Burnley Borough Council

Strategic Risk Register

06 June 2023

Strategic Risk Register Summary

ID	Risk Description	Risk Score
1	Financial stability	9
9	Risks in responding to demographic changes and increased deprivation	9
15	Cost of Living Crisis	9
6	Inability to deliver the regeneration programme	6
4	Changes in the political landscape	6
5	Changes in national policy/legislation	6
8	Inability to influence key decision makers	6
10	Workforce, skills and capacity challenges	6
13	Environmental Event	6
2	Maintaining Partnership Performance	4
3	Damage to the Council's reputation	4
14	Failure to respond to a widespread illness	3
7	Inability to drive improvements through information technology	3
11	Malicious Attack	3
12	Safeguarding Failure	3

Risk Prioritization Matrix

Likelihood		Impact 1	Impact 2	Impact 3	
	3		4, 5, 10	1, 9, 15	Red High
	2		2, 3	6, 8, 13	Amber Medium
	1			7, 11, 12, 14	Green Low
		1	2	3	
			Impact		

Likelihood	Impact
1 Very Unlikely	1 Low
2 Likely	2 Medium
3 Virtually Certain	3 High

Risk Ref: 1 Financial stability

Trigger or Cause	Possible Consequences of Risk
Further funding cuts	Organisational sustainability
Income loss (C19)	Reduced service delivery
Insufficient financial controls	Reduced customer satisfaction
Expensive decision making	Reduced reserves
External cost pressures e.g. increased energy costs	Overspends
Price or Interest Rate Increases	Damaged credit rating
Political growth	Damage to reputation
Failing to understand the financial problem	Workforce morale/planning/retention
National Economic Changes	Reduced reputation for financial management
Claims against the Council	Central Government Intervention

Strategic Link: Cross Cutting

Residual Risk Assessment	Impact	**3**	Likelihood	**3**	Score	**9**	High Priority Risk

Strategic Commitments

PF1 - We will manage our contract with Liberata robustly, so it delivers value for money and good services.

PF2 - We will adopt a Medium Term Financial Strategy that will put the Council on a sustainable financial footing. This strategy will set the framework for preparing annual budgets, ensuring the annual budget strategy is set within the context of the longer-term outlook.

PF3 - We will develop our digital strategy, so that more residents transact with us online and we will continue to deliver services more efficiently.

PF4 - We will deliver our Organisational Development strategy, ensuring we plan for the structures and capabilities that the organisation needs, and empowering our workforce to deliver the objectives of the Strategic Plan.

PL6 - We will invest in our heritage assets for the benefit of this, and future, generations.

PR5 - We will support UCLan's expansion, transforming Burnley into a University Town, supporting

PR6 - We will work with partners to ensure that residents are able and ready to participate in the workforce.

PE2 - We will continue to develop the leisure and cultural offer of Burnley in partnership with Burnley Leisure.

Lead Responsibility : Head of Finance & Property

Risk Ref: 1   Financial stability

Actions On Risk

Medium Term Financial Strategy 2023/28 up dated Feb 2023. Financial risks and mitigations covered in the MTFS.

Risk Ref: 2   Maintaining Partnership Performance

Trigger or Cause	Possible Consequences of Risk
Procurement method	Reduced service delivery
Supply chain failure	Reduced customer satisfaction
Commissioning 'v' traditional culture	Political or reputation embarrassment
Political Change	Perceived council failure
Poor implementation	Poor co-ordination of existing providers and
Compliance/Legal	systems
Business continuity	Poor relationships
Transformational cultural change not achieved	Increased costs
Poor or weak contract management	
Partner failure or withdrawal	

Strategic Link: Cross Cutting

Residual Risk Assessment	Impact	**2**	Likelihood	**2**	Score	**4**	Medium Priority Risk

Strategic Commitments

PE1 - We will work with partners to make the borough a place of aspiration, including supporting efforts to increase education attainment and skills development.

