 27 November 2006 Next Review Due: 27 November 2007

Existing Controls / Completed Actions

- 1 Environmental impact assessments carried out.
- 2 Barristers' opinions have been obtained.
- 3 Public consultation has been carried out.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Engage public and media support.		• Corporate Director (Regeneration Services) (John Donnellon)	£0	⚠
2 Secure support of standing MP.		• Corporate Director (Regeneration Services) (John Donnellon)	£0	⚠

Objective: To make best use of European ERDF and other funding within the Economic Development Zone to provide new and refurbished individual and commercial space. (cp/0708/08)

Note: Key Performance Indicators -

8.1 Luneside East land transfer completed by July 2007.

8.2 Storey Institute - Start on commercial space by December 2007.

8.3 Lancaster Science Park - Contract agreed with preferred partner and work starts on site by September 2007.

8.4 Regeneration programme - Funding approval from NWDA in place and site acquired by August 2007.

8.5 NWDA funds for Vision Board work agreed for 2007/08 by May 2007.

8.6 Full Strategic Investment Plan costs included in the sub regional economic strategy by January 2008.

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1299 Funding for the Council's regeneration programmes may be clawed back.	 	 		
	H/H 18-Sep-07	M/H 18-Sep-07	L/M	



Owners: Corporate Director (Regeneration Services) (John Donnellon)
Head of Economic Development and Tourism (Peter Sandford)

Last Review Date: 18 September 2007 Next Review Due: 17 September 2008

Notes: High sums involved - Current Economic Development programmes have a value of £18m.

Existing Controls / Completed Actions

- 1 Training in project and programme management, State Aid and procurement has been undertaken by programmes staff.
- 2 A project management methodology (LAMP) has been introduced corporately.
- 3 Risk assessment and risk management at project and programme level have been introduced and improved.
- 4 Performance management arrangements for both projects and programmes are in place.
- 5 Requirements for document retention have been clarified and disseminated corporately.
- 6 Pre-audit arrangements have been introduced.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Urgent consideration of fixed term staff contracts is required in order to provide a longer term assurance to the Council that the required skills and experience will be available as necessary. Currently programme staff contracts will all end in Mar '08.	30-Nov-07	• Head of Economic Development and Tourism (Peter Sandford)	£0	
2 Additional storage space is required for essential documents which cannot be retained electronically and must be retained in paper form until 2015.	01-Mar-08	• Head of Economic Development and Tourism (Peter Sandford)	£0	

Corporate Risk Register

Full Risks Report

Objective: To regenerate the West End of Morecambe. (cp/0708/09)

Note: Key Performance Indicators -

9.1 Promenade Gardens Scheme completed by May 2007.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0011	A lack of resources could hinder the full implementation of the Morecambe Action Plan.	★	↑		
		M/M 14-Jul-05	L/M 24-Nov-06	L/L	
Owners: Corporate Director (Regeneration Services) (John Donnellon) Project Director (Urban Renewal) (Stephen Matthews)					
Last Review Date: 24 November 2006 Next Review Due: 24 November 2007					

Existing Controls / Completed Actions

1 Resources obtained from NWDA for delivery team.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Implement Planning and Building Control structures 2005.	01-Apr-06	• Corporate Director (Regeneration Services) (John Donnellon)	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0012	There may be a loss of community support for implementation of the Morecambe Action Plan.	↑	★		
		H/H 08-Sep-05	M/M 15-Jul-05	M/L	
Owners: Corporate Director (Regeneration Services) (John Donnellon) Project Director (Urban Renewal) (Stephen Matthews)					
Last Review Date: 27 November 2006 Next Review Due: 27 November 2007					

Existing Controls / Completed Actions

1 Public consultation on West End Master Plan has been undertaken.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Engage West End Partnership in implementation of West End Masterplan.	01-Oct-06	• Corporate Director (Regeneration Services) (John Donnellon)	£0	
2 Provide dedicated staff resource for West End Masterplan.	01-Oct-06	• Corporate Director (Regeneration Services) (John Donnellon)	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0013	Change of Government priorities could effect the Morecambe Action Plan.	★	★		
		H/M 15-Jul-05	L/M 15-Jul-05	L/M	
Owners: Corporate Director (Regeneration Services) (John Donnellon) Project Director (Urban Renewal) (Stephen Matthews)					
Last Review Date: 27 November 2006 Next Review Due: 27 November 2007					

Existing Controls / Completed Actions

1 Lobbying and MP support







Corporate Risk Register

Full Risks Report


Objective: To regenerate the West End of Morecambe. (cp/0708/09)







Note: Key Performance Indicators -

9.1 Promenade Gardens Scheme completed by May 2007.


Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0014	There could be a lack of public support for the Morecambe Action Plan.	 	 		
		H/M 15-Jul-05	M/M 15-Jul-05	L/M	
<i>Owners: Corporate Director (Regeneration Services) (John Donnellon)</i> <i>Project Director (Urban Renewal) (Stephen Matthews)</i> <i>Last Review Date: 24 November 2006 Next Review Due: 24 November 2007</i>					

Existing Controls / Completed Actions	
1	Education and community buy-in to risk - partially in place
2	Carry out Public Consultation

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Produce Community Engagement Strategy		• Corporate Director (Regeneration Services) (John Donnellon)	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0015	Failure to obtain external funding for the Morecambe Action Plan.	 	 		
		H/M 15-Jul-05	M/M 24-Nov-06	L/M	
<i>Owners: Corporate Director (Regeneration Services) (John Donnellon)</i> <i>Project Director (Urban Renewal) (Stephen Matthews)</i> <i>Last Review Date: 24 November 2006 Next Review Due: 24 November 2007</i>					

Existing Controls / Completed Actions	
1	Lobbying and MP support
2	Endorsement of Action Plan by NWDA and EP

