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Monday, 2 March 2020

**TO: COUNCILLORS I MORAN, Y GAGEN, D EVANS, J WILKIE, K WILKIE,
K WRIGHT AND A YATES**

Dear Councillor,

**ADDITIONAL INFORMATION
CABINET – 10 MARCH 2020**

- | | | |
|----|---|----------------|
| 6a | Risk Management Report
(Relevant Portfolio Holder: Councillor A Yates)
- Revised Report and Appendices | 1301 -
1322 |
| 6d | Housing Strategy
(Relevant Portfolio Holder: Councillor J Wilkie)
- Minute of Landlord Services Committee
(Cabinet Working Group) held on 4 March 2020 | 1323 -
1324 |
| 6e | Quarterly Performance Indicators Q3 2019-2020
(Relevant Portfolio Holder: Councillor I Moran)
- Minute of Corporate & Environmental Overview
& Scrutiny Committee held on 5 March 2020 | 1325 -
1326 |

We can provide this document, upon request, on audiotape, in large print, in Braille and in other languages.

**FIRE EVACUATION PROCEDURE FOR:
COUNCIL MEETINGS WHERE OFFICERS ARE PRESENT
(52 DERBY STREET, ORMSKIRK)**

PERSON IN CHARGE: Most Senior Officer Present
ZONE WARDEN: Member Services Officer / Lawyer
DOOR WARDEN(S) Usher / Caretaker

IF YOU DISCOVER A FIRE

1. Operate the nearest **FIRE CALL POINT** by breaking the glass.
2. Attack the fire with the extinguishers provided only if you have been trained and it is safe to do so. **Do not** take risks.

ON HEARING THE FIRE ALARM

1. Leave the building via the **NEAREST SAFE EXIT**. **Do not stop** to collect personal belongings.
2. Proceed to the **ASSEMBLY POINT** on the car park and report your presence to the **PERSON IN CHARGE**.
3. **Do NOT** return to the premises until authorised to do so by the **PERSON IN CHARGE**.

NOTES:

Officers are required to direct all visitors regarding these procedures i.e. exit routes and place of assembly.

The only persons not required to report to the Assembly Point are the Door Wardens.

CHECKLIST FOR PERSON IN CHARGE

1. Advise other interested parties present that you are the person in charge in the event of an evacuation.
2. Make yourself familiar with the location of the fire escape routes and inform any interested parties of the escape routes.
3. Make yourself familiar with the location of the assembly point and inform any interested parties of that location.
4. Make yourself familiar with the location of the fire alarm and detection control panel.
5. Ensure that the zone warden and door wardens are aware of their roles and responsibilities.
6. Arrange for a register of attendance to be completed (if considered appropriate / practicable).

IN THE EVENT OF A FIRE, OR THE FIRE ALARM BEING SOUNDED

1. Ensure that the room in which the meeting is being held is cleared of all persons.
2. Evacuate via the nearest safe Fire Exit and proceed to the **ASSEMBLY POINT** in the car park.
3. Delegate a person at the **ASSEMBLY POINT** who will proceed to **HOME CARE LINK** in order to ensure that a back-up call is made to the **FIRE BRIGADE**.
4. Delegate another person to ensure that **DOOR WARDENS** have been posted outside the relevant Fire Exit Doors.

5. Ensure that the **ZONE WARDEN** has reported to you on the results of his checks, **i.e.** that the rooms in use have been cleared of all persons.
6. If an Attendance Register has been taken, take a **ROLL CALL**.
7. Report the results of these checks to the Fire and Rescue Service on arrival and inform them of the location of the **FIRE ALARM CONTROL PANEL**.
8. Authorise return to the building only when it is cleared to do so by the **FIRE AND RESCUE SERVICE OFFICER IN CHARGE**. Inform the **DOOR WARDENS** to allow re-entry to the building.

NOTE:

The Fire Alarm system will automatically call the Fire Brigade. The purpose of the 999 back-up call is to meet a requirement of the Fire Precautions Act to supplement the automatic call.

