Burnley Borough Council

Strategic Risk Register

01 December 2023

Burnley Borough Council - Strategic Risk Register

Strategic Risk Register Summary

ID	Risk Description	Risk Score	Impact	Likelihood
1	Financial Stability	15	5	3
5	Changes in National Policy/Legislation	12	3	4
7	Information Technology Risks	12	4	3
2	Maintaining Partnership Performance	9	3	3
3	Reputational Risks	9	3	3
8	Influence Key Decision Makers	9	3	3
9	Risks in Response to Changes in Population and Deprivation	9	3	3
10	Workforce, Skills and Capacity Challenges	9	3	3
15	Cost of Living Crisis	9	3	3
13	Environmental Event	8	4	2
4	Changes in the Political Landscape	6	3	2
6	Risks in Delivery of the Regeneration Programme	6	3	2
11	Malicious Attack	5	5	1
14	Influenza type Pandemic	5	5	1
12	Safeguarding Failure	3	3	1

Risk Prioritization Matrix Current Likelihoods

Impact		Likelihood 1	Likelihood 2	Likelihood 3	Likelihood 4	Likelihood 5	
	5	11,14		1			Red High 16-25
	4		13	7			
	3	12	6	2,3,8,9, 10,15	4,5		Amber Medium 8 - 15
	2						
	1						Green Low 1 - 6
		1	2	3	4	5	

Likelihood

Impact		Likelihood	
5	Major	5	80% <
4	Significant	4	60% - 80%
3	Moderate	3	40% - 60%
2	Minor	2	20% - 40%
1	Limited	1	< 20%

Risk Ref: 1   Financial Stability

Trigger or Cause	Possible Consequences of Risk
Further funding cuts	Damaged Organisational sustainability
Income loss	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	**5**	Score	**15**	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.

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 higher level skills and business innovation.

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 : Director of Resources

Risk Ref: 1   Financial Stability

Actions On Risk

Medium Term Financial Strategy 2023/28 up dated August 2023. Financial risks and mitigations covered in the MTFS. 2024/29 Update prepared for Feb 2024.

Risk Ref: 1   Financial Stability

Actions On Risk

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 systems
Compliance/Legal	
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	**3**	Likelihood	**3**	Score	**9**	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 reduce the blight of empty properties

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 higher level skills and business innovation.

Other Work

Contract Review and Extension Planning

Lead Responsibility : Management Team

Risk Ref: 2 Maintaining Partnership Performance

Actions On Risk
Strong contract governance with strategic partners (Liberata, BL&C, Urbaser, Barnfield IP, Calico and UCLAN): regular performance meetings at a senior and operational level, change control procedures and risk management, and a robust performance management and reporting framework in place.

Actions On Risk
Strong contract governance with strategic partners (Liberata, BL&C, Urbaser, Barnfield IP, Calico and UCLAN):

Risk Ref: 3   Reputational Risks

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	**3**	Likelihood	**3**	Score	**9**	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   Reputational Risks

Actions On Risk

Key actions include the current review of the contract and benchmarking, and implementation of a remediation plan to improve customer service performance.

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**	Low 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.

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.

Other Work

Council Constitution

Lead Responsibility : Chief Executive Officer

Risk Ref: 4   Changes in the Political Landscape

Actions On Risk

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

Risk Ref: 5   Changes in National Policy/Legislation

Trigger or Cause

New functions/loss of existing functions

Short term thinking

Lack of capacity

Changes from the devolution of Powers from
Central Government

Interest rate changes

Possible Consequences of Risk

Reduced control over what you do and how you
do it

Inability to respond to the new agenda and
continue with on-going functions

Exclusion from new or evolving regional and sub-
regional governance and operating structure

Not in a position to deliver new functions or
requirements

Strategic Link: Prosperity Performance

Residual Risk Assessment	Impact	**4**	Likelihood	**3**	Score	**12**	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

There are no current plans for LG reorganisation so that risk is unlikely and is accepted. The council's recent history indicates that all members of the council are committed to a smooth transition from one political administration to another. Officers are experienced and knowledgeable in election administration, and in supporting and advising all members in legal and constitutional matters to assist with the process of transition.

Risk Ref: 6   Risks in Delivery of 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 delivery
Procurement failure	
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	**2**	Likelihood	**3**	Score	**6**	Low 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 higher level skills and business innovation.

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 : Director of Economy and Development

Risk Ref: 6   Risks in Delivery of the Regeneration Programme

<u>Actions On Risk</u>

Lancashire 2050 vision published and agreed by Lancashire Local Authorities.

Risk Ref: 7   Information Technology Risks

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	
Information governance failure	Public confidence in use of Council services through IT lowered
Cyber-attack	Data Loss and Service disruption
IT Supply Chain Failure	Increased costs of recovery
	Regulator Action

Strategic Link: Performance

Residual Risk Assessment	Impact	**3**	Likelihood	**4**	Score	**12**	Medium 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   Information Technology Risks

<u>Actions On Risk</u>

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

Risk Ref: 8   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	Inability to deliver through partnerships
Change in reputation for delivery	Reduced reputation of Council

Strategic Link: Cross Cutting

Residual Risk Assessment	Impact	**3**	Likelihood	**3**	Score	**9**	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 reduce the blight of empty properties

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   Influence Key Decision Makers

Actions On Risk

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

Risk Ref:	9	Risks in Response to Changes in Population and 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**	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.

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 social sectors and enforce standards in a robust way.

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

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 reduce the blight of empty properties

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 Response to Changes in Population and Deprivation

Actions On Risk

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. The Council has a robust program in place for UK SPF to ensure that funding is spent in accordance with the agreed plan. The Council is regularly engaged with key funding bodies including Homes England and Lottery funds to identifiy opportunities.

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	**3**	Likelihood	**3**	Score	**9**	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

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

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	1	Likelihood	5	Score	5	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

Detailed risk register for IT under regular review and actions being taken to mitigate priority risks.

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	1	Likelihood	3	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

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

Risk Ref: 13   Environmental Event

Trigger or Cause

Extreme Weather

High Rainfall

Heatwave

Changing Climate

High Snowfall

Storms and Gales

Flooding

Possible Consequences of Risk

Death of Public / Staff

Loss of Assets

Major impact on Services and Community

Evacuation

Financial Cost

Strategic Link: Cross Cutting

Residual Risk Assessment	Impact	2	Likelihood	4	Score	8	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

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

Risk Ref: 14   Influenza type Pandemic

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	**1**	Likelihood	**5**	Score	**5**	Low Priority Risk

Strategic Commitments

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

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

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   Influenza type Pandemic

Actions On Risk

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

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
	Homelessness

Strategic Link: Cross Cutting

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

Strategic Commitments

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

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

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

The Council maintains good relations with local partners and with Government Bodies and Departments.