PE2 - We will continue to develop the leisure and cultural offer of Burnley in partnership with Burnley Leisure.

PF1 - We will manage our contract with Liberata robustly, so it delivers value for money and good services.

PE3 - We will continue to work with partners to provide necessary support systems to reduce homelessness and to end rough sleeping in the borough.

PL1 - We will implement a range of initiatives to maintain a clean, safe, attractive, and environmentally friendly borough. This will include community engagement, enforcement and cleansing in 'hotspot' areas.

PL3 - We will work with partners to improve quality and choice in the borough's housing stock, and

PL4 - We will implement our 2015-25 Green Space Strategy.

PR3 - We will deliver the Town Centre and Canalside Masterplan, and strategic projects in Padiham Town Centre.

PR5 - We will support UCLan's expansion, transforming Burnley into a University Town, supporting

Other Work

Contract Review and Extension Planning

Lead Responsibility : Management Team

Risk Ref: 2 Maintaining Partnership Performance

Actions On Risk

Regards Liberata, strong contract governance in place with regular performance meetings at a senior and operational level, strict change control procedures, and a robust performance management framework.
Key actions include the current review of the contract and benchmarking, and implementation of a remediation plan to improve customer service performance.
 We have partnerships in place with key delivery partners including Barnfield Investment Properties, Calico Homes and UCLAN to deliver key priorities underpined by appropriate contracts and governance arrangements.

Risk Ref: 3   Damage to the Council's reputation

Trigger or Cause	Possible Consequences of Risk
Service failure	Strategic plan delivery problem
Loss of key staff	Credibility of the leadership (both political and officer)
External events	
Customer Satisfaction not maintained	Low morale
Partner failure or withdrawal	Loss of key staff
	Recruitment and retention issues

Strategic Link: Cross Cutting

Residual Risk Assessment	Impact	**2**	Likelihood	**2**	Score	**4**	Medium Priority Risk

Strategic Commitments

PF1 - We will manage our contract with Liberata robustly, so it delivers value for money and good services.

PF2 - We will adopt a Medium Term Financial Strategy that will put the Council on a sustainable financial footing. This strategy will set the framework for preparing annual budgets, ensuring the annual budget strategy is set within the context of the longer-term outlook.

PR1 - We will contribute to the strategic direction of local, sub-regional and regional partnerships, and will position the borough for economic development investment

PL1 - We will implement a range of initiatives to maintain a clean, safe, attractive, and environmentally friendly borough. This will include community engagement, enforcement and cleansing in 'hotspot' areas.

PF3 - We will develop our digital strategy, so that more residents transact with us online and we will continue to deliver services more efficiently.

PE4 - We will continue to work on the wider determinants of poor health. This will include reducing food insecurity and responding to the cost of living crisis with practical support. We will work closely with the Integrated Care Board and ensure that the Borough Council plays an active role on the proposed placed based partnerships

Lead Responsibility : Chief Executive Officer

Risk Ref: 3 Damage to the Council's reputation

Actions On Risk

Robust contract management in place with delivery partners (Liberata, Urbaser, development partners). Cyber treatment plan imeplmented to reduce risk from data breach.

Risk Ref: 4   Changes in the political landscape

Trigger or Cause	Possible Consequences of Risk
No overall control	Lack of strategic leadership
Political instability	Poor decision making
Poor member and officer relationships	Impact on the Council's reputation
Poor member and member relationships	Loss of influence with key partners
Local Govt Reorganisation	

Strategic Link: People Performance

Residual Risk Assessment	Impact	**2**	Likelihood	**3**	Score	**6**	Medium Priority Risk

Strategic Commitments

PE1 - We will work with partners to make the borough a place of aspiration, including supporting efforts to increase education attainment and skills development.

PR4 - We will implement the Local Plan, delivering new housing, employment sites, and infrastructure.

