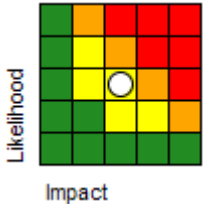
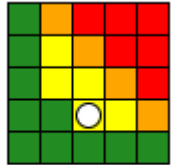


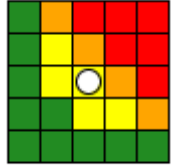
Appendix A Key Risk Register

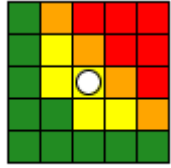
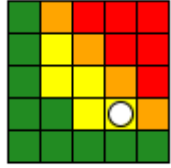
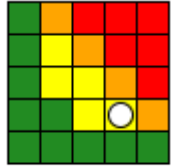


Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
Corporate Services: Borough Treasurer	Achieving a balanced budget position for 2016/17	Outgoing reductions in Government funding will need to be addressed to meet the statutory requirement to set a balanced budget.	The Council's Business Plan sets out a range of initiatives to address this financial challenge.	Borough Treasurer	The Council set a balanced budget for 2015/2016 in February 2015. A report on the Council's financial position including savings proposals is due to be presented to Council in July.	<p>Likelihood</p> <p>Impact</p>	10 Concerned
Corporate Services: Borough Treasurer	Treasury Management Investments – potential for significant losses	The volatility in financial markets in recent years has meant that investments are now less secure than previously. There is the potential that significant sums of money could be lost.	There is a treasury management policy and strategy in place. Well trained staff make investments with the guidance of brokers and treasury advisors. Investments can only be made in top rated UK based institutions or other local Authorities and for a maximum of three months.	Borough Treasurer	Operational arrangements continue to be reviewed and monitored in the light of current market conditions, and the priority remains the safety of the Council's investments.	<p>Likelihood</p> <p>Impact</p>	5 Content
Community Services	Business Continuity - Potential for disruption	Lack of Business Continuity planning could have a severe impact on service provision across critical Service Areas.	Key Service areas have been identified and individual plans put in place. These plans are tested on a regular basis and updated accordingly.	Assistant Director Community Services	A review of this area is currently being undertaken.	<p>Likelihood</p> <p>Impact</p>	4 Content

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
Housing and Regeneration	Delivery of the Housing Strategy	<p>The Housing Strategy 2014 -2019 – is intended to deliver a series of plans across a range of housing objectives, namely:-</p> <ul style="list-style-type: none"> . Achieve the right supply of new homes including maximising affordable housing . Regenerate and remodel areas of Skelmersdale . Make the best use of all existing homes . Encourage well managed and maintained homes across all tenures . Encourage investment to meet specialist housing requirements . Deliver the Council’s Sustainable Energy Strategy 2012- 2020 Residential and Domestic Sector objectives. 	<p>Regular monitoring will occur via the Service Action Plan (SAP) monitoring process. Each action contained in the Year 1 Housing Strategy Action Plan will have its own delivery risks, however the current and target risk rating is based upon an overall consideration of risk across all the intended delivery actions that are shown in the Housing SAP.</p>	Assistant Director Housing and Regeneration	The Housing Strategy was agreed at Cabinet in March 2014.		9 Uneasy

