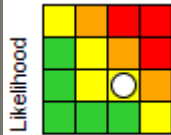
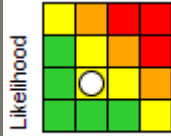
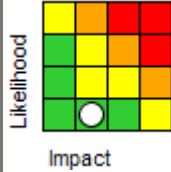


Key Risk Report



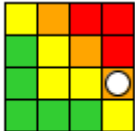
Responsible Service	Title of Risk	Potential Effect	Internal Controls	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
Finance, Procurement & Commercial Services	Potential Treasury Management Investment Losses.	Volatility in financial markets can create risks on investments, which means there is the potential that significant sums of money could be lost.	<p>Treasury management policy and strategy in place.</p> <p>Well trained staff make investments with the guidance of brokers and treasury advisors</p> <p>Investments can only be made in top rated UK based institutions or other local Authorities.</p>	The GRA and HRA midyear outlook estimates show that this volatility is in evidence and could result in material shortfalls in investment returns. The increase in interest rates in response to the inflationary situation in the UK in anticipated to have a favourable interest in Treasury Management returns in 22-23.	<p>Likelihood</p> <p>Impact</p>	4 Cautious
Finance, Procurement & Commercial 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.	<p>Regular Review and update of medium-term financial forecast</p> <p>Review of any savings requirement & delivery in order to close any budget gap</p> <p>Provision of regular monthly financial monitoring. This is conducted by the finance team to budget holders.</p> <p>Regular review and update of reserves</p>	The latest iteration of the Medium-Term Financial Strategy indicates an improved financial position over the medium term and a balanced budget position being achievable over the next three years.	<p>Likelihood</p> <p>Impact</p>	6 Cautious
Finance, Procurement & Commercial Services	External Funding Uncertainty	Impact on delivery of strategic projects and priorities	<p>Medium Term Financial Strategy in place. Regularly updated with changes and assumptions revisited</p> <p>Ensure commercial strategy is fit for purpose. Ensure that all our investments generate a positive financial return for the Council.</p>	The commercial strategy has been updated to reflect changes in the PWLB rules (the inability to invest purely for yield purposes). This does not affect development within the Borough. An independent review has been undertaken of TVDL by Local	<p>Likelihood</p> <p>Impact</p>	6 Cautious

Responsible Service	Title of Risk	Potential Effect	Internal Controls	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
			<p>To manage and grow our development company</p> <p>To ensure our development company continues to generate a profit through its business activities.</p>	Partnerships and a report is expected shortly that will be presented to Members.		
Finance, Procurement & Commercial Services	Failure to deliver a successful Our Future Our Place Project.	This project is designed to improve economic efficiency and effectiveness across Council Services and support the sustainable financial position of the Council.	<p>A best practice project management framework is in place to identify scope, outcomes, resources, accountability, and timescales.</p> <p>The Our Futures Organisation and Our Futures Place Program boards meet and feed into the Our Future Our Place Transformation Board. A detailed risk register is in place to ensure the effective mitigation of the main risks associated with the project.</p>	<p>Key resources and project groups are established to ensure the progression and delivery of all agreed projects.</p> <p>Monthly meetings of the two boards and the Our Future Our Place Transformation Board monitors progress in line with expectation.</p>		6 Cautious
Growth & Development Services	Delays in preparation of new Local Plan	The preparation of a Local Plan is a complicated and lengthy process involving various different parties and so a number of factors can potentially cause delay. Should the preparation of a new Local Plan be delayed, the existing adopted Local Plan becomes more out-of-date over time, potentially weakening the ability of the Council to defend decisions based upon it. New	<p>Timetabling. Set a realistic timetable taking into account resources, constraints, and linked timetables (e.g., Committee cycles).</p> <p>Project management. Ensure strong programme / project management.</p> <p>Communication - Statutory Consultees. Advise necessary bodies (e.g., Planning Inspectorate) of intentions at the earliest possible time.</p> <p>Member engagement. Engage with Members (e.g., via Cabinet Working Group) to seek cross-party consensus</p> <p>Communication - Members. Share information early with Members to reduce the likelihood of late amendments</p> <p>Budgetary provision. Obtain adequate budgetary provision for required consultancy support</p> <p>Staffing. Maximise flexibility across the</p>	<p>The draft new Local Plan was published for its 'Scope, Issues and Options' consultation on 18 November (until 27 January 2022), meeting the first major stage of preparation on time.</p> <p>Approval is being sought from Cabinet in March 2022 to revise the Local Development Scheme (i.e. the official timetable for preparing the Local Plan). The revised LDS moves the next consultation stage back from autumn 2022 to summer 2023 to reflect</p> <p>a) Extra work to be incorporated into this next stage (i.e. the writing of Local Plan policies), and</p> <p>b) Departures of staff and the need to recruit replacement staff.</p> <p>Meeting the LDS timetable will depend upon the timely recruitment of replacements for the Local Plan team</p>		4 Cautious