Other Work

Council Constitution

Lead Responsibility : Chief Executive Officer

Risk Ref: 4   Changes in the political landscape

Actions On Risk

Local Elections in May with Voter ID has been delivered. Political Administration has moved from a coalition to a minority administration.

Risk Ref: 5   Changes in national policy/legislation

Trigger or Cause	Possible Consequences of Risk
New functions/loss of existing functions	Reduced control over what you do and how you do it
Short term thinking	
Lack of capacity	Inability to respond to the new agenda and continue with on-going functions
Changes from the devolution of Powers from Central Government	Exclusion from new or evolving regional and sub-regional governance and operating structure
Interest rate changes	Not in a position to deliver new functions or requirements

Strategic Link: Prosperity Performance

Residual Risk Assessment	Impact	**2**	Likelihood	**3**	Score	**6**	Medium Priority Risk

Strategic Commitments

PR1 - We will contribute to the strategic direction of local, sub-regional and regional partnerships, and will position the borough for economic development investment

PF4 - We will deliver our Organisational Development strategy, ensuring we plan for the structures and capabilities that the organisation needs, and empowering our workforce to deliver the objectives of the Strategic Plan.

Lead Responsibility : Management Team

Risk Ref: 5   Changes in national policy/legislation

Actions On Risk

Lancashire 2050 vision published and aggreed by Lancashire Local Authorities.

White Paper on devolution powers to combined authorities published. Currently no agreement on Lancashire combined authority.

Risk Ref: 6   Inability to deliver the regeneration programme

Trigger or Cause	Possible Consequences of Risk
Economic downturn	Inability of private sector partners to deliver
Lending squeeze/Interest rate increases	Delivery partner does not have the capacity to
Procurement failure	delivery
Regeneration funding priorities change	Delays in delivery of the regeneration programme
Changes in funding from Central Government	Damaged reputation
Changes in Town Centre Use	Increase programme costs
	Decreased programme funding

Strategic Link: Prosperity People

Residual Risk Assessment | Impact | **3** | Likelihood | **2** | Score | **6** | Medium Priority Risk

Strategic Commitments

PR1 - We will contribute to the strategic direction of local, sub-regional and regional partnerships, and will position the borough for economic development investment

PR2 - We will proactively support the borough's businesses to innovate and expand, and make the borough a natural choice for business relocation

PR3 - We will deliver the Town Centre and Canalside Masterplan, and strategic projects in Padiham Town Centre.

PR4 - We will implement the Local Plan, delivering new housing, employment sites, and infrastructure.

PR5 - We will support UCLan's expansion, transforming Burnley into a University Town, supporting

PR6 - We will work with partners to ensure that residents are able and ready to participate in the workforce.

PL3 - We will work with partners to improve quality and choice in the borough's housing stock, and reduce the blight of empty properties

PE1 - We will work with partners to make the borough a place of aspiration, including supporting efforts to increase education attainment and skills development.

Lead Responsibility : Strategic Head of Economy and Growth

Risk Ref: 6   Inability to deliver the regeneration programme

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Actions On Risk

Programms are long term and constantly under review to reflect wider socio-economic circumstances and availability of funding.

The Council works with a range of partner organisations, both public and private, who have a wide range of skills and resources to deliver these objectives.

Risk Ref: 7   Inability to drive improvements through information technology

Trigger or Cause	Possible Consequences of Risk
IT partnership failure (to deliver past procurement)	Inability to deliver and develop services and not deliver anticipated savings and service improvement
IT partnership procurement failure	
Current IT provision failure	Public confidence in use of Council services through IT lowered
Information governance failure	Data Loss and Service disruption
Cyber-attack	Increased costs of recovery

Strategic Link: Performance

Residual Risk Assessment   Impact   **3**   Likelihood   **1**   Score   **3**   Low Priority Risk

Strategic Commitments

PF1 - We will manage our contract with Liberata robustly, so it delivers value for money and good services.

