



Burnley Borough Council

Strategic Risk Register

27 August 2019

Strategic Risk Register Summary

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

Risk Prioritization Matrix

| | | | | | |
|------------|---|--------|--------------------------|----------------------------|-----------------|
| Likelihood | 3 | | 10 | | Red High |
| | 2 | | 2, 3, 4, 5, 6 | 1, 8 | Amber Medium |
| | 1 | | | 7, 9, 11 12, 13 | 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

Further funding cuts
 Income loss
 Insufficient financial controls
 Expensive decision making
 External cost pressures
 Political growth
 Failing to understand the financial problem
 National Economic Changes
 Claims against the Council

Possible Consequences of Risk

Organisational sustainability
 Reduced service delivery
 Reduced customer satisfaction
 Reduced reserves
 Overspends
 Damaged credit rating
 Damage to reputation
 Workforce morale/planning/retention
 Reduced reputation for financial management

Strategic Link: Cross Cutting

Residual Risk Assessment

Impact

3

Likelihood

2

Score

6

Medium Priority Risk

Strategic Commitments

- PF1 - We will embed the partnership with Liberata within the Council's budget, strategic vision and commercial strategy.
- PF2 - We will adopt a Medium Term Financial Strategy that will put the Council on a sustainable footing. This strategy will set the framework for annual budgets, ensuring the annual budget 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 are able to deliver services more efficiently.
- PL1 - We will implement a range of initiatives to maintain a clean, safe borough.
- PL4 - We will implement our 2015-25 Green Space Strategy.
- 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.
- PF4 - We will deliver our Organisational Development strategy, ensuring we plan for the structures and capabilities the organisation needs, and empowering our workforce to deliver the objectives of the Strategic Plan.

Lead Responsibility Head of Finance & Property

Risk Ref: 8 Inability to influence key decision makers

Trigger or Cause

Change of political control
 Breakdown of key relationships
 Change of staff/key relationships
 Change in reputation for delivery

Possible Consequences of Risk

Loss of external funding opportunities
 Reduced level of influence over key decision makers
 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, and improve residents' health.

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

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

Lead Responsibility Management Team

Risk Ref: 10 Workforce, skills and capacity challenges

Trigger or Cause

Loss of the workforce
 Loss of organisational memory
 Loss of organisational skills
 Lack of commitment to organisational development
 Lack of investment in training
 Political direction change

Possible Consequences of Risk

Service failure/deterioration
 Damaged reputation
 Increased complaints
 Low morale
 Recruitment and retention issues
 Increased workflow
 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 continue the successful partnership with Liberata.

PF2 - We will adopt a Medium Term Financial Strategy that will put the Council on a sustainable footing. This strategy will set the framework for annual budgets, ensuring the annual budget 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 are able to deliver services more efficiently.

PL1 - We will implement a range of initiatives to maintain a clean, safe, attractive and environmentally friendly borough.

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 the organisation needs, and empowering our workforce to deliver the objectives of the Strategic Plan.

Lead Responsibility Chief Executive Officer

Risk Ref: 2 Maintaining Partnership Performance

Trigger or Cause

Procurement method
 Supply chain failure
 Commissioning 'v' traditional culture
 Control transfer
 Poor implementation
 Compliance/legal
 Business continuity
 Transformational cultural change not achieved
 Poor or weak contract management

Possible Consequences of Risk

Reduced service delivery
 Reduced customer satisfaction
 Political or reputation embarrassment
 Perceived council failure
 Poor co-ordination of existing providers and systems
 Poor relationships
 Increased costs

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, and improve residents' health.
- PE2 - We will continue to develop the leisure and cultural offer of Burnley in partnership with Burnley Leisure.
- PF1 - We will continue the successful partnership with Liberata.
- PF3 - We will develop our digital strategy, so that more residents transact with us online and we are able to deliver services more efficiently.
- PL1 - We will implement a range of initiatives to maintain a clean, safe, attractive and environmentally friendly borough.
- PL3 - We will work with partners to improve the quality and choice in the borough's housing stock.
- 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.

Lead Responsibility Management Team

Risk Ref: 3 **Damage to the Council’s reputation**

Trigger or Cause

Service failure
 Loss of key staff
 External events
 Customer Satisfaction not maintained

Possible Consequences of Risk

Strategic plan delivery problem
 Credibility of the leadership (both political and officer)
 Low morale
 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 continue the successful partnership with Liberata.

PF2 - We will adopt a Medium Term Financial Strategy that will put the Council on a sustainable footing. This strategy will set the framework for annual budgets, ensuring the annual budget 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.