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		opportunities for development may be restricted and may come forward on an ad hoc, unplanned basis. There is potential for Government to intervene in plan-making if insufficient progress is being made.	<p>Service so that planning officers from other teams can help with workload. Ensure quick replacement of any vacant posts.</p> <p>Joint working. Explore opportunities for joint working and service sharing. Liaise with external bodies and seek their agreement early. Establish clear working arrangements with partners when working jointly.</p> <p>Legal / policy compliance. Ensure procedures, Acts and Regulations are complied with. Closely monitor and follow national policy and guidance.</p> <p>Follow best practice. Monitor key planning decisions nationwide to ascertain correct and best practice. Make use of such resources as the PAS Local Plan toolkit and 'Critical Friend'.</p>	leader, principal planning officer, and senior planning officer.		
Growth & Development Services	Failure to deliver Skelmersdale Town Centre phase 1 retail development	Material impact on wellbeing of local community	<p>Delivery of town centre retail scheme by St Modwen. Weekly risk meetings and monthly progress meetings with design team, Contractor, St Modwen and WLBC. Heads of Terms have been agreed for the one vacant unit and Solicitors have been instructed. An update report was taken to the October Council meeting.</p> <p>Procurement Challenge. No challenge was made before 4th July 2021.</p> <p>Financial performance of Phase 1 project. Although this project should be considered as a regeneration project as well as an investment, a report was taken to October Council comparing the financial forecast in October 2019 to the current financial forecast.</p>	<p>The original forecast completion date of 6 December 2021 has not been achieved due to delays in United Utilities connecting the new water main and LCC requiring an enhanced specification to allow the public realm works to be adopted.</p> <p>Options are being explored to allow the retailers early occupation of their units so they can be fitted out thereby allowing an opening in June 2022.</p> <p>Weekly risk management meetings are held and monthly team meetings supplement this</p>		2 Comfortable

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Wellbeing & Leisure Services	Not agreeing on and delivering a sustainable and affordable leisure provision	If we are not able to deliver this there will be a continued need to subsidise existing buildings and the inability to develop new provision.	<p>Project Governance.</p> <p>Internal project team in place comprising financial, procurement and legal representatives.</p> <p>Regular meetings with CMT and Cabinet.</p> <p>Working Group to progress sustainable and affordable options</p>	<p>The Councils current Leisure Contract with West Lancashire Community Leisure Trust and Serco expires on 31st March 2022.</p> <p>A report was approved by Council in late 2021 which gave authority to commence a procurement exercise to procure a new Leisure Operator. The procurement exercise is likely to take 9 to 12 months and as such interim option is being put in place from April 2022 that will involve an extension of current arrangements with Serco.</p> <p>Officers also continue to explore affordable solutions in relation to the provision of new Wellbeing and Leisure Hub facilities in Ormskirk and Skelmersdale.</p>	<p>Likelihood</p> <p>Impact</p>	9 Concerned
Housing & Regulatory Services	COVID-19	Business continuity, staff and supplier disruption.	<p>PCR Testing. A single fixed testing site (LTS) (Westgate) remains within the Borough. The Council continues to support the provision of mobile testing units (MTU).</p> <p>LFD Testing. A shortage of LFDs due to omicron variant remains but is easing. The Council is not expected to deliver any further testing aside from liaising with businesses and affected sectors of the community in partnership with LCC public health - particularly if involved in outbreaks.</p> <p>Surge testing. Solely, as a contingency, the Council retains equipment should surge plans require quick mobilisation.</p> <p>Local Contact Tracing. The surge in cases due to the omicron variant has swamped all local authority resources. Moreover, increased community spread and reduced national controls means that the impact the Council</p>	<p>Whilst numbers are decreasing [at time of writing], infection remains high. The increased protection offered through vaccination is enduring. Hospitalisation / critical care impacts therefore appear to be reduced, but there is an impact on social / medical care in the community when cases are ill and require care, but away from hospital. There are also significant business continuity risks for all sectors and Council services.</p> <p>Govt has confirmed the end of Plan B restrictions on 26/03/22 and a potential end to self-isolation by March 2022. As the disease moves from pandemic to endemic there are associated medium/long service issues and risks that will need to be</p>	<p>Likelihood</p> <p>Impact</p>	4 Cautious