PF3 - We will develop our digital strategy, so that more residents transact with us online and we will continue to deliver services more efficiently.

Lead Responsibility : Chief Operating Officer

Risk Ref: 7   Inability to drive improvements through information technology

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Actions On Risk

Robust contract management in place with delivery partners (Liberata and key software providers).

Cloud First Policy to improve network access and reliabilty, and to drive down maintenance costs.

Cyber treatment plan imeplmented to reduce risk from data breach, including prevention and restoration actions, and insurance aginst data loss.

Use of framework agreements to reduce tendering costs and therefore reduce change and improvement costs.

Risk Ref: 8   Inability to influence key decision makers

Trigger or Cause	Possible Consequences of Risk
Change of political control	Loss of external funding opportunities
Breakdown of key relationships	Reduced level of influence over key decision makers
Change of staff/key relationships	
Change in reputation for delivery	Inability to deliver through partnerships
	Reduced reputation of Council

Strategic Link: Cross Cutting

Residual Risk Assessment	Impact	**3**	Likelihood	**2**	Score	**6**	Medium Priority Risk

Strategic Commitments

PE1 - We will work with partners to make the borough a place of aspiration, including supporting efforts to increase education attainment and skills development.

PL3 - We will work with partners to improve quality and choice in the borough's housing stock, and

PR1 - We will contribute to the strategic direction of local, sub-regional and regional partnerships, and will position the borough for economic development investment

PR2 - We will proactively support the borough's businesses to innovate and expand, and make the borough a natural choice for business relocation

PR5 - We will support UCLan's expansion, transforming Burnley into a University Town, supporting higher level skills and business innovation.

Lead Responsibility : Management Team

Risk Ref: 8   Inability to influence key decision makers

Actions On Risk

The Council maintains good relations with local partners and with Government Bodies and Departments. These are subject to regular review to reflect external changes. We work collaboratively with partners to develop strategies and to influence others.

Risk Ref: 9 Risks in responding to demographic changes and increased deprivation

Trigger or Cause	Possible Consequences of Risk
Government policy	Not delivering on the regeneration programme
Economic downturn	Poor service delivery
Big ticket issues – crime, health, housing	Poor customer satisfaction
Benefit dependency	Low aspirations
Short term fixes	Damage to reputation
Negative reputation	Failure to improve
Failure to develop opportunities	Increased demand
Local Infection Increase (C19)	Increased costs
Ukraine policy	Less funding
	Viability of Burnley

Strategic Link: Cross Cutting

Residual Risk Assessment | Impact **3** | Likelihood **3** | Score **9** | High Priority Risk

Strategic Commitments

PE1 - We will work with partners to make the borough a place of aspiration, including supporting efforts to increase education attainment and skills development.

PE2 - We will continue to develop the leisure and cultural offer of Burnley in partnership with Burnley Leisure.

PL1 - We will implement a range of initiatives to maintain a clean, safe, attractive, and environmentally friendly borough. This will include community engagement, enforcement and cleansing in 'hotspot' areas.

PL2 - We will improve the management and condition of rented accommodation in the private and

PL3 - We will work with partners to improve quality and choice in the borough's housing stock, and

PR1 - We will contribute to the strategic direction of local, sub-regional and regional partnerships, and will position the borough for economic development investment

PR2 - We will proactively support the borough's businesses to innovate and expand, and make the borough a natural choice for business relocation

PL3 - We will work with partners to improve quality and choice in the borough's housing stock, and

PR4 - We will implement the Local Plan, delivering new housing, employment sites, and infrastructure.

Other Work
Community Hub

Lead Responsibility : Management Team

Risk Ref: 9   Risks in responding to demographic changes and increased deprivation

<u>Actions On Risk</u>
Strong partnership working to reduce cohesion risks of inward migration, including increase in resources to VCFS partners. Ongoing commitment to Burnley Together as key cost of living response.
We constantly review demographic data and work with partners to respond appropriately to wider socio-demographic changes.

