

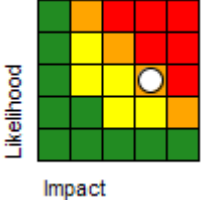
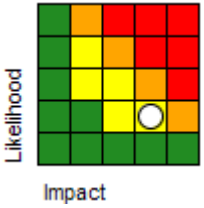
Appendix A Key Risk Register



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 light of current market conditions. A Treasury Management Report was presented to Council in July 2017.		5 Content
Finance & HR Services	Achieving a balanced General Revenue Account budget position for 2018/19	On-going reductions in Government funding will need to be addressed to meet the statutory requirement to set a balanced budget.	The medium term financial forecasting and Policy Option processes will set out how this financial challenge will be met.	Borough Treasurer	A Policy Options Report was presented to the July Council meeting, and a further report will be presented to Council in October 2017.		10 Concerned
Leisure & Wellbeing 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 & Wellbeing Services	A review is underway and will involve a test and then an update, based on the findings of the test and the audit from last year. It is anticipated that all work will be finished by April 2018.		3 Content

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
Development & Regeneration Services	Land Auction	Potential loss of Capital Receipt if sales not secured within timescale of DCLG	Regular meetings with HCA to maintain progress	Director of Development & Regeneration Services	Sale of Whalleys 4 completed. Planning permission granted for housing development. Remaining sites to be taken to the market as soon as possible. Ongoing discussions with HCA regarding timing of capital receipts.		12 Concerned
Housing & Inclusion Services	Balancing the HRA Budget	The Government's policy of ongoing rent reductions in the period to 2020 will have a significant financial impact.	<ul style="list-style-type: none"> - Review of management structure. - Efficiency programme currently being planned - Regular review of income management performance - Implementation of Universal Credit to be carefully monitored. 	Director of Housing & Inclusion Services	Budget currently balanced with reserves identified to cushion future potential government policy changes.		8 Uneasy
Development & Regeneration Services	Delivery of the Housing Strategy	The Housing Strategy 2014 -2019 is intended to deliver a series of plans across a range of housing objectives including private sector housing, public sector housing and development and regeneration.	Regular monitoring will occur via the Service Action Plan (SAP) monitoring process. Each action contained in the 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.	Director of Development & Regeneration Services	The current delivery risk remains the same, however as Government further shapes national housing policy, this may mean that changes are required to our strategy. Work is ongoing against the current strategy objectives, despite challenges in developing affordable housing due to rent reduction requirements, Local Housing Allowance impacts and funding ceasing for many supporting people services.		9 Uneasy

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
Leisure & Wellbeing Services	Procurement of new leisure provision based on the requirements set out in the Leisure Strategy.	<p>Impact on Council services, finances and reputation.</p> <p>Failure to deliver will impact on future service delivery.</p> <p>The potential financial cost, both revenue and capital, could significantly impact on the Council's ability to balance its budget.</p> <p>Council's reputation for the delivery of services.</p>	Project group, project Board and cabinet working group now well established and regularly monitoring progress.	Director of Leisure & Wellbeing Services	<p>Leisure consultant commissioned to carry out financial viability and funding options.</p> <p>Stage 1 report produced.</p> <p>Stage 2 commenced including full financial viability to be completed mid to end August.</p> <p>Report to Cabinet working group in September 2017.</p>	<p>Likelihood</p> <p>Impact</p>	12 Concerned
Development & Regeneration 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. 	Director of Development & Regeneration Services	<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. Legal Challenge now dismissed in Court of Appeal.</p> <p>Discussions with scheme occupiers now proceeding well.</p>	<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
Legal & Democratic Services & Housing and Inclusion Services	Failure to provide suitable storage of the Council's electronic information	Unwieldy systems hamper efficient business processes. Failure to meet statutory and best practice requirements, e.g. in relation to FOIA, DPA, EIR and other information handling legislation (including record retention & destruction arrangements). Staff time wasted/diverted. Potential legal challenges. Criticism by Audit and negative press.	Engagement with the ICT provider to ensure suitable structure for information storage having regard to all relevant governance requirements. Periodic training/meetings/ dissemination of information, e.g. Retention and Disposal Schedule and ICT & Data Security Policy, for Link Officers, IAOs and staff in services to ensure up to date with current policy, legislation, best practice and recent changes affecting their areas.	Borough Solicitor & Borough Transformation Manager and Deputy Director of Housing & Inclusion Services	Established an officer based project group to take forward a review and improvement project. Initial steps taken to prioritise work and establish an action plan. A report presented to Council gaining resources for a post to assist in a corporate review of electronic storage and implementation of an action plan.		12 Concerned
Transformation – Housing & Inclusion Services	Failure to manage the impact of the Government's Benefit Reforms	The phased introduction of welfare reforms including Universal Credit and benefit cap represents a significant change in benefit support. Impacts on benefit claimants and revenue collection including Council Tax and Council House rents are still emerging.	A working group with membership from WLBC, BTLS and the DWP to oversee and manage the changes is in place.	Borough Transformation Manager and Deputy Director of Housing & Inclusion Services	The working group has continued to meet on a regular basis during the course of this year. In addition and in preparation for full rollout of Universal Credit in December the DWP facilitated a formal launch event for West Lancashire in July 2017 which involved staff, elected Members and key stakeholders.		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 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.