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			<p>can make through local calls is very limited.</p> <p>Vaccine coordination. WLCCG are the lead organisation. The ongoing offer designed to target hard to reach groups will be an evergreen offer provided by the NHS. The booster programme will likely extend into March 2022. The Council has a strong working relationship with WLCCG to continue to identify low uptake areas and also support mobile deployments. This will include routine comms to support vaccine uptake.</p> <p>Communications. There will be an ongoing need to promote vaccines, boosters and testing so our comms team will continue to plan periodic campaigns which will continue until March 2022.</p> <p>Isolation Support. MOP are still required to isolate with a positive PCR test until March 2022 (unless brought forward by the Govt). The Council maintains its capability to provide support through established pathways despite local contact tracing coming to an end.</p> <p>Internal meetings. The omicron variant has led to a resurgence of meetings within the LRF and within the Council. However, this frequency is decreasing at time of writing. CIMT will continue to meet at a frequency to match LRF RCG meetings.</p>	addressed nationally, regionally, and locally. The Council remains in close contact with all relevant agencies accordingly.		
Housing & Regulatory Services	Landlord Compliance & Regulatory Requirements (Health & Safety)	Injury or death to tenants, resident or visitors. Significant adverse publicity. Regulatory impact.	There are robust processes in place to ensure the required inspection cycles are met relating to the 5 key risk areas for statutory compliance relating to: Gas Safety / Fire Safety/ Asbestos Management / Water Management and Electrical Safety. Review of the processes and procedures is incorporated into the internal audit programme. Migration to system driven management is underway.	The compliance team continue to ensure the ongoing testing, servicing and repairs are completed on the council's stock to ensure compliance with current legislation and for the safety of residents and staff.		8 Concerned

Responsible Service	Title of Risk	Potential Effect	Internal Controls	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
Corporate & Customer Services	Failure or Prolonged Loss of ICT	<ul style="list-style-type: none"> Data Integrity Issues with one or more systems Security Breaches including System Attack (hacking, malware and virus injection) Infrastructure Failure (hardware or software) Inadequate Resilience (Infrastructure Hardware or Systems) Inadequate Measures against theft or unauthorised removal of ICT equipment Lack of Resource (Staffing) due to high absence levels <p>Possible consequences of any of the above</p> <ul style="list-style-type: none"> Loss of ICT (Systems, Data, Access or Connectivity) Inability to provide business critical systems or services 	<p>West Lancs Borough Council</p> <ul style="list-style-type: none"> Information Security Policies (WLBC) Corporate sign-off of critical systems (WLBC Need to assess and keep up to date a Critical Systems List) Business continuity arrangements for services (WLBC) Insurance (WLBC) <p>o Lancashire County Council – Digital Service</p> <ul style="list-style-type: none"> ICT Security Strategy (LCC Digital) <p>Failover testing of power and infrastructure (LCC Digital)</p> <ul style="list-style-type: none"> Maintain fit for purpose ICT provision (LCC Digital) Ongoing infrastructure upgrade programme (LCC Digital) Annual Infrastructure Refresh Programme SLA for 99.8% availability for priority ICT systems (LCC Digital) Formal ICT change management process (LCC Digital) Annual network penetration testing and PSN audit (LCC Digital) Annual PSN Compliance Checks, Remediation Plan and Mitigations. <p>o Lancashire County Council and West Lancs Borough Council</p> <ul style="list-style-type: none"> Internal audit assessments and reviews (LCC Digital and WLBC) Third party support contracts (LCC Digital and WLBC) 	<p>WLBC have entered into a Collaboration agreement with LCC to deliver of ICT service as of 1st April 2021.</p> <p>The staff transferred with the service are experienced in supporting the ICT needs of WLBC.</p> <p>Quarterly Service Review meetings take place between senior officers from WLBC & LCC.</p> <p>Strategy sessions are planned for March/April 2022 to develop the future delivery programme in line with WLBC priorities.</p> <p>Disaster recovery and business continuity plans will be reviewed to ensure the needs of WLBC are adequately covered.</p>	 <p>Likelihood</p> <p>Impact</p>	8 Concerned