Risk Ref: 10 Workforce, skills and capacity challenges

Trigger or Cause	Possible Consequences of Risk
Loss of the workforce	Service failure/deterioration
Loss of organisational memory	Damaged reputation
Loss of organisational skills	Increased complaints
Lack of commitment to organisational development	Low morale
	Recruitment and retention issues
Lack of investment in training	Increased workflow
Political direction change	Business resilience
	Not having the right staff with the right skills

Strategic Link: Cross Cutting

Residual Risk Assessment	Impact	**2**	Likelihood	**3**	Score	**6**	Medium Priority Risk

Strategic Commitments

PF1 - We will manage our contract with Liberata robustly, so it delivers value for money and good services.

PF2 - We will adopt a Medium Term Financial Strategy that will put the Council on a sustainable financial footing. This strategy will set the framework for preparing annual budgets, ensuring the annual budget strategy is set within the context of the longer-term outlook.

PF3 - We will develop our digital strategy, so that more residents transact with us online and we will continue to deliver services more efficiently.

PL4 - We will implement our 2015-25 Green Space Strategy.

PF4 - We will deliver our Organisational Development strategy, ensuring we plan for the structures and capabilities that the organisation needs, and empowering our workforce to deliver the objectives of the Strategic Plan.

Lead Responsibility : Chief Executive Officer

Risk Ref: 10   Workforce, skills and capacity challenges

Actions On Risk

Workforce Planning and OD strategy delivery overseen by the Chief Operating Officer.

Robust contract management to ensure that any loss of personnel in outsourced services is well managed by our strategic delivery partners.

Risk Ref: 11   Malicious Attack

Trigger or Cause	Possible Consequences of Risk
Public Disturbance	Death of Public / Staff
National Risk Level	Loss of Assets
Lack of Stakeholder Engagement	Major impact on Services and Community
Lack of Planning	Evacuation
Poor and delayed information and communication	Financial Cost
Event Targeting	Reputational damage
Cyber-attack	Data Loss

Strategic Link: Cross-Cutting

Residual Risk Assessment	Impact	**3**	Likelihood	**1**	Score	**3**	Low Priority Risk

Strategic Commitments

PF1 - We will manage our contract with Liberata robustly, so it delivers value for money and good services.

Other Work
Business Continuity Plans
Emergency Planning
Local Improvement of Counter Terrorism Strategy (CONTEST)
Event Planning
Community Engagement
Local Resilience Forum

Lead Responsibility : Chief Operating Officer

Risk Ref: 11   Malicious Attack

Actions On Risk

Cyber Treatment Plan has been implemented, covering simulated phishing attacks, staff training, invesment in enhance data security to filter out threats, MFA on all accounts with enhanced MFA on admin accounts, data back ups, and business continuity testing.

Risk Ref: 12   Safeguarding Failure

Trigger or Cause	Possible Consequences of Risk
Weak or No response to reported issues	Injury to Clients
Historic issues which are identified	Resources diverted to address Risks
Safeguarding System Failure	Major impact on Services and Community
Failure of Background Checks	Financial Costs
Not recognising Safeguarding Risks	Reputational Damage
	Central Government Action

Strategic Link: Cross Cutting

Residual Risk Assessment   Impact   **3**   Likelihood   **1**   Score   **3**   Low Priority Risk

Strategic Commitments

PF4 - We will deliver our Organisational Development strategy, ensuring we plan for the structures and capabilities that the organisation needs, and empowering our workforce to deliver the objectives of the Strategic Plan.

Other Work

Safeguarding Policy

Open and Transparent Culture

Whistleblowing Policy

Communications

Corporate Complaints Process

Lead Responsibility : Chief Executive Officer

Risk Ref: 12   Safeguarding Failure

Actions On Risk

Staff Training provided to all staff.