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Ensure Morecambe is identified by regional housing board as priority investment		• Corporate Director (Regeneration Services) (John Donnellon)	£0	







Corporate Risk Register

Full Risks Report

Objective: To regenerate the West End of Morecambe. (cp/0708/09)





Note: Key Performance Indicators -

9.1 Promenade Gardens Scheme completed by May 2007.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0016	Private sector may not respond to the Morecambe Action Plan.	 	 		
		H/H 15-Jul-05	M/M 15-Jul-05	L/M	
<p><i>Owners: Corporate Director (Regeneration Services) (John Donnellon)</i> <i>Project Director (Urban Renewal) (Stephen Matthews)</i></p> <p><i>Last Review Date: 27 November 2006 Next Review Due: 27 November 2007</i></p>					

Existing Controls / Completed Actions

- Engage a primary private sector partner for promenade

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Obtain EP and NWDA funding		• Corporate Director (Regeneration Services) (John Donnellon)	£0	
2 Patnership working with private sector		• Corporate Director (Regeneration Services) (John Donnellon)	£0	
3 Engage a primary private sectot partner for West End		• Corporate Director (Regeneration Services) (John Donnellon)	£0	
4 Undertake Master Planning exercise		• Corporate Director (Regeneration Services) (John Donnellon)	£0	

Objective: A varied programme of festivals and events throughout the district. (cp/0708/10)

Note: Key Performance Indicators -

10.1 Increase tourist spend by an average of 5% annually across all categories of visitors.

10.2 Increase the number of staying visitors by 3% annually.

10.3 Achieve 80% good or excellent on quality of service TIC customer satisfaction forms.

10.4 Green Flag bid for Happy Mount Park submitted and determined by July 2007.

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1029 Failure to provide a varied programme of festivals and events throughout the district.	 	 		
	M/M 18-Sep-06	L/M 18-Sep-06	L/L	

Owners: Chief Leisure Officer (David Owen)


Corporate Director (Regeneration Services) (John Donnellon)

Last Review Date: 27 November 2006

Next Review Due: 27 November 2007

Existing Controls / Completed Actions

- 1 Working with both the private sector and other organisations to develop a successful programme.
- 2 In receipt of the Festivals Innovation Fund.
- 3 Obtain Green Flag status for Happy Mount Park.

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 To continue to work with both the private sector and other organisations to develop a successful programme.		<ul style="list-style-type: none"> • Corporate Director (Regeneration Services) (John Donnellon) • Chief Leisure Officer (David Owen) 	£0	


Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1175 Failure to review the Festivals Innovation Fund and align it more closely with tourism.	 	 		
	H/L 08-Jan-07	H/L 08-Jan-07	L/L	

Owners: Chief Leisure Officer (David Owen)

Corporate Director (Regeneration Services) (John Donnellon)

Last Review Date: 08 January 2007

Next Review Due: 08 January 2008







Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Examine the effectiveness of the Festivals Innovation Fund and align it better with tourism.		<ul style="list-style-type: none"> • Corporate Director (Regeneration Services) (John Donnellon) • Chief Leisure Officer (David Owen) 	£0	

Objective: To improve the retail, leisure and residential offering in Lancaster City Centre. (cp/0708/11)

Note: Key Performance Indicators ;

11.1 *To work with partners to ensure an outline planning application for Canal Corridor is submitted by April 2007.*

11.2 *To ensure planning committee consider the outline application by September 2007.*

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1031	Failure to ensure that the Canal Corridor scheme meets local planning objectives.	 	 		
		H/H 27-Sep-06	H/M 27-Sep-06	M/M	

Owners: *Head of Planning & Building Control (Andrew Dobson)*


Corporate Director (Regeneration Services) (John Donnellon)

Last Review Date: *27 November 2006*

Next Review Due: *27 November 2007*

Existing Controls / Completed Actions

1 The Local Development Framework is in place.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Use a master plan approach for the scheme.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Planning & Building Control (Andrew Dobson) 	£0	

Objective: To regenerate Carnforth and its rural hinterland. (cp/0708/12)

Note: Key Performance Indicators;

12.1 Increase overall satisfaction with the effectiveness of the Carnforth Area Regeneration Partnership from current baseline.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0018	There could be a lack of continuity of staff resources for the Market Towns Initiative in Carnforth.				
		M/H 18-Jul-05	L/M 16-Aug-07	L/L	
<i>Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford)</i>					
<i>Last Review Date: 16 August 2007 Next Review Due: 15 August 2008</i>					

Existing Controls / Completed Actions	
1	Funding in place for 2007/08.
2	Rural Regeneration Officer (Carnforth Initiative) retained.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Continue with existing staff resources until at least March 2008.		• Head of Economic Development and Tourism (Peter Sandford)	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0019	There could be a lack of external funding for the Market Towns Initiative in Carnforth.				
		H/M 18-Jul-05	L/M 16-Aug-07	L/M	
<i>Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford)</i>					
<i>Last Review Date: 16 August 2007 Next Review Due: 15 August 2008</i>					

Existing Controls / Completed Actions	
1	Rural Regeneration Officer (Carnforth Initiative) retained.
2	NWDA funding in place for 2007/08.




Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0020	Exposure to legal or financial challenge as a result of its role as accountable body for Carnforth Market Town Initiative.				
		M/M 18-Jul-05	L/M 18-Jul-05	L/M	
<i>Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford)</i>					
<i>Last Review Date: 16 August 2007 Next Review Due: 15 August 2008</i>					

Existing Controls / Completed Actions	
1	Established SLA with Carnforth & Area Regeneration Partnership (CARP)
2	Devised robust constitution for CARP which satisfies the requirements of NWDA and City Council as accountable body.
3	Implemented ongoing PR and communication campaign in support of CARP and their activities.