CHECKLIST FOR ZONE WARDEN

1. Carry out a physical check of the rooms being used for the meeting, including adjacent toilets, kitchen.
2. Ensure that **ALL PERSONS**, both officers and members of the public are made aware of the **FIRE ALERT**.
3. Ensure that **ALL PERSONS** evacuate **IMMEDIATELY**, in accordance with the **FIRE EVACUATION PROCEDURE**.
4. Proceed to the **ASSEMBLY POINT** and report to the **PERSON IN CHARGE** that the rooms within your control have been cleared.
5. Assist the **PERSON IN CHARGE** to discharge their duties.

It is desirable that the **ZONE WARDEN** should be an **OFFICER** who is normally based in this building and is familiar with the layout of the rooms to be checked.

INSTRUCTIONS FOR DOOR WARDENS

1. Stand outside the **FIRE EXIT DOOR(S)**
2. Keep the **FIRE EXIT DOOR SHUT**.
3. Ensure that **NO PERSON**, whether staff or public enters the building until **YOU** are told by the **PERSON IN CHARGE** that it is safe to do so.
4. If anyone attempts to enter the premises, report this to the **PERSON IN CHARGE**.
5. Do not leave the door **UNATTENDED**.



CABINET: 10 March 2020

Report of: Head of Finance, Procurement & Commercial Property

Relevant Portfolio Holder: Councillor A. Yates.

Contact for further information: Rebecca Spicer (Extn. 5098)
(E-mail: rebecca.spicer@westlancs.gov.uk)

SUBJECT: RISK MANAGEMENT

Borough Wide Interest

1.0 PURPOSE OF THE REPORT

1.1 To set out details on the Key Risks facing the Council and how they are being managed and to propose changes to the Risk Management Policy.

2.0 RECOMMENDATIONS

2.1 That the progress made in relation to the management of the risks shown in the Key Risks Register (Appendix A) be noted and endorsed.

2.2 That the updated Risk Management Policy at Appendix B be approved.

3.0 BACKGROUND

3.1 Risk management is not about being 'risk averse' – it is about being 'risk aware'. Risk is ever present and some amount of risk taking is inevitable if the Council is to achieve its objectives. Risk Management is about effectively managing risks that could affect the Council and the community. It is also about making the most of opportunities and achieving objectives. By being 'risk aware' the Council is in a better position to avoid threats and take advantage of opportunities.

3.2 It is a best practice requirement that the Risk Management Policy and the Key Risks Register are reviewed and reported to Members on a regular basis. Consequently it is our standard practice to report on Key Risk Register issues to

Cabinet every 6 months. Reports on the effectiveness of the Risk Management framework are presented to the Audit and Governance Committee, and at its last meeting in January 2020 the Committee endorsed an updated version of the Risk Management Policy.

- 3.3 Risk Management covers the whole spectrum of risks and not just those associated with finance, business continuity, insurance and health and safety. It also considers risks associated with service provision, compliance with legislation, public image (reputation) and environment. Key Risks are defined as the highest priority risks that may prevent the Council from achieving its objectives, or may result in the failure of a service, or the failure to comply with legislation. The Key Risks Register gives a summary of these risks and the work that is being undertaken to mitigate them, although many of these risks will have already been the subject of separate committee reports. In addition each Service maintains its own Service Risk Register of the specific risks that it faces.