Council wide	Loss of personal data	<p>The Information Commissioner can take a range of actions against the Council for breaches of the Data Protection legislation including issuing undertakings to commit the Council to a particular course of action to improve its compliance with DPA, audit, serve enforcement notices and Stop Now Orders and, in the case of a serious breach, can serve a Monetary Penalty Notice up to £500,000. A loss of personal data would result in negative press coverage, damage to the Council's reputation, officer time and resources in addressing the breach and potentially action against the Council by the data subject.</p>	<p>The Council has had Data Protection policies and associated working practices in place for some years. Corporate policies have been improved and updated and subject to regular review. Service specific policies and procedures are in place for many services with the remainder being updated / reviewed. Management of Council contractors and retention arrangements remain a concern, although suitable requirements and actions are in place to address this. Senior Information Risk Owner (SIRO) arrangements are in place via an updated DP policy (reviewed annually). Comprehensive training has been organised and delivered, with annual refreshers training requirements identified. A detailed Action Plan remains in place and managed to assist compliance with this ongoing obligation.</p>	Managing Directors and Heads of Service	<p>The revised and updated Action Plan is in place to carry forward continuing obligations and new requirements. This will continue to be reviewed and developed accordingly.</p>	 <p>Likelihood</p> <p>Impact</p>	6 Uneasy
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Corporate	Failure to deliver Skelmersdale Town Centre Regeneration	<p>Opportunity - The project will provide a mix of residential, commercial, leisure and education accommodation opportunities.</p> <p>Threat - We could fail to address the economic issues, not address residents' requirements and have an impact on the Council's reputation.</p>	<ol style="list-style-type: none"> 1. Continue to consult with the public where relevant. 2. Collaboration agreement in place. 3. Continue to engage with the "other" landowners to encourage their participation in the scheme. 4. This risk is reviewed regularly as part of the ongoing project management. 5. Maintaining regular contact with developer and potential retail / commercial / leisure occupiers. 6. Project Board meets regularly to review progress. 	Managing Director Transformation	<p>A major planning application by St Modwen for a scheme consisting of a multi-screen cinema, restaurants & bars, retail facilities, and major enhancements to the public realm, has been approved.</p> <p>LCC's Youth Zone has opened.</p> <p>A multi-screen cinema and leisure complex on the second floor of the Concourse has been granted planning permission.</p> <p>Work is well advanced in relation to the enhancement of the Firbeck estate.</p> <p>Planning permission has been granted for the construction of new affordable housing on land at Firbeck</p> <p>Work has commenced on the making of a Local Development Order in respect of 2-3 housing sites within the Project Area to assist in their future disposal for residential development</p>	<p style="text-align: center;">Likelihood</p>  <p style="text-align: center;">Impact</p>	9 Uneasy
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Street Scene	Compliance with the revised Waste Framework Directive, which requires waste collection authorities (WCA) to collect recyclable material separately to improve the quality.	Potential increased cost in providing additional vehicles and increasing the current establishment.	A WCA can be exempted if it can demonstrate compliance would not be either technically possible, environmentally beneficial or economically viable (TEEP). Evidence is being compiled to demonstrate exemption	Assistant Director Street Scene	Currently applying the Waste Regulations Route Map guidance document as recommended by WRAP - 7/11/14		9 Uneasy
Corporate Services: Transformation	ICT Infrastructure	Several ICT systems/software applications coming to end of life in future years	The ICT Strategy has prioritised the refresh of ICT infrastructure. A Strategy Board with WLBC/BTLS membership monitors the delivery of the strategy.	Transformation Manager	Addressed through the ICT Strategy. Development workshop for a refreshed strategy for 2015 and beyond held in November 2014 with BTLS/WLBC.		8 Uneasy
Corporate Services: Transformation	Failure to manage the impact of the Government's Benefit Reforms	The introduction of Universal Credit represents a significant change in benefit support and could have a major impact on benefit claimants and revenue collection including Council Tax and Council House rents.	A working group has been established with membership from WLBC, BTLS and the DWP to oversee and manage the various emerging changes regarding Welfare Reform	Transformation Manager	A Member Update report on Welfare Reform was provided in June 2014. A Welfare Reform briefing presentation was provided for all Members in October 2014.		8 Uneasy

Level of Concern	Action Required
Very concerned	Urgent attention required at highest level to ensure risk is reduced to an acceptable level. Action planning should start without delay. Progress on actions should be reported to Joint Managing Directors and / or the Leader.
Concerned	Requires mitigation, contingency plan and identification of early warning indicators. Progress reported to DSH.
Uneasy	Acceptable. Requires mitigation. Reviewed at Head of Service Level.
Content	Acceptable. Keep under review but no action required unless changes occur.