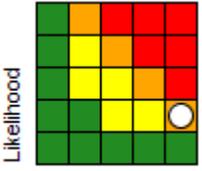
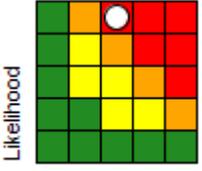
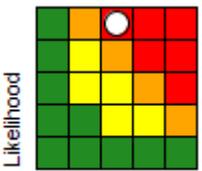
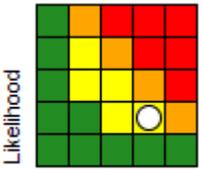


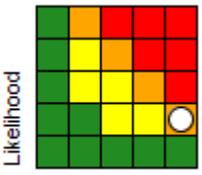
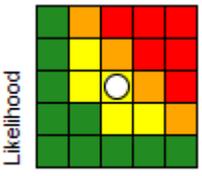
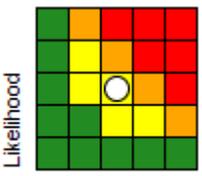
Appendix A Key Risk Register



Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
Finance & HR Services	Potential Treasury Management Investment Losses.	Volatility in financial markets 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. 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. A Prudential Indicators and Treasury Management Report was presented to Council in February 2019.		5 Content
Finance & HR Services	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 (SORP) processes will set out how this financial challenge will be met.	Borough Treasurer	The budget for 2019-20 was set by Council in February 2019. The SORP process is underway and it is expected that a report will be made to Council in July 2019 setting out its findings and recommendations.		10 Concerned

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
Finance & HR Services	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 Revenue Account.	A SORP Board consisting of the Corporate Management Team and other relevant officers meets on a fortnightly basis to ensure good progress is made with the project. A detailed risk register is in place to ensure the mitigation of the main risks associated with the project.	Chief Executive & Borough Treasurer	A contractor has been appointed to undertake the review and good progress is currently being made. A briefing on the SORP process and progress was provided to Members in January 2019.		10 Concerned
Leisure & Environmental 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.	Director of Leisure & Environmental Services	Business Continuity Plans are currently being reviewed and updated to ensure that they can cope with the potential implications of EU exit.		15 Very Concerned
Leisure & Environmental Services	EU Exit	Potential widespread disruption of Council services.	Business Continuity Plans. Strategic leadership input into internal working group.	Director of Leisure & Environmental Services	The potential implications of Brexit on Council services are difficult to predict at this time but plans and contingency measures are being put in place to ensure its impact can be effectively managed.		15 Very Concerned
Development & Regeneration Services	Land Auction	Potential loss of Capital Receipt if sales not secured within timescale of HCLG	Regular meetings with HCA to maintain progress	Director of Development & Regeneration Services	Sales of Whalleys 4 completed. Planning permission granted for housing development. Remaining sites sold conditionally. 1 year extension of end date agreed with HCLG. Planning consent for		8 Uneasy

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
					both sites granted. Final sum confirmed at £5.5 million. HCA proposes to pay this as a single sum instead of phased payments.		
Housing & Inclusion Services	West Lancashire 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. The Company must undertake site appraisals and further detailed analysis to determine which schemes / projects are viable. Progress reports will be produced on a regular basis.	Director of Housing & Inclusion Services	Council considered a report on the Development Company in February 2019.		8 Uneasy
Housing & Inclusion Services	Balancing the HRA Budget	The Government's rent reduction initiative has been implemented and the financial impact needs to be effectively managed.	<p>Review of management structure</p> <ul style="list-style-type: none"> - Efficiency programme currently underway - Regular review of income management performance. - Implementation of Universal Credit to be carefully monitored - 100% Stock condition survey completed to limit risk and give better assurance in the HRA Business Plan 	Director of Housing & Inclusion Services	<p>Stock condition survey completed and analysis of data underway. This will inform a 5 year investment programme to support the business plan. Asset management strategy currently being drafted.</p> <p>Universal Credit moved to full service in December 2018, income collection and arrears performance are being closely monitored.</p> <p>Council approved the HRA budget for 2019-20 at its meeting in February 2019.</p>		8 Uneasy