4.0 KEY RISK REGISTER

- 4.1 The Key Risk Register attached (Appendix A) shows the current Key Risks and the measures in place to manage those risks. The regular reporting of the Register provides Members with an opportunity to scrutinise key risks and provides assurance that these risks are being effectively controlled.
- 4.2 Two new risks have been added to the Key Risk Register, the first in relation to COVID-19. Business Continuity Plans are in place to manage this risk and are being reviewed as circumstances evolve. The second is entitled Effective Management of Cyber Security. The risk has been assessed as falling into the concerned category however internal controls, including cyber security operations and a joint cyber security action plan with BTLS, are in place to control and mitigate this risk.
- 4.3 The risk relating to failure to provide suitable storage arrangements for the Council's electronic equipment has been downgraded from concerned to uneasy. The revised scoring reflects improvements made to the network storage of the Council's electronic records.
- 4.4 The scoring of the risk concerning the EU exit has been reduced from the very concerned to the concerned category as the likelihood of disruption has been lessened due to recent developments.
- 4.5 The risk assessment of the housing strategy has been reduced from uneasy to content following a full review of all housing strategy delivery actions and achievements.
- 4.6 The risk on balancing the HRA budget has been removed from the key risk register. This follows the four year period of mandatory rent reductions coming to an end and government rules now allowing rents to be increased by up to inflation plus 1%.
- 4.7 Only the risk relating to COVID-19 has been assessed in the "very concerned" category that requires urgent action at the highest level to reduce the risk to a more acceptable position.

5.0 CHANGES TO THE RISK MANAGEMENT POLICY

- 5.1 The Risk Management Policy has been reviewed by Officers to ensure that it reflects best practice, new developments, systems and organisational change.
- 5.2 A tracked changes version of the updated Policy, which incorporates a number of minor wording changes, is included in Appendix B, which has already been endorsed by the Audit and Governance Committee. Members are now asked to approve these amendments which will be incorporated into a final clean version of the Policy.

6.0 SUSTAINABILITY IMPLICATIONS

- 6.1 There are no significant sustainability impacts associated with this report and, in particular, no significant impact on crime and disorder.

7.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 7.1 The successful management of the key risks facing the Council will ensure that resources are used effectively and efficiently.

8.0 RISK ASSESSMENT

- 8.1 The continued identification and review of key risks is essential to ensure the management and mitigation of those risks, the successful achievement of the Authority's objectives, and the maximisation of opportunities. By continually monitoring and reviewing the risks and the Risk Management Framework we will ensure that it continues to improve, develop and meet best practice requirements.

9.0 HEALTH AND WELLBEING IMPLICATIONS

- 9.1 There are no health and wellbeing implications arising from this report.

Background Documents

There are no background documents (as defined in Section 100D(5) of the Local Government Act 1972) to this Report.

Equality Impact Assessment

The decision does not have any direct impact on members of the public, employees, elected members and / or stakeholders. Therefore no Equality Impact Assessment is required.

Appendices

Appendix A – Key Risks Register

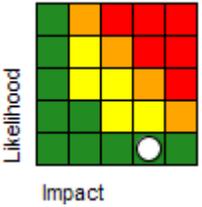
Appendix B – Amended Risk Management Policy

Appendix A Key Risk Register



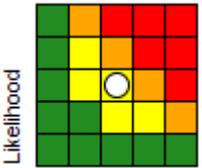
Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
Finance, Procurement & Commercial Property POS 1305	Potential Treasury Management Investment Losses.	Volatility in financial markets and other economic factors can create risks on investments, which means 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 after appropriate due diligence checks have been made.	Head of Finance, Procurement & Commercial Property	A Treasury Management Strategy was approved by Council in February 2020, including a wider range of investment options in line with the Sustainable Organisation Review.		10 Concerned
Finance, Procurement & Commercial Property	Achieving a balanced General Revenue Account budget position.	On-going reductions in Government funding and other financial pressures will need to be addressed to meet the statutory requirement to set a balanced budget.	The medium term financial forecasting and Sustainable Organisation Review processes will set out how this financial challenge will be met.	Head of Finance, Procurement & Commercial Property	A balanced budget was set for the 2020-21 financial year at the Council meeting in February 2020 for the		10 Concerned
Finance, Procurement & Commercial Property	Delivering a successful Sustainable Organisation Review Project (SORP).	This project is designed to improve economy, efficiency and effectiveness across all Council Services as well as addressing the financial challenges facing the General	A SORP Board consisting of the Corporate Management Team and other relevant officers meets on a regular basis to ensure good progress is made with the project.	Head of Finance, Procurement & Commercial Property	The project is now in the implementation phase. A new management structure was introduced in November 2019 and the new staffing structure will be		10 Concerned