Objective: To regenerate Carnforth and its rural hinterland. (cp/0708/12)

Note: Key Performance Indicators;

12.1 Increase overall satisfaction with the effectiveness of the Carnforth Area Regeneration Partnership from current baseline.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status	
R/0021	Lack of project development capacity to implement Market Towns Initiative.	 H/M 08-Sep-05	 L/M 16-Aug-07	 L/M	 L/M	
<p><i>Owners: Corporate Director (Regeneration Services) (John Donnellon)</i> <i>Head of Economic Development and Tourism (Peter Sandford)</i></p> <p><i>Last Review Date: 16 August 2007</i> <i>Next Review Due: 15 August 2008</i></p>						

Existing Controls / Completed Actions

- 1 Obtained development funding from NWDA
- 2 Held discussions with NWDA and other partners
- 3 Allocated supporting staff resources from within regeneration team - ongoing.

Objective: To reduce the amount of energy used by both the Council and households across the district. (cp/0708/13)

Note: Key Performance Indicators;

13.1 Reduce overall energy use in Council buildings from 6,563,842kwh (05/06) to 5,328,114kwh (08/09).

13.2 Reduce CO2 emissions from Council buildings from 0.0666 (05/06) to 0.057 (08/09).

13.3 Increase the % of energy the Council uses from sustainable sources from 9.90% in 05/06 to 60% in 08/09.

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
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R/1032 Failure to reduce the amount of energy used by both the Council and households across the district.

7 ★ **2** ↓ **1** 
H/M 28-Sep-06 M/L 08-Jan-07 L/L

Owners: Head of Property Services (Graham Cox)

Corporate Director (Regeneration Services) (John Donnellon)

Last Review Date: 08 January 2007

Next Review Due: 08 January 2008

Existing Controls / Completed Actions

- 1 Energy Forum formed.
- 2 Climate Change Strategy developed.

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Undertake all works in the Council's Energy Management Action Plan.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox) 	£0	
2 Energy efficiency measures at Salt Ayre Sports Centre.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox) 	£0	
3 Implement national/ EU sustainability policies through planning decisions and implementation of Building Regulations.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Planning & Building Control (Andrew Dobson) 	£0	
4 Examine ways in which the Council decision making and resource use can affect the determinants of climate change.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox) 	£0	
5 The Council should improve its own energy efficiency and promote action by others.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox) 	£0	
6 Improve energy efficiency in municipal buildings.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox) 	£0	
7 Examine alternative generation possibilities as "spend to save" initiatives.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox) 	£0	
8 Use the new planning frameworks to promote best practice in energy efficiency and renewable energy use.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox) 	£0	

Corporate Risk Register

Full Risks Report

Objective: Reduce the impact of Climate Change within the district. (cp/0708/14)

Note: Key Performance Indicators

14.1 Implement Year 1 actions from the strategy.

Risk and Risk Owners:		Inherent Risk		Residual Risk		Target Risk	Status
R/1174	Failure to deal with the likely sea level rise for the next 50 years.	 		 			
		H/H 08-Jan-07		L/M 08-Jan-07		L/M	

Owners: *Corporate Director (Community Services) (Peter Loker)*

Last Review Date: *08 January 2007*

Next Review Due: *08 January 2008*

Existing Controls / Completed Actions

1 Sea defences in Morecambe complete.

Corporate Risk Register

Full Risks Report

Objective: Reduce the risk of flooding from the sea. (cp/0708/15)

Note: Key Performance Indicator

Complete Phase 6/7 of the Morecambe Coastal Sea Defences by July 2007.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1296	Insufficient resources to improve sea defences.	 	 		
Owners: Head of Planning & Building Control (Andrew Dobson)		H/H 16-Aug-07	L/M 16-Aug-07	L/L	
Last Review Date: 16 August 2007		Next Review Due: 15 August 2008			

Existing Controls / Completed Actions

1 Funding received from DEFRA.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Complete phases 6 and 7 of Morecambe Coastal Sea Defences.		• Head of Planning & Building Control (Andrew Dobson)	£0	

Corporate Risk Register

Full Risks Report

Objective: Continue to develop Neighbourhood Management within the district. (cp/0708/16)

Note: Key Performance Indicators

16.1 Developer partner appointed for the exemplar housing scheme jointly with English Partnerships by August 2007.




16.2 Roll out of the first phase of 3 stream waste collection to the West End by October 2007.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1297	Failure to develop Neighbourhood Management within the district.	 	 		
		H/H 16-Aug-07	M/M 16-Aug-07	L/M	

Owners: Project Director (Urban Renewal) (Stephen Matthews)

Last Review Date: 16 August 2007

Next Review Due: 15 August 2008

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Introduce Neighbourhood Management in the West End of Morecambe.		• Project Director (Urban Renewal) (Stephen Matthews)	£0	
2 Ensure that a developer partner is appointed for the exemplar housing scheme jointly with English Partnerships.	01-Aug-07	• Project Director (Urban Renewal) (Stephen Matthews)	£0	
3 Roll out the first phase of 3 stream waste collection to the West End.	01-Oct-07	• Head of City Council (Direct) Services (Mark Davies)	£0	




Objective: To increase the provision of more affordable housing. (cp/0708/17)

Note: Key Performance Indicators;

17.1 A minimum of 20% of all dwelling completions to be affordable.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0104	Failure to provide affordable housing in areas of higher house prices.	 	 		
		H/H 09-Sep-05	M/M 05-Jan-07	L/M	
<p><i>Owners: Corporate Director (Community Services) (Peter Loker)</i> <i>Head of Health & Strategic Housing (Suzanne Lodge)</i> <i>Project Director (Urban Renewal) (Stephen Matthews)</i> <i>Corporate Director (Regeneration Services) (John Donnellon)</i></p> <p><i>Last Review Date: 05 January 2007</i> <i>Next Review Due: 05 January 2008</i></p>					