Detailed training for staff who are likely to contact clients.

Domestic Abuse training provided to staff.

Risk Ref: 13   Environmental Event

Trigger or Cause	Possible Consequences of Risk
Extreme Weather	Death of Public / Staff
High Rainfall	Loss of Assets
Heatwave	Major impact on Services and Community
Changing Climate	Evacuation
High Snowfall	Financial Cost
Storms and Gales	
Flooding	

Strategic Link: Cross Cutting

Residual Risk Assessment	Impact	**3**	Likelihood	**2**	Score	**6**	Medium Priority Risk

Strategic Commitments

PL5 - We will implement our Climate Change Strategy.

PL1 - We will implement a range of initiatives to maintain a clean, safe, attractive, and environmentally friendly borough. This will include community engagement, enforcement and cleansing in 'hotspot' areas.

PF3 - We will develop our digital strategy, so that more residents transact with us online and we will continue to deliver services more efficiently.

Other Work
Business Continuity Plans
Emergency Planning
Event Planning
Community Engagement
Local Resilience Forum
Sustainability

Lead Responsibility : Head of Streetscene

Risk Ref: 13   Environmental Event

Actions On Risk
Emergency Plan in place.
Climate Change Strategy updated.

Risk Ref: 14   Failure to respond to a widespread illness

Trigger or Cause	Possible Consequences of Risk
Pandemic	Death of Public / Staff
Influenza	Major impact on Services and Community
SAR	Financial Cost
MERS	Event Closure
COVID	Buildings Closure
Local Infection Increase	Business and Economy failures Failure to bury the
Variant Strains	dead

Strategic Link: Cross Cutting

Residual Risk Assessment	Impact	**3**	Likelihood	**1**	Score	**3**	Low Priority Risk

Strategic Commitments

PR6 - We will work with partners to ensure that residents are able and ready to participate in the

PE4 - We will continue to work on the wider determinants of poor health. This will include reducing food insecurity and responding to the cost of living crisis with practical support. We will work closely

PE3 - We will continue to work with partners to provide necessary support systems to reduce homelessness and to end rough sleeping in the borough.

Other Work
Business Continuity Plans
Emergency Planning
Community Engagement
Local Resilience Forum
Transitional/Recovery Arrangements
Test/Trace/Vaccination/Isolation Payments
Cremation Services
Community Hub
Grant Schemes

Lead Responsibility : Management Team

Risk Ref: 14   Failure to respond to a widespread illness

Actions On Risk
Lessons learned from Covid 19 Pandemic.

Risk Ref: 15   Cost of Living Crisis

Trigger or Cause	Possible Consequences of Risk
Rising Energy Costs	Increase Deprivation
Rising Food Costs	Food Poverty
High Fuel Costs	Child Poverty
Higher than Average Inflation	Fuel Poverty
	Death of Public

Strategic Link: Cross Cutting

Residual Risk Assessment   Impact **3**   Likelihood **3**   Score **9**   High Priority Risk

Strategic Commitments

PR6 - We will work with partners to ensure that residents are able and ready to participate in the

PE4 - We will continue to work on the wider determinants of poor health. This will include reducing food insecurity and responding to the cost of living crisis with practical support. We will work closely with the Integrated Care Board and ensure that the Borough Council plays an active role on the

PE3 - We will continue to work with partners to provide necessary support systems to reduce homelessness and to end rough sleeping in the borough.

PL2 - We will improve the management and condition of rented accommodation in the private and social sectors and enforce standards in a robust way.

Other Work

Community Engagement
Grants and Payments e.g. Energy Rebate
Community Hub
Uniform Exchange
Support for Charities

Lead Responsibility : Management Team

Risk Ref: 15   Cost of Living Crisis

Actions On Risk

Re-prioritisation of covid budgets towards cost of living and community recovery.

Some transference of risk to partners working alongside the council, particularly Calico and VCFS partners in Burnley Together.