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
		Revenue Account.	A detailed risk register is in place to ensure the effective mitigation of the main risks associated with the project.		implemented in April 2020.		
Place & Community Directorate	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.	Corporate Director of Place & Community	Plans have recently been updated by plan owners to reflect the re-structure.		9 Uneasy
Place & Community Directorate	EU Exit.	Potential widespread disruption of Council services.	Business Control Plans are in place. There is strategic leadership input at internal working groups.	Corporate Director of Place & Community	The Lancashire Resilience Forum are currently sharing information from National Government.		12 Concerned
Place & Community Directorate	Covid-19	Business continuity, staff and supplier disruption.	Business continuity plans.	Corporate Director of Place & Community	CMT briefed. Agreement to form CIMT. BC plan leads to meet for briefing and action to update plans. LRF teleconferencing ongoing. Staff communication issued. Flu policy updated.		20 Very Concerned
Transformation & Resources Directorate	Effective Management of Cyber Security.	The Council controls a large amount of sensitive data and assets of value to cyber criminals, although given the nature of the Council's work it is unlikely to be a specific primary target in comparison with other	BTLS provide the technical ICT aspects of the Council's cyber security operations such as Firewall, Web and Email filtering, virus and malware protection. WLBC's role is around measures complementing this,	Corporate Director of Transformation & Resources	Cyber security risks occur worldwide on a daily basis and are ever evolving making it difficult to assess the risk. The assessment has accounted for the technical defences in place for all types of cyber security		12 Concerned

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
Page 1307		organisations. This gives the potential for harm via unauthorised access, destruction, disclosure, modification of information and/or denial of service.	e.g. ensuring security of buildings and policies around usage of ICT (the ICT & Data Security Policy and Data Protection policies). A Cyber Security Action Plan jointly agreed in April 2019 is in place covering security governance, technical security measures, and training and awareness for staff to manage the risk further. Cyber risk is a standing item on the Information Governance and Data Protection Officer Working Group.		incidents, the nature of attacks the Council has experienced to date and the governance arrangements in place to mitigate the risk. The evidence suggests the Council is most likely to be impacted by lower level individual attacks than organisational system attacks. No technological solution can stop all threats to the council and it is imperative that all users remain vigilant. As a corporate risk, the current assessment reflects the risk for an incident with organisation-wide impact, rather than for individual accounts (considered more likely, due to human error).		
	Chief Operating Officer	Tawd Valley Development Company.	The Development Company offers opportunities of generating income from developments however, volatility in development / financial markets can create risks on investments, which means there is the potential that significant sums of money could be lost.	The annual Business Plan will be approved by the Council and site appraisals and further detailed analysis will determine which schemes / projects are viable. Performance against the Business Plan will be reported to Council.	Chief Operating Officer	The latest Development Company Business Plan was considered by Council at its meeting in February 2020.	

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
Housing & Regulatory Services	Landlord Compliance & Regulatory Requirements (Health & Safety).	Injury or death to tenants, residents or visitors. Significant adverse publicity. Regulatory impact.	Performance Indicators are monitored quarterly at management team meetings. Compliance is incorporated into an annual audit programme.	Interim Head of Housing & Regulatory Services	Compliance is monitored on a weekly basis and reported quarterly and is included in the audit programme.	<p>Likelihood</p> <p>Impact</p>	10 Concerned
Growth & Development Services	Delivery of the Housing Strategy.	<p>The Housing Strategy 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. 	Regular monitoring will occur via the Service Action Plan monitoring process.	Head of Growth & Development Services	Achievements to date across all housing strategy delivery actions will be reported to Cabinet in March 2020.	<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
Wellbeing & Leisure Services	Procurement of new leisure provisions.	Impact on Council services, finances and reputation. The Council has adopted a leisure strategy which identifies new provisions. Failure to deliver will impact on future service delivery. The potential financial cost, both revenue and capital, could seriously impact on the Council's ability to balance its budget.	Project group, project Board and cabinet working groups are now established and regularly monitor progress. CCG partnership board is in operation.	Head of Wellbeing & Leisure Services	There continues to be ongoing Trust and monitoring meetings.		9 Uneasy
Page 1309 Transformation and Resources	Failure to provide suitable storage arrangements for the Council's electronic information.	Inefficient business processes. Failure to meet statutory and best practice requirements, e.g. in relation to FOIA, DPA, GDPR, EIR and other information handling legislation (including record retention and destruction arrangements). Staff time wasted / diverted. Potential legal challenges. Criticism by Audit and negative press. Increased electronic storage costs.	Officer based project group has now delivered a more coherent corporate structure for electronic records on the Council's network with appropriate management arrangements. Engagement with the ICT provider to ensure suitable structure for information storage. Periodic training / meetings / dissemination of information. Improvements to systems include access permissions that are based on job role requirements, data cleanse with removal of redundant data. Work is planned to move	Corporate Director of Transformation & Resources	Project has now ended - data transfer completed on the revised programme. All Services have been signed off by Heads of Service (all except BTLs Revenues and Benefits). Information governance arrangements identified and planned to be further reviewed and enhanced by an Information Governance unit provided through the SORP process.		8 Uneasy