Existing Controls / Completed Actions	
1	Lobby agencies in place.
2	Effective development control.
3	Affordable Housing Policy.
4	Local Development Framework in place.
5	Housing Strategy developed.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Formulating bids to Housing Corporation to provide affordable housing - ongoing.		<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) 	£0	
2 Working with landlords to access accommodation in private housing sector - ongoing.		<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) 	£0	
3 Aim to increase the availability of housing, both for those with no realistic option except renting, and for those who are being priced out of high demand areas.		<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) 	£0	
4 Ensure that the Housing Strategy and Local Development Framework reflect this.		<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Head of Planning & Building Control (Andrew Dobson) Project Director (Urban Renewal) (Stephen Matthews) 	£0	
5 Make use of planning powers to ensure that all significant developments include a proportion of "affordable" homes and incorporate this requirement in the new Local Development Framework.		<ul style="list-style-type: none"> Head of Planning & Building Control (Andrew Dobson) Project Director (Urban Renewal) (Stephen Matthews) Head of Health & Strategic Housing (Suzanne Lodge) 	£0	
6 Seek to increase numbers of affordable homes in areas of particularly high housing demand.		<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) 	£0	

Objective: To increase the provision of more affordable housing. (cp/0708/17)

Note: Key Performance Indicators;

17.1 A minimum of 20% of all dwelling completions to be affordable.


Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1173	Failure of partnership with Regional Housing Board, and other associations, to use shared ownership and social rented housing etc.	 	 		
		H/M 05-Jan-07	M/M 05-Jan-07	L/M	

*Owners: Corporate Director (Community Services) (Peter Loker)
Head of Health & Strategic Housing (Suzanne Lodge)
Project Director (Urban Renewal) (Stephen Matthews)
Corporate Director (Regeneration Services) (John Donnellon)*

Last Review Date: 05 January 2007 Next Review Due: 05 January 2008

Existing Controls / Completed Actions

1 Partnerships in place.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Work with partners to provide more affordable homes.		<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) 	£0	

Corporate Risk Register

Full Risks Report





Objective: Reduce levels of homelessness with a particular emphasis on young people, domestic violence and emergency accommodation. (cp/0708/18)

Note: Key Performance Indicators ;

18.1 Increase the number of homelessness cases successfully resolved from 1.75 (per 1000 h/hold) in 06/07 to 2 in 07/08 (BV213).

18.2 Maintain the level of repeat homelessness cases at nil in 2007/08 (BV214).

18.3 10% reduction in numbers of HMOs achieved by March 2010.

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/0022 Lack of resources to improve services to homeless people/ government funding ceases.	 H/M 23-Aug-05	 M/L 21-May-07	 L/L	

Owners: Corporate Director (Community Services) (Peter Loker)
Head of Health & Strategic Housing (Suzanne Lodge)
Project Director (Urban Renewal) (Stephen Matthews)
Corporate Director (Regeneration Services) (John Donnellon)

Last Review Date: 21 May 2007

Next Review Due: 20 May 2008

Existing Controls / Completed Actions	
1	Secured ODPM funding for 07/08 homeless projects.
2	Funding secured from City Council/ West End Partnership/ Poulton Neighbourhood Management.
3	Homelessness provided for within West End Masterplan.

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Follow advice given by Lancaster University Homeless research Project.	01-Oct-07	<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) 	£0	
2 Review Homelessness Strategy by 31/12/07.	31-Dec-07	<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) 	£0	
3 Continue to reduce numbers presenting themselves as homeless.	01-Apr-08	<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) 	£0	







Objective: Reduce levels of homelessness with a particular emphasis on young people, domestic violence and emergency accommodation. (cp/0708/18)

Note: Key Performance Indicators ;

18.1 Increase the number of homelessness cases successfully resolved from 1.75 (per 1000 h/hold) in 06/07 to 2 in 07/08 (BV213).


18.2 Maintain the level of repeat homelessness cases at nil in 2007/08 (BV214).

18.3 10% reduction in numbers of HMOs achieved by March 2010.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1170	Lack of emergency accomodation for the homeless.	 	 		
Owners: <i>Head of Health & Strategic Housing (Suzanne Lodge)</i> <i>Corporate Director (Community Services) (Peter Loker)</i> <i>Project Director (Urban Renewal) (Stephen Matthews)</i> <i>Corporate Director (Regeneration Services) (John Donnellon)</i>		H/M 05-Jan-07	M/L 21-May-07	L/L	
Last Review Date: 21 May 2007		Next Review Due: 20 May 2008			

Existing Controls / Completed Actions

- 1 Partnerships in place with Housing Associations.
- 2 Homelessness Strategy in place.
- 3 Funding secured for Portland Street Hostel.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Continue to work with Housing Associations and other partners.		<ul style="list-style-type: none"> • Head of Health & Strategic Housing (Suzanne Lodge) • Project Director (Urban Renewal) (Stephen Matthews) 	£0	
2 Need to review Homelessness Strategy.		<ul style="list-style-type: none"> • Head of Health & Strategic Housing (Suzanne Lodge) • Project Director (Urban Renewal) (Stephen Matthews) 	£0	
3 Work with YMCA to open Portland Street Hostel.		<ul style="list-style-type: none"> • Head of Health & Strategic Housing (Suzanne Lodge) • Project Director (Urban Renewal) (Stephen Matthews) 	£0	







Objective: Reduce levels of homelessness with a particular emphasis on young people, domestic violence and emergency accommodation. (cp/0708/18)

Note: Key Performance Indicators ;

18.1 Increase the number of homelessness cases successfully resolved from 1.75 (per 1000 h/hold) in 06/07 to 2 in 07/08 (BV213).