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
Housing & Inclusion Services	Landlord Compliance & Regulatory Requirements (Health & Safety)	Injury or death to tenants, resident or visitors. Significant adverse publicity. Regulatory impact.	Monitored quarterly at management team. Compliance incorporated into the audit programme annually.	Director of Housing & Inclusion Services	Action Plan is now complete. Compliance is monitored on a weekly basis and reported quarterly.	 <p>Likelihood</p> <p>Impact</p>	10 Concerned
Development & Regeneration Services	Delivery of the Housing Strategy	Delivering the Council's Housing Strategy which is, "the provision of good quality housing in the right locations" would mean that we would support our economic and regeneration priorities and meet people's changing needs to be situated within pleasant, safe and sustainable communities.	Regular monitoring occurs via the Service Action Plan (SAP) monitoring process.	Director of Development & Regeneration Services	The Council continues to work towards delivering against its housing objectives and is achieving positive outcomes, including increasing the supply of affordable housing in the Borough.	 <p>Likelihood</p> <p>Impact</p>	9 Uneasy
Leisure & Environmental Services	Procurement of new leisure provision	Impact on Council services, finances and reputation. The Council has adopted a leisure strategy which identifies new provision. 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 group now well established and regularly monitoring progress. CCG partnership board in place.	Director of Leisure & Environmental Services	Progress continues to be made on this initiative in line with the planned timetable.	 <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
Housing & Inclusion Services & Legal & Democratic Services	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.	<p>Officer based project group to take forward a review and improvement project. Engagement with the ICT provider to ensure suitable structure for information storage. Periodic training / meetings / dissemination of information, e.g. Retention & Disposal schedule, Corporate Catalogue/ROPA and ICT Data and Security Policy for Link Officers, IAOs and staff in services to ensure up to date with current policy, legislation, best practice and recent changes.</p> <p>Improvements to systems being progressed on a Corporate basis, following annual governance and internal audit input in 2016/17.</p> <p>A 2 year programme to put revised arrangements in place commenced September 2017. Arrangements are to be agreed and signed off for the present and future compliance by Heads of Service.</p>	Deputy Director of Housing & Inclusion Services & Borough Solicitor	<p>To assist staff with managing down content on the network to reduce storage, LG Inform records retention guidance made available to assist officers.</p> <p>Concerns regarding conflict of priorities and timescales for BTLs colleagues are being addressed, alongside a review of the resourcing implications of the project work.</p>		12 Concerned

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
Legal & Democratic Services	Significant failure to comply with General Data Protection Regulation (GDPR)	GDPR and the Data Protection Act 2018 brought significant changes to the data protection framework. Compliance has potential resource implications. There are a range of sanctions for breaches including fines and damages. Failure to report a breach would result in a fine as well as a fine for the breach itself.	An action plan is in place requiring Services to review their existing policies and procedures and technical methods in line with the new requirements. Senior Management are engaged regularly and a designated Data Protection Officer appointed to take statutory responsibility for compliance, assisted by a network of officers in services. Detailed guidance has been provided. Extensive officer and member training has been organised and continues to be delivered.	Borough Solicitor	The Information Governance & Data Protection Working Group continues to meet regularly and has a GDPR action plan in place. This is nearing completion and is actively monitored.		9 Uneasy
Development & Regeneration Services	Failure to deliver Skelmersdale Town Centre Regeneration	Opportunity - The project will provide a mix of residential, commercial, leisure and education accommodation opportunities. Threat - We could fail to address the economic issues, not address residents' requirements and have an impact on the Council's reputation.	<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 	Director of Development & Regeneration Services	A report on this scheme was presented to Cabinet and Council in July 2018 and approval was given to implement infrastructure and Phase 1 of the retail element of the scheme on the basis set out in the report. Legal & funding agreement now being negotiated.		9 Uneasy

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
			retail/commercial/leisure occupiers. 6. Project Board meets regularly to review progress.				

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 Executive 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.