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
			databases, applications and scripts to a separate drive (in line with best practice). Staff guidance has been provided but will be further reviewed and enhanced by an Information Governance unit provided through the SORP process.				
Corporate & Customer Services	Significant failure to comply with General Data Protection Regulation (GDPR and Data Protection Act 2018).	The Council must deliver its services in accordance with the GDPR & DPA 2018. Compliance has significant resource implications in terms of budget, IT, Governance and communications. There are a range of sanctions for breaches including fines and damages. Failure to report a breach would also result in a fine.	An action plan is in place, followed and regularly reviewed. . A corporate catalogue, retention and disposal schedules and individual service data protection policies identify the data that the Council has in its possession and the controls in place to manage this data. These documents are reviewed regularly. Services nominate Data Protection Link Officers who attend regular meetings of the Data Protection Working Group and disseminate best practice to their service. Services hold their own data protection meetings. GRPR training is provided to all employees and is mandatory.	Director of Corporate & Customer Services.	Information governance arrangements are planned to be further reviewed and enhanced by an Information Governance Unit provided through the SORP process.	 <p>Likelihood</p> <p>Impact</p>	9 Uneasy

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
Growth & Development 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 an impact on the Council's reputation.</p>	<ol style="list-style-type: none"> 1. Continue to consult with 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. 	Head of Growth & Development Services	<p>Terms have been agreed with Homes England for the acquisition of two plots of land to enable delivery.</p> <p>Enabling Works for the retail scheme commenced on 20 January 2020.</p> <p>The Cycle Path contract has commenced and the Town Centre section is completed</p>	<p>Likelihood</p> <p>Impact</p>	9 Uneasy



Risk Management Policy

1.0 Introduction

Risk is a part of everyday life. The Authority recognises that there are risks involved in everything it does and that it has a duty to manage these risks. This duty is to employees, residents and people working in the Borough, service users, partners and other stakeholders.

The Authority defines risk as the possibility that an action or event will adversely or beneficially affect its ability to achieve its planned objectives. The effective identification, assessment, control, monitoring, management and reporting of risk will help to ensure that:

- Planned objectives are more likely to be achieved
- Opportunities are recognised
- Adverse risks are less likely to happen
- The impact of adverse risks which are realised is reduced

Effective risk management is therefore regarded as a critically important part of the work of the Authority.

This policy aims to ensure that we have a planned and systematic approach to identify, evaluate, control and manage the whole range of risks and opportunities facing the Authority. This policy also informs the approach to the Risk Management framework which is the established process by which the Authority identifies, assesses and manages risk in order that it should succeed in its planned objectives.