18.2 Maintain the level of repeat homelessness cases at nil in 2007/08 (BV214).

18.3 10% reduction in numbers of HMOs achieved by March 2010.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1171	Lack of provision for young people who become homeless.	 	 		
		H/M 05-Jan-07	M/L 21-May-07	L/L	




Owners: Corporate Director (Community Services) (Peter Loker)
Head of Health & Strategic Housing (Suzanne Lodge)
Project Director (Urban Renewal) (Stephen Matthews)
Corporate Director (Regeneration Services) (John Donnellon)

Last Review Date: 21 May 2007

Next Review Due: 20 May 2008

Existing Controls / Completed Actions

- 1 Homeless Strategy in place.
- 2 Partnerships formed with Housing Associations and other bodies.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Continue to work with Housing Associations and other partners.		<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) 	£0	
2 Review Homelessness Strategy.		<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) 	£0	
3 Work with YMCA to open Portland Street Hostel.		<ul style="list-style-type: none"> Project Director (Urban Renewal) (Stephen Matthews) Head of Health & Strategic Housing (Suzanne Lodge) 	£0	

Corporate Risk Register

Full Risks Report


Objective: Reduce levels of homelessness with a particular emphasis on young people, domestic violence and emergency accommodation. (cp/0708/18)

Note: Key Performance Indicators ;

18.1 Increase the number of homelessness cases successfully resolved from 1.75 (per 1000 h/hold) in 06/07 to 2 in 07/08 (BV213).

18.2 Maintain the level of repeat homelessness cases at nil in 2007/08 (BV214).

18.3 10% reduction in numbers of HMOs achieved by March 2010.




Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1172	Lack of provision for homelessness caused by domestic violence.	 	 		
		H/M 05-Jan-07	M/L 21-May-07	L/L	

Owners: Corporate Director (Community Services) (Peter Loker)
Head of Health & Strategic Housing (Suzanne Lodge)
Project Director (Urban Renewal) (Stephen Matthews)
Corporate Director (Regeneration Services) (John Donnellon)

Last Review Date: 21 May 2007

Next Review Due: 20 May 2008

Existing Controls / Completed Actions	
1	Homelessness Strategy in place.
2	Partnerships formed with Housing Associations and other bodies.
3	Domestic violence strategy approved.
4	Five properties identified for victims of domestic violence.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Continue to work with Housing Associations and other partners.		<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) 	£0	
2 Homelessness Strategy being reviewed.		<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) 	£0	
3 Roll out Sanctuary Scheme.	31-Dec-07	<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) 	£0	

Objective: Develop a comprehensive approach to children and young people's issues. (cp/0708/19)

Note: 19.1 Child Protection Policy revised and actioned by July 2007.

19.2 Implement Action Plan responding to "Working in Partnership to Deliver Improved Outcomes for Children and Young People" assessment; by June 2007.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1298	Failure to deliver improved outcomes for children and young people.	 	 		
		H/H 16-Aug-07	M/M 16-Aug-07	L/M	





Owners: Corporate Director (Finance & Performance) (Roger Muckle)
Head of Corporate Strategy (Richard Tulej)

Last Review Date: 16 August 2007

Next Review Due: 15 August 2008

Existing Controls / Completed Actions

1 Developed Child Protection Policy.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Develop and implement a Children and Young People's strategy.		• Head of Corporate Strategy (Richard Tulej)	£0	
2 Introduce Children and Young People's Panels.		• Head of Corporate Strategy (Richard Tulej)	£0	
3 Action Child Protection Policy.		• Head of Corporate Strategy (Richard Tulej)	£0	
4 Implement Action Plan responding to "Working in Partnership to Deliver Improved Outcomes for Children and Young People" assessment.		• Head of Corporate Strategy (Richard Tulej)	£0	

Corporate Risk Register

Full Risks Report

Objective: Council continues to improve; external assessment validates that improvement. (cp/0708/20)






Note: Key Performance Indicators;

20.1 % of Improvement Plan targets achieved (Target 100%) in accordance with Action Plan deadlines.

20.2 To reduce the average days lost to sickness to 10 days per employee by March 2008.


20.3 Completion of pay and grading review and implement new pay system by March 2008.







20.4 Services to achieve top quartile performance ratings in all corporate KPIs by March 2010.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0108	Failure to carry out the actions in the Corporate Improvement Plan.	 	 		
		H/H 07-Sep-05	M/L 07-Sep-05	L/L	
Owners: Chief Executive (Mark Cullinan)					
Last Review Date: 27 November 2006 Next Review Due: 27 November 2007					

Existing Controls / Completed Actions


- 1 Implementation plan has clearly defined outcomes with responsibilities attached to individuals.
- 2 Updates reported quarterly to Cabinet's Corporate Review Team and to Management Team.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Continue to implement actions and develop improvement plan - ongoing.		• Chief Executive (Mark Cullinan)	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0128	Failure of Cabinet to prioritise corporate objectives effectively to meet the needs of the district.	 	 		
		H/H 09-Sep-05	H/M 09-Sep-05	M/M	
Owners: Corporate Director (Finance & Performance) (Roger Muckle) Head of Financial Services (Nadine Muschamp)					
Last Review Date: 27 November 2006 Next Review Due: 27 November 2007					

Existing Controls / Completed Actions

- 1 Budget and Policy Framework Timetable issued annually.
- 2 Consultation with various stakeholders (LSP Executive, Citizens' Panel, Parishes etc.)
- 3 Services' Business Plans considered along with outturn position.
- 4 Star Chamber Exercise undertaken.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Strategic Risk Register needs to be considered by Cabinet when setting priorities.		• Corporate Director (Finance & Performance) (Roger Muckle) • Head of Financial Services (Nadine Muschamp)	£0	

Objective: Council continues to improve; external assessment validates that improvement. (cp/0708/20)






Note: Key Performance Indicators;

20.1 % of Improvement Plan targets achieved (Target 100%) in accordance with Action Plan deadlines.

