

Appendix A Key Risk Register - Cabinet November 2012



Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Risk Assessment and Score
Corporate Services: Borough Treasurer	Treasury Management Investments are riskier given current market conditions	The volatility in financial markets 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 Sector. Investments can only be made in top rated UK based institutions or other local Authorities.	Borough Treasurer	Operational arrangements continue to be reviewed and monitored in the light of current market conditions. There continues to be a very limited number of secure investment options and this is depressing the level of income being generated.		10 Concerned
Council wide	Managing the implementation of the Major Service Reviews	<p><u>Threat</u> There is a potential effect on staff, workloads and service delivery.</p> <p><u>Opportunity</u> There are opportunities for significant budget savings, streamlining tasks and efficiency savings.</p>	Managers and unions are working together to achieve the agreed timescales and to implement the proposals quickly and effectively.	Managing Directors and Heads of Service	Council approved a set of MSR proposals in October following consultation with stakeholders and residents. The majority of these proposals should be implemented by April 2013.		5 Content
Corporate Services: Transformation / OCL	Failure to manage the impact of the Government's Benefit Reforms	The Government is reducing its financial support for Council Tax Benefit by 10% from April 2013, which creates a financial risk for both the Council and local benefit claimants. There could also be further financial risks from the proposed changes on Universal Credits.	Details on emerging Benefits issues are reported to Members on a regular basis and policies to deal with reductions in Benefit funding will be developed as this position becomes clearer.	Exchequer Services Manager	Members considered a report on a new system for Council Tax Support at the Council meeting in July. A further report will be produced for December Council following a consultation exercise which is currently being conducted.		8 Uneasy
Community Services	Business Continuity - Potential for disruption	Lack of Business Continuity planning could have a severe impact on service provision across critical services.	Key Service areas have been identified and individual plans put in place. These plans are tested on a regular basis and updated accordingly.	Emergency Planning Officer	The plan is regularly tested and this has shown that the Council has adequate plans in place.		4 Content

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Council wide	Failure to deliver Value for Money Programme	This programme can contribute to the Council's lean philosophy of stripping out unnecessary processes, reviewing whether services continue to be affordable and desirable, and ensuring that goods and services are procured effectively.	This programme is a key work stream in the business plan and progress will be driven forward and monitored by the Cabinet Business Plan Working Group	Managing Directors and Heads of Service	a) OR exercises are currently underway in Planning Services and within Sheltered Housing. b) The MSR proposals agreed by Council in October included significant savings from "budget tightening" that will not cause a reduction in service levels.		8 Uneasy
Council wide	Failure to Manage Resources in line with the Business Plan	Effective Human Resources Management and Development, Strategic Asset Management, and generation of income from Fees and Charges can play a key role in ensuring that the Council has sufficient resources to deliver its priorities and that these resources are used well.	This programme is a key work stream in the business plan and progress will be driven forward and monitored by the Cabinet Business Plan Working Group	Managing Directors and Heads of Service	The Strategic Asset Management Project is ongoing and regular reports are being made to Cabinet. Fees and charges will be reviewed as part of the budget setting process for 2013/14.		4 Content
Housing and Regeneration	Managing the delivery of the Housing Service Action Plan	This Plan provides an opportunity to deliver significant improvements in services in the context of the new HRA self financing arrangements.	There is regular monitoring of the action plan by the Assistant Director Housing and Regeneration, with progress on key projects reported to relevant portfolio holders.	Assistant Director Housing and Regeneration	The Service Action Plan sets out actions which will ensure we continue to make advances in service delivery and maximise investment opportunities.		8 Uneasy
Housing and Regeneration	Failure to deliver Affordable Housing Strategy	The Affordable Housing Strategy will deliver a series of plans that will outline our future affordable housing interventions programme, will establish Housing Needs data that will help in negotiation for affordable housing provision on mixed development sites, and will identify plots of land that may be suitable for affordable housing development.	The established Affordable Housing Panel will shape appropriate policy responses. A Borough wide Housing Needs survey, Framework Formulation and an Affordable Housing Viability Study will need to be considered by the Affordable Housing Panel.	Assistant Director Housing and Regeneration	a) The projected outturn for affordable housing in 2012/13 is on target and expected to be 142 units. b) The Transfer Incentive Scheme, introduced to make better use of our housing stock, is operating successfully. c) The affordable housing scheme at Furnival/Pickles Drive Burscough is progressing		6 Uneasy

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					d) Work continues to identify sites and funding opportunities to ensure affordable housing developments are in the pipeline for future years.		
Council wide	Failure to properly implement and accommodate requirements imposed by the Localism Act 2011	<p>Significant and wide ranging effects of legislation on a variety of council services, with new interfaces with outside agency/bodies at a time of reducing resources.</p> <p>There is a need to translate the requirements of the legislation into working practices and communicate the appropriate messages to members and officers. Additional powers are granted to assist the council in its delivery of services with more local liaison and accountability. The prospect of greater community engagement and opportunities for residents for involvement in services and other matters.</p>	An implementation plan with allocation of roles agreed by Heads of Service, including legal support and regular reviews is in place. Training is to be undertaken within service areas (on existing resources). Legislation tracking in place. Budget/resources considerations to be kept under review.	Managing Directors and Heads of Service	Significant work undertaken to accommodate requirements, including: predetermination; new standards regime; pay accountability; petitions scheme; community right to challenge; Housing finance changes; assets of community value; community infrastructure levy. Others changes either awaited or being brought into force include: NNDR; various Planning and Housing initiatives. Resources to react to initiatives to be kept under review.		12 Concerned
Planning Services	Failure to deliver a new Local Plan	The future housing, economic and infrastructure needs of the Borough would not be fully met. Also a greater risk of development occurring in unsustainable locations.	A Local Development Scheme (LDS) has been produced setting key targets and milestones relating to delivery of the LDF. These are replicated in the Council's Business Plan and in the Service Action Plan	LDF Team Leader	The Council approved the Local Plan for submission to the Secretary of State in October.		8 Uneasy

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Risk Assessment and Score
Planning Services	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 a negative impact on the Council's reputation.</p>	<p>1. Continue to consult with public where relevant.</p> <p>2. Collaboration agreement in place.</p> <p>3. Continue to engage with the "other" landowners to encourage their participation in the scheme.</p> <p>4. Maintaining regular contact with developer and potential retail, commercial and leisure occupiers.</p>	Borough Planner	<p>The Developer has submitted a new planning application.</p> <p>The Developer is continuing to market opportunities with retailers, leisure providers and house builders.</p>		12 Concerned
Transformation	Delivery of new shared service payroll functions	<p>Opportunity - These new initiatives provide an opportunity to exploit economies of scale through partnership working.</p> <p>Threat - The short time scale for implementation means there may be initial teething problems with service delivery</p>	<p>There is an action plan and risk log in place for this project. Regular meetings of key staff are taking place to ensure that progress is driven forward.</p>	Transformation Manager	<p>Implementation of the new arrangements is scheduled for November 2012</p>		6 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 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.