2.0 Aims of the Risk Management Policy

The Risk Management Policy has the following aims and objectives:

- To integrate Risk Management into the culture of the Authority
- To raise awareness of the need for Risk Management with all those connected with the delivery of services
- To enable the Authority to anticipate and respond to changing social, environmental and legislative conditions
- Minimisation of injury, damage, loss and inconvenience to residents, employees, service users, assets etc. arising from or connected with the delivery of Council services
- To maximise the rewards that can be gained through risk management

- To maintain and develop a robust framework and procedures for the identification, analysis, assessment, control and management of risk
- To assist in the achievement of the Council's vision to be a Council which is ambitious for West Lancashire
- To aid the achievement of the Council's priorities

3.0 Risk Assessment

Risk arises naturally and directly from the implementation of corporate and service aims and objectives. Therefore risk assessment is an integral part of all Council activity. It is the Authority's policy that all substantive activities should be subject to risk assessment. This includes all significant projects, for example, financial developments, legislative developments, human resource initiatives, health and safety, communication upgrades, partnerships and IT developments. Risks must be regularly monitored and actively managed until the objectives have been achieved (or the risk realised).

Risks should be assessed using the standard approach set out at the end of this policy. This requires the impact and likelihood of a risk to be evaluated and then scored on a risk matrix. This score then determines the level of concern associated with that risk and the action that is required to be taken. The Authority's risk appetite is determined by Cabinet and can be defined as the level of risk that the Authority is willing to take in pursuit of its objectives and values.

4.0 Service Risk Registers

Heads of Service are responsible for ensuring that all significant risks are included in Service Risk Registers using the Pentana Risk system. This risk register should describe the risk event, identify who the risk has been assigned to and who is responsible for managing the risk, planned and completed actions, potential effects, internal controls and a current and target risk assessment. Risk events should be deactivated when the objective has been reached (or the risk realised) and new risk events added as soon as they are identified.

Advice on completing service risk registers is available to officers via the Council's Intranet Risk Management Page.

Deactivated risks are delated one year after the risk was last updated.

5.0 Risk Ownership and Management

Every risk should be assigned to a risk owner who is identified on the Risk Register as the officer who has day to day responsibility of the risk and whose responsibility it is to update the risk register. The risk manager is the designated member of staff (or management group) who carries the ultimate responsibility for ensuring that the risk is being effectively managed by the assigned risk owner. The risk manager is responsible for agreeing and delivering the action plan to control the risk and monitoring progress against it. This is a key element in the risk management process as it is crucial that risks are not just identified and assessed but that they are also effectively controlled.

Internal control is key to effective risk management and plays a significant part in the management of risks. Actions, procedures and operations undertaken to either contain a risk to an acceptable level, or to increase the probability of a desirable outcome should be detailed on the Risk Register. Internal controls should be scored as to their effectiveness.

6.0 Risk Reporting

Monitoring reports on Service Risk Registers will be produced as a minimum on a quarterly basis for the formal consideration of Heads of Service.

Monitoring reports on Key Risks (the most significant risks facing the Council) will be produced on a six monthly basis for the consideration of CMT and Cabinet.

7.0 Risks and the Decision Making Process

Risks need to be addressed at the point at which decisions are being taken. Where Members and officers are asked to make decisions they should be advised of the risks associated with the recommendations being made. Consequently, the Authority needs to be able to demonstrate that it has taken reasonable steps to consider the risks involved in a decision.

All reports requiring key decisions, including new and amended policies and strategies, must therefore include a section to demonstrate that risks have been addressed. This does not guarantee that decisions will always be right but the important point is to demonstrate that risks have been considered and to have evidence that will support this.

8.0 Role of Risk Management Working Group

Although every member of staff carries some responsibility for the management of risk, the Authority identifies the Risk Management Working Group (RMWG) as responsible for maintaining and developing the Risk Management Framework. Heads of Service should nominate at least one Risk Co-ordinator to represent each Service area on the RMWG.

The Risk Management Working Group will meet twice yearly, typically in January and July, to consider the following types of area:

- Issues and improvements to the Risk Management Framework
- Risk Management training for both Members and officers
- Reviewing and recommending changes to the Risk Management Policy
- Reviewing the Key Risk Register and recommending changes
- Disseminating good practice requirements across the Authority

9.0 Role of the Risk Co-ordinators

The Risk Co-ordinator is responsible for maintaining and developing the Risk Management Framework within their Service, supported by the Risk Management Working Group.