20.2 To reduce the average days lost to sickness to 10 days per employee by March 2008.


20.3 Completion of pay and grading review and implement new pay system by March 2008.

20.4 Services to achieve top quartile performance ratings in all corporate KPIs by March 2010.

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1033 Failure to improve sickness levels.	 	 		
Owners: Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor)	H/M 03-Oct-06	M/M 03-Oct-06	L/M	
Last Review Date: 27 November 2006	Next Review Due: 27 November 2007			

Existing Controls / Completed Actions


1 Sickness Absence Management Policy in force.

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Reduce the average days lost to sickness to 10 days per employee by March 2008.	01-Mar-07	<ul style="list-style-type: none"> Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor) 	£0	

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1034 Failure to undertake a pay and grading review of the workforce.	 	 		
Owners: Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor)	H/M 03-Oct-06	M/M 03-Oct-06	L/M	
Last Review Date: 27 November 2006	Next Review Due: 27 November 2007			

Existing Controls / Completed Actions

1 Workforce Strategy in place.

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Complete the pay and grading review by March 2008.		<ul style="list-style-type: none"> Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor) 	£0	

Objective: To improve the Council's performance monitoring, management and reporting arrangements. (cp/0708/21)

Note: Key Performance Indicators;

21.1 Services reporting performance through Escendency by July 2007.

21.2 To achieve the highest score of 4 (as judged by the Audit Commission) for the quality of our published data (by April 2008).




21.3 100% of new projects using LAMP methodology by September 2007.

21.4 All modules implemented by November 2007.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1035	Failure to improve the Council's performance monitoring, management and reporting arrangements.	 	 		
		H/M 03-Oct-06	M/L 05-Jun-07	L/L	
<p>Owners: Head of Financial Services (Nadine Muschamp) Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej)</p> <p>Last Review Date: 16 August 2007 Next Review Due: 15 August 2008</p>					

Existing Controls / Completed Actions

- 1 Performance Management Framework in place and providing effective improvement in monitoring, management and reporting arrangements.
- 2 Performance Management Framework enhanced by the development of Service based Value for Money Templates.
- 3 Established revised performance monitoring and reporting arrangements as set out in the Performance Management Framework.
- 4 Escendency Partnership arrangement in place.
- 5 Established Corporate Project Manager post.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Implement the Escendency performance management system across all Council Services.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) Head of Financial Services (Nadine Muschamp) 	£0	
2 Continue to roll out LAMP methodology throughout 2007/08.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) Head of Financial Services (Nadine Muschamp) 	£0	
3 Implement the 'Civica Financials' management system throughout the Council.	01-Nov-07	<ul style="list-style-type: none"> Head of Financial Services (Nadine Muschamp) 	£0	

Objective: To improve the Council's performance monitoring, management and reporting arrangements. (cp/0708/21)


Note: Key Performance Indicators;

21.1 Services reporting performance through Escendency by July 2007.

21.2 To achieve the highest score of 4 (as judged by the Audit Commission) for the quality of our published data (by April 2008).

21.3 100% of new projects using LAMP methodology by September 2007.

21.4 All modules implemented by November 2007.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1274	Poor decision making arising from poor quality or faulty data.	 	 		
		H/M 25-Jun-07	M/M 25-Jun-07	L/M	

Owners: Corporate Director (Finance & Performance) (Roger Muckle)


Last Review Date: 25 June 2007







Next Review Due: 24 June 2008

Notes: Now in Corporate Plan 2007/08 as priority outcome number 21. The information upon which the Council relies to make its decisions must be correctly stated, robust and timely. In all its systems and practices the Council aims to reduce the opportunity for error and design-in quality. Elected members and staff at all levels need to be aware of their responsibilities in ensuring data quality.

Existing Controls / Completed Actions

- 1 Data quality strategy approved and published 31.3.07
- 2 Relevant staff trained on data quality.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Implement the Data Quality Strategy.			£0	
2 Further training for members in data quality.	31-Jul-07	• Head of Corporate Strategy (Richard Tulej)	£0	
3 Full implementation of Escendency system.	31-Jul-07	• Head of Corporate Strategy (Richard Tulej)	£0	


Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1351	Loss of performance management system.	 	 		
Owners: Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej)		H/L 04-Dec-07	H/L 04-Dec-07	H/L	

Last Review Date: 04 December 2007

Next Review Due: 03 December 2008

Existing Controls / Completed Actions

- 1 None

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 None as yet. (Nature/ implications of risk to be assessed.)			£0	

Objective: To increase awareness of equal opportunities and diversity issues (cp/0708/22)

Note: Key Performance Indicator ;

22.1 Achieve level 2 of the Equality Standard for local government by November 2007.

22.2 Gypsy and Traveller Strategy developed and Action Plan implemented within agreed timescales.

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/0101 Failing to comply with the Race Relations Amendment Act 2000 and not achieving level 2 of Equality Standard for Local Government.	 	 		
	H/M 11-Aug-05	M/M 11-Aug-05	L/M	

Owners: Chief Executive (Mark Cullinan)






Head of Legal and Human Resources (Sarah Taylor)