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

Lead Responsibility Chief Executive Officer

Risk Ref: 4 Changes in the political landscape

Trigger or Cause

No overall control
 Political instability
 Poor member and officer relationships
 Poor member and member relationships

Possible Consequences of Risk

Lack of strategic leadership
 Poor decision making
 Impact on the Council's reputation
 Loss of influence with key partners

Strategic Link: People Performance

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, and improve residents' health.

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

Lead Responsibility Chief Executive Officer

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 withdrawal from the European Union
 Changes from the devolution of Powers from Central Government

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

Residual Risk Assessment

Impact

2

Likelihood

2

Score

4

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

Lead Responsibility Management Team

Risk Ref: 6 Inability to deliver regeneration

Trigger or Cause

Economic downturn
 Lending squeeze
 Procurement failure
 Regeneration funding priorities change
 Changes in funding from Central Government
 or as a result of the withdrawal from the
 European Union

Possible Consequences of Risk

Inability of private sector partners to deliver
 Delivery partner does not have the capacity to delivery
 Delays in delivery of the regeneration programme
 Damaged reputation

Strategic Link: Prosperity People

Residual Risk Assessment

Impact

2

Likelihood

2

Score

4

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
- PL3 - We will work with partners to improve the quality and choice in the borough's housing stock.
- PE1 - We will work with partners to make the borough a place of aspiration, including supporting efforts to increase education attainment and skills development, and improve residents’ health.

Lead Responsibility Strategic Head of Economy and Growth

Risk Ref: 7 **Inability to drive improvements through information technology**

Trigger or Cause

IT partnership failure (to deliver past procurement)
 IT partnership procurement failure
 Current IT provision failure
 Information governance failure

Possible Consequences of Risk

Inability to deliver and develop services and not deliver anticipated savings and service improvement
 Public confidence in use of Council services through IT lowered

Strategic Link: Performance

Residual Risk Assessment

Impact

3

Likelihood

1

Score

3

Low Priority Risk

Strategic Commitments

PF1 - We will continue the successful partnership with Liberata.

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

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

Lead Responsibility Chief Operating Officer

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

Trigger or Cause

Government policy
 Economic downturn
 Big ticket issues – crime, health, housing
 Benefit dependency
 Short term fixes
 Negative reputation
 Failure to develop opportunities

Possible Consequences of Risk

Not deliverig regeneration
 Poor service delivery
 Poor customer satisfaction
 Low aspirations
 Damage to reputation
 Failure to improve
 Increased demand
 Increased costs
 Less funding
 Viability of Burnley

Strategic Link: Cross Cutting

Residual Risk Assessment

Impact

3

Likelihood

1

Score

3

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, and improve residents' health.

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.

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

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

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.

Lead Responsibility Management Team

Risk Ref: 11 Malicious Attack

Trigger or Cause

Public Disturbance
 National Risk Level
 Lack of Stakeholder Engagement
 Lack of Planning
 Poor and delayed information and communication
 Event Targeting

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

3

Likelihood

1

Score

3

Low Priority Risk

Strategic Commitments

PL1 - We will implement a range of initiatives to maintain a clean, safe, attractive and environmentally friendly borough.

Lead Responsibility Chief Operating Officer

Risk Ref: 12 Safeguarding Failure

Trigger or Cause

Weak or No response to reported issues
 Historic issues which are identified
 Safeguarding System Failure
 Failure of Background Checks
 Not recognising Safeguarding Risks

Possible Consequences of Risk

Injury to Clients
 Resources diverted to address Risks
 Major impact on Services and Community
 Financial Costs
 Reputational Damage
 Central Government Action

Strategic Link: Cross Cutting

Residual Risk Assessment

Impact

3

Likelihood

1

Score

3

Low Priority Risk

Strategic Commitments

PL1 - We will implement a range of initiatives to maintain a clean, safe, attractive and environmentally friendly borough.

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

Lead Responsibility Chief Executive Officer

Risk Ref: 13 **Enviromental Event**

Trigger or Cause

Abnormal Weather
 Rainfall
 Heatwave
 Climate Change
 Snow Fall
 Storms and Gales

Possible Consequences of Risk

Death of public/staff
 Loss of assets
 Major impact on services and community
 Evacuation
 Financial cost

Strategic Link: Place Performance

Residual Risk Assessment

Impact

3

Likelihood

1

Score

3

Low Priority Risk

Strategic Commitments

PL1 - We will implement a range of initiatives to maintain a clean, safe, attractive and environmentally friendly borough.

PF1 - We will continue the successful partnership with Liberata.

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

Lead Responsibility Head of Streetscene