The Risk Co-ordinator's role is to:

- Represent their Service's interest in the management of the Council's risks and act as a Service Lead Officer on risk management issues including risk issues in relation to service plans.
- Support their Head of Service in implementing the Risk Management Policy within their Service
- Co-ordinate the risk process in their Service by monitoring and maintaining a Service Risk Register on behalf of their Service Managers.
- Monitor and review the status of service risks and action plans implemented to reduce or control those risks.
- To attend the twice yearly meetings of the Risk Management Working Group (or nominate a suitable substitute when unable to attend).

- Give advice and guidance to managers/officers within their Service on preparing risk assessments for committee reports.
- Provide advice and guidance to those updating risks on the Pentana Risk system.

10.0 Role of Heads of Service

The role of Heads of Service is to:

- Implement policies on risk management within their Services including ensuring that an up to date Service Risk Register is maintained
- Review Service Risks on a quarterly basis and Key Risks on a six monthly basis
- Review the risk management system to ensure that it is functioning effectively

11.0 Governance Arrangements

The Authority's Risk Management Framework is critically important in the context of governance and the Audit and Governance Committee has responsibility for ensuring that the Framework operates effectively. An annual report will be produced for this Committee on the operation of the Risk Management Framework so that its Members can assess its effectiveness.

12.0 Role of Audit

Internal Audit evaluate risk management processes continuously in order to provide assurance to Members and Senior Management that significant business risks are being managed appropriately and that the Risk Management and Internal Control framework is operating effectively. Our External Auditors may also conduct separate, independent reviews of the Risk Management Framework from time to time. The findings from this work will be included in the annual report to the Audit and Governance Committee.

13.0 Skills, Expertise and Guidance

Having established roles and accountabilities for risk management, the Authority must ensure that it has the necessary skills and expertise to deliver this framework. This will be accomplished through an on-going programme of risk management training and development for both officers and Members.

More detailed procedures for officers are available via the Council intranet at <http://intranet-westlancs-gov-uk-liveadmin/rules-and-regulations/risk-management.aspx>, which contains appropriate guidance to enable them to carry out their duties effectively.

14.0 Making Others Aware of Risk Management

The Authority recognises the potential for benefits and rewards from partnership working and it also recognises the risks involved. Whilst this risk can be managed by the Authority through formal contracts and partnership agreements that clearly allocate risks to the appropriate parties, failure by either or any one of those parties to manage their risks can have serious consequences for the other(s).

Consequently, before entering into the partnership, joint working or business contract arrangements, prospective partners and contractors should be asked to state their approach to risk management and to provide certain minimum evidence to support their response.

It is recommended that when entering into partnership, joint working or contracts with outside agencies that a project risk register is created and is maintained on the Pentana Risk Management System until all associated risks are realised.

15.0 Maintenance and Development of the Risk Management Policy

This Risk Management Policy will be reviewed on an annual basis. The results of this review will initially be reported to the Audit and Governance Committee in January of each year for detailed consideration before being submitted to Cabinet in March for formal approval.

CORPORATE RISK ASSESSMENT

Impact

Score	What's the worst that could happen?
1	<ul style="list-style-type: none"> • Disruption to operations in the short term with no loss of service to citizens. • No injuries sustained. • No reputational damage to service or WLBC. • Low financial loss which can readily be met from existing budget provision.
2	<ul style="list-style-type: none"> • Some short term disruption to a non-critical service to citizens. • Minor injury resolved by first aid treatment. • Minimal reputational damage (single adverse article in local press/ social media). • Medium financial loss. (Requiring virement at the level delegated to Heads of Service, currently up to £10k).
3	<ul style="list-style-type: none"> • Short term disruption to a critical service or substantial disruption to a non-critical service noticeable to customers. • Injury requiring visit to A&E / short term hospitalisation. • Persistent adverse coverage in local press /radio /social media. • Significant financial loss (Can be met by virement at the level delegated to Cabinet, currently up to £50k).
4	<ul style="list-style-type: none"> • Sustained disruption to a critical service or multiple non critical services - Circumstances defined in the Business Continuity Plan as requiring notification of the Emergency Planning and Business Continuity Manager. • Injury requiring longer term hospitalisation or resulting in permanent damage. • Adverse article in national press, radio, TV or social media. • Major financial loss. (Requiring virement to be approved by Council, currently anything over £50k).
5	<ul style="list-style-type: none"> • Events leading to Central Government intervention in running of a WLBC Service. • Multiple injury / loss of life. • Extensive coverage in national media. • Enormous financial loss which would impact on the Council's financial capacity to carry out its business.