Last Review Date: 27 November 2006

Next Review Due: 27 November 2007





Existing Controls / Completed Actions

- 1 Appointed a shared Diversity Officer.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Take account of and respond to forthcoming legislation - DDA (Pt III), religion/belief, sexual orientation.		<ul style="list-style-type: none"> Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor) 	£0	
2 Work towards achieving Level 2 ESLG		<ul style="list-style-type: none"> Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor) 	£0	
3 Extend training on diversity issues		<ul style="list-style-type: none"> Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor) 	£0	
4 Assess functions/ policies for relevance to race equality		<ul style="list-style-type: none"> Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor) 	£0	
5 Review Race Equality Scheme		<ul style="list-style-type: none"> Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor) 	£0	
6 Progress the Equality Standard for local government Action Plan.		<ul style="list-style-type: none"> Head of Legal and Human Resources (Sarah Taylor) 	£0	
7 Develop a Gypsy and Traveller Strategy and Action Plan.		<ul style="list-style-type: none"> Head of Legal and Human Resources (Sarah Taylor) 	£0	


Objective: Making sure that regeneration encourages local small businesses and social enterprises and rural businesses. (cp/cab.p2.4.5)

Note: This is a new objective published 6th December 2006 as Cabinet Priorities 2007/2008.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1164	Failing to ensure that regeneration encourages local small businesses and social enterprises and rural businesses.	 	 		
		H/H 04-Oct-07	L/M 04-Oct-07	L/L	





Owners: *Corporate Director (Regeneration Services) (John Donnellon)*
Head of Economic Development and Tourism (Peter Sandford)

Last Review Date: 04 October 2007 Next Review Due: 03 October 2008

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 To be completed.			£0	

Objective: Develop a new regeneration programme based on the recently published Vision. (cp/cab.pr2.5)



Note:

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1165 Failure to regenerate the area in accordance with the published Vision.	 	 		
	H/M 05-Jan-07	M/M 05-Jan-07	L/M	

Owners: *Corporate Director (Regeneration Services) (John Donnellon)*
Head of Economic Development and Tourism (Peter Sandford)

Last Review Date: 05 January 2007 Next Review Due: 05 January 2008

Existing Controls / Completed Actions	
1	Economic Vision for the district has been published.
2	Funding bid is ready to be submitted to the NWDA.



Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Develop a new regeneration programme based on the Vision.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	
2 Take advantage of new sources of funding from the NWDA, Europe and other agencies.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1166 Opportunity to redevelop the Central Promenade in Morecambe in partnership with Urban Splash.	 X/X	 X/X	 X/X	

Owners: *Corporate Director (Regeneration Services) (John Donnellon)*
Head of Economic Development and Tourism (Peter Sandford)

Last Review Date: Next Review Due:

Existing Controls / Completed Actions	
1	Funding bid ready to be submitted to NWDA.







Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Ensure that sustainability (environmental, social and economic) is at the heart of this programme.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	
2 Look at increasing employment opportunities across the district, but in Morecambe in particular.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	

Corporate Risk Register


Full Risks Report







Objective: Implement the new Tourism Strategy for the district. (cp/cab.pr2.6)

Note:



Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1167 Failure to adequately engage with partners to implement the new Tourism Strategy for the district.	 	 		
	H/H 05-Jan-07	L/M 05-Jan-07	L/M	
Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford)				
Last Review Date: 05 January 2007 Next Review Due: 05 January 2008				

Existing Controls / Completed Actions	
1	Tourism strategy for the district published.
2	Partnerships forged with both public and private sector (Lancashire & Blackpool Tourist Board and the NWDA).

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1			£0	

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1168 Failure to increase tourism within Lancaster, Morecambe and the surrounding districts.	 	 		
	H/M 05-Jan-07	M/M 05-Jan-07	L/M	
Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford)				
Last Review Date: 05 January 2007 Next Review Due: 05 January 2008				

Existing Controls / Completed Actions	
1	New Tourism Strategy published.
2	Whole district strategy taking advantage of the merits of City, Coast and Countryside.







Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1	Build on the identification by the LBTB and NWDA of Lancaster as a heritage tourism destination	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	
2	Ensure that the benefits are felt across the district.	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	

Corporate Risk Register

Full Risks Report

Objective: Determine how to influence the County Council in implementing a continued programme of road safety improvements and encourage alternatives to car travel. (cp/cab.pr2.7)

Note:

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1169 Failure to influence design and delivery of highways schemes following closure of the Lancashire Highway Partnership.	 	 		
	H/M 05-Jan-07	M/M 05-Jan-07	L/M	


Owners: Corporate Director (Community Services) (Peter Loker)

Last Review Date: 05 January 2007

Next Review Due: 05 January 2008

Existing Controls / Completed Actions

- 1 Agreed through Lancashire Locals to develop traffic calming and residents parking schemes; concentrating on 20mph zones in the first instance.
- 2 Cycling and walking strategy in place.
- 3 Lancaster has become a cycling demonstration town.



Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Work constructively with the County, and through Lancashire Locals, to ensure that schemes such as 20mph zones and the cycling demonstration town are completed.		• Corporate Director (Community Services) (Peter Loker)	£0	

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1182 Failure to further progress residents' parking schemes.	 	 		
	H/L 17-Oct-07	H/L 17-Oct-07	L/L	

Owners: Corporate Director (Community Services) (Peter Loker)

Last Review Date: 17 October 2007

Next Review Due: 16 October 2008

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Complete current rounds of consultation and, where agreed, progress the schemes.		• Corporate Director (Community Services) (Peter Loker)	£0	
2 Determine with the County Council how they will take forward requests for further schemes within the district.		• Corporate Director (Community Services) (Peter Loker)	£0	







Corporate Risk Register

Full Risks Report

Objective: Provision of high quality accessible public toilets. (cp/cab.pr2.9)