Responsible Service	Title of Risk	Potential Effect	Internal Controls	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
		(i.e. contact centre, planning) etc. <ul style="list-style-type: none"> • Loss of reputation • Loss of productivity 				
Corporate & Customer Services	Recruitment and Retention of Key Staff	Adverse impact on services could place pressure on existing staff. Difficulties in recruiting, unable to compete in open market.	Developing Coaching Apprenticeships to increase the level of management coaching available to build internal talent and strengthen leadership skills. Development of Manager and aspiring manager apprenticeships to assist with growing our own talent. The Matrix contract has been retendered and the contract amended to ensure it can provide an agency supply into key service areas in a more effective way, enabling Managers to seek agency staff outside of the Matrix framework if necessary. Workforce planning processes are integrated into Council main annual business planning processes. This means that workforce requirements and resources are identified at an early stage in the business planning process. Structures and services are reviewed at the event of each vacancy to ensure adequate consideration is given to changes that could be made. New Organisational Change restructure currently being consulted upon. Consultation closed on 24 December 2022. The proposed implementation of the new structure is due 1.4.22. It is anticipated that this organisational change will address some challenges identified following the previous organisational restructure.	The risk remains. However, recruitment and selection are an issue Nationally in some key service areas. The Council is continuously reviewing the best way to fill any vacancies, including the potential use of recruitment agencies for specialist, senior or hard to fill posts.		4 Cautious
Corporate & Customer Services	Significant failure to comply with General Data Protection Regulation (GDPR and Data Protection	The GDPR and Data Protection Act 2018 brought considerable changes to the	Discussion for IG Committee. Discussion to take place with the IG Committee around this risk Engaging Internal Audit. Engaging Internal Audit	Significant progress has been made as part EDM phase 1 and 2 with the action plan performance managed via Internal Audit and the IG Committee. Most of the original development areas		6 Cautious

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	Act 2018).	current data protection framework and the Council must deliver its services in accordance with it. There are substantial enhancements to the current requirements as well as some new elements. Compliance had 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 result in a fine as well as a fine for the breach itself.	Mandatory IG/UK GDPR Training, Data Protection Impact Assessments NHS Data Security & Protection Toolkit annual submission Robust IG Policies and Protocols Internal and GDPR / IG Audits IG Committee Appointed SIRO and DPO	on the back of the last GDPR audit have been completed now with the remaining scheduled to be delivered before March 2022. If there are any actions left to be completed, this will be taken up via the IG Committee and followed up.		
	Failure for Tawd Valley Developments to deliver the Business Plan agreed by Council.	Tawd Valley Developments 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	Approval of the annual business plan. Council review and approve the company's annual business plan. Any changes during the year to this will require Council approval. Company risk management strategy. The Company Directors have an agreed risk management strategy which is reviewed at board meetings Company Directors monitor delivery of the business plan. Performance against the delivery of the business plan is overseen by	The five schemes included in phase 1 of the business plan are all on site or delivered. The latest forecast for phase 2, subject to planning approvals is for 111 affordable homes and 3 for open market sale against the BP forecast of 132. The Council has initiated an independent review of TVDL, and the		8 Concerned

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		significant sums of money could be lost.	<p>the Company Directors</p> <p>TVD Shareholder Cabinet Working Group established to monitor performance against the business plan and make recommendations to the COO on the exercise of her delegation as Shareholder for the Company</p> <p>Quarterly member's update. Member's update reported to Corporate Overview & Scrutiny</p> <p>Gateway approval process. TVD carry out site appraisals and detailed analysis to determine viable schemes. Company directors approve scheme progression at various stages using gateway approval process</p> <p>Change tenure. The Council has the ability to change the scheme tenure to mitigate risk of market sale</p> <p>Reserved matters. Reserved matters are signed by Company Directors and set out decisions and matters which are reserved for the Council as shareholder.</p>	outcome of this review will determine the future direction of the company and the delivery of future phases of delivery.		

Risk Status	
	Critical
	Concerned
	Cautious
	Comfortable