Note, these are examples to indicate the level of risk within each category and do not include every conceivable type of risk. This is meant as general guidance only and not precise criteria. If you have any specific queries then please contact the Council's Head of Finance, Procurement and Commercial Property or Insurance and Risk Management Officer.

Likelihood

Score	Descriptors
5	Almost certain. Occurs frequently or expected to occur within one year.
4	Likely. Expected to occur more than once in 10 years.
3	Possible. Expected to occur once in 10 years.
2	Unlikely. Not expected to occur over a 10 year period.
1	Remote. Not expected to occur. Has not occurred or may only be expected to occur in exceptional circumstances.

WLBC Impact / Likelihood Matrix

		Impact				
		1	2	3	4	5
Likelihood	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5

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 the Chief Operating Officer and / or the Leader.
Concerned	Requires mitigation, contingency plan and identification of early warning indicators. Progress reported to CMT
Uneasy	Acceptable. Requires mitigation. Reviewed at Head of Service level.
Content	Acceptable. Keep under review but no action required unless changes occur.

6(d)

HOUSING STRATEGY

MINUTE OF THE LANDLORD SERVICES COMMITTEE (CABINET WORKING GROUP) HELD ON 4 MARCH 2020

25 HOUSING STRATEGY

The Working Group considered the report of the Corporate Director of Place and Community which is due to receive formal consideration by Cabinet on 10 March 2020, which seeks the Working Groups comments on the proposal to Cabinet, to extend the existing Housing Strategy Report until June 2021 and approve the action plan shown in appendix C, allowing any minor changes to be made by the Director of Place and Community after consultation with the relevant Portfolio Holder.

The Working Group were presented with a presentation from the Housing Strategy and Development Programme Manager.

Questions were raised in relation to the following:

- Empty estates included in the plan
- Affordable housing being included within new developments and need for transparency/publicity that this is occurring
- Affordable housing for purchase and for rent

RESOLVED: That the report and recommendations to be submitted to Cabinet on the 10 March 2020, be noted.

QUARTERLY PERFORMANCE INDICATORS (Q3 2019/20)

MINUTE OF THE CORPORATE & ENVIRONMENTAL OVERVIEW AND SCRUTINY COMMITTEE MEETING HELD ON 5 MARCH 2020

60 QUARTERLY PERFORMANCE INDICATORS (Q3 2019/20)

Consideration was given to the report of the Corporate Director of Transformation and Resources as contained on pages 257 to 270 of the Book of Reports, which presented performance monitoring data for the quarter ended 31 December 2019.

The Partnership and Performance Officer provided an update and provided clarification on the points raised in respect of the following performance indicators;

- ES18 No of Flytip incidents reported
- BV8 % Invoices paid on time
- WL132 FTE working days lost due to sickness absence per average FTE
- WL108 Average answered waiting time for callers to the Contact Centre
- WL90 % of Contact Centre calls answered
- HS1 % Housing repairs completed in timescale
- WL131 No. Social Media followers (WLBC FB, Twitter)
- ES14,15,16,17 Average of missed bins per fortnight
- ES01 No. grass cuts undertaken on the highway between April - October

The Corporate Director Transformation and Resources responded to a question in respect the measurement of climate change and the Carbon Reduction Strategy.

RESOLVED: That the Council's performance against the indicator set for the quarter ended 31 December 2019 be noted.