Note: Key Performance Indicators -

4.1 Clock Tower toilets opened by July 2006 and Arndale toilets opened by Sept 2006.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0999	Failure to review and rationalise public toilet provision in the district.	 	 		
		H/M 23-Aug-06	M/L 23-Aug-06	L/L	
<p><i>Owners: Corporate Director (Community Services) (Peter Loker)</i> <i>Head of City Council (Direct) Services (Mark Davies)</i></p> <p><i>Last Review Date: 09 May 2007</i> <i>Next Review Due: 08 May 2008</i></p>					







Existing Controls / Completed Actions

- 1 Reviewed provision of toilets in the entire district with a special focus on Morecambe.
- 2 Prioritisation programme identified.
- 3 Refurbished Clock Tower toilets.
- 4 Refurbished Arndale toilets.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Refurbish Happy Mount Park toilets and open by July 2007.	31-Jul-07	<ul style="list-style-type: none"> • Corporate Director (Community Services) (Peter Loker) • Head of City Council (Direct) Services (Mark Davies) 	£0	
2 Refurbish Bull Beck toilets and open by November 2007.	30-Nov-07	<ul style="list-style-type: none"> • Corporate Director (Community Services) (Peter Loker) • Head of City Council (Direct) Services (Mark Davies) 	£0	
3 Bid into 08/09 Capital Programme for further refurbishments (West End and Festival Market).	31-Mar-08	<ul style="list-style-type: none"> • Corporate Director (Community Services) (Peter Loker) • Head of City Council (Direct) Services (Mark Davies) 	£0	
4 Build new toilets in Heysham and open by March 2008.	31-Mar-08	<ul style="list-style-type: none"> • Head of City Council (Direct) Services (Mark Davies) • Corporate Director (Community Services) (Peter Loker) 	£0	

Objective: Clarify the Council's role in the provision of facilities for children and young people and community development. (cp/cab.pr3.3)

Note:

Risk and Risk Owners:		Inherent Risk		Residual Risk		Target Risk	Status
R/1177	Opportunity to prevent juvenile nuisance by providing informal leisure facilities for young people throughout the district.	 		 			
		H/L 14-May-07		M/L 14-May-07		L/L	




Owners: *Corporate Director (Regeneration Services) (John Donnellon)*
Chief Leisure Officer (David Owen)
Corporate Director (Finance & Performance) (Roger Muckle)
Head of Corporate Strategy (Richard Tulej)

Last Review Date: 05 June 2007

Next Review Due: 04 June 2008

Existing Controls / Completed Actions

- Children and Young People Strategy transferred to Corporate Strategy.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Provide kickabouts, youth shelters etc.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Chief Leisure Officer (David Owen) 	£0	
2 Ensure that such facilities are sited sensitively.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Chief Leisure Officer (David Owen) 	£0	
3 Action Plan arising from report to Cabinet (20 March 2007) being implemented - in particular, establishment of Youth Panels and Cross Service Officer Group.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	
4 Audit Commission Action Plan (arising from existing County/ District arrangements) to be implemented by June 2007.	30-Jun-07	<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	

Corporate Risk Register

Full Risks Report

Objective: Clarify the Council's role in the provision of facilities for children and young people and community development. (cp/cab.pr3.3)

Note:



Risk and Risk Owners:		Inherent Risk		Residual Risk		Target Risk	Status
R/1178	Failure to improve playgrounds to meet modern standards.	 		 			
		H/L 08-Jan-07		M/L 14-May-07		L/L	

Owners: Corporate Director (Community Services) (Peter Loker)
Head of City Council (Direct) Services (Mark Davies)

Last Review Date: 14 May 2007

Next Review Due: 13 May 2008

Existing Controls / Completed Actions	
1	Playground strategy now agreed.
2	Playground strategy funded.
3	Playground strategy actions from year 1 (06/07) now implemented.







Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Provide a smaller number of high quality playgrounds in areas where they are needed most.		<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	
2 Continue playground refurbishment programme.	31-Mar-08	<ul style="list-style-type: none"> Head of City Council (Direct) Services (Mark Davies) 	£0	

Corporate Risk Register

Full Risks Report







Objective: Work with LSP partners on a new agreed programme of joint initiatives. (cp/cab.pr3.5)


Note:

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1179 Opportunity to develop new initiatives with LSP partners.	 	 		
	H/L 05-Jun-07	M/L 05-Jun-07	M/L	
Owners: Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej)				
Last Review Date: 05 June 2007 Next Review Due: 04 June 2008				

Existing Controls / Completed Actions



- 1 Established procedure now in place to feed in LSP Building Block priorities seeking the (non-financial) support of Cabinet. These are published as a supplement in the Council's Corporate Plan.

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1180 Failure to identify additional resources for CCTV extension to Carnforth and "hotspots".	 	 		
	H/L 08-Jan-07	H/L 08-Jan-07	M/L	
Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox)				
Last Review Date: 08 January 2007 Next Review Due: 08 January 2008				

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Work in partnership with other agencies to obtain additional resources.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox) 	£0	

Objective: Improve the Council's cemeteries. (cp/cab.pr3.6)

Note:

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1181	Failure to increase spending in order to improve the Council's cemeteries.	  H/L 08-Jan-07	  L/L 21-May-07	 L/L	

Owners: *Corporate Director (Community Services) (Peter Loker)*
Head of Health & Strategic Housing (Suzanne Lodge)

Last Review Date: 21 May 2007

Next Review Due: 20 May 2008

Existing Controls / Completed Actions

- 1 Implementing recommendations of Cemeteries Task Group.
- 2 Secured funding in 2007/08.

Risk Treatment Actions

To be Implemented

By When By Whom

Est Cost

Status

- | | | | | |
|---|---|---|----|---|
| 1 | Identify additional resources for cemeteries improvement. | <ul style="list-style-type: none"> • Corporate Director (Community Services) (Peter Loker) • Head of Health & Strategic Housing (Suzanne Lodge) | £0 |  |
|---|---|---|----|---|