Burnley Borough Council

Strategic Risk Register

10 September 2020

Strategic Risk Register Summary

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

Risk Score: 1 - 3 Low Risk; 4 - 6 - Medium Risk; 9 - High Risk

Risk Prioritization Matrix

Likelihood					
	3	4	5, 10	1, 6, 9	Red High
	2		2, 3,	8, 14	Amber Medium
	1			7, 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	Possible Consquences 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	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 (C19)	Reduced reputation for financial management
Claims against the Council	

Strategic Link: Cross Cutting

Residual Risk Assessement	Impact	3	Likelihood	3	Score	9	High 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 will continue to deliver services more efficiently.

PL1 - We will implement a range of initiatives to maintain a clean, safe, attractive and environmentally friendly borough. This will include a focus on reducing dog fouling.

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: 2 Maintaining Partnership Performance

Trigger or Cause	Possible Consquences 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	Poor relationships
Business continuity	Increased costs
Transformational cultural change not achieved	
Poor or weak contract management	
Partner failure or withdrawal	

Strategic Link: Cross Cutting

Residual Risk Assessement	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 will continue to deliver services more efficiently.

PL1 - We will implement a range of initiatives to maintain a clean, safe, attractive and environmentally friendly borough. This will include a focus on reducing dog fouling.

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.

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

Lead Responsibility : Management Team

Risk Ref: 3 Damage to the Council's reputation

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

Strategic Link: Cross Cutting

Residual Risk Assessement	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. This will include a focus on reducing dog fouling.

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 Executive Officer

Risk Ref: 4 Changes in the political landscape

Trigger or Cause	Possible Consquences 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

Strategic Link: People Performance

Residual Risk Assessement	Impact	1	Likelihood	3	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.

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

PF5 - We will undertake a review of the council's governance structure.

PF6 - We will set up cross party working groups to investigate issues that matter to everyone in our borough.

Lead Responsibility : Chief Executive Officer

Risk Ref: 5 Changes in national policy/legislation

Trigger or Cause	Possible Consquences of Risk
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 Interest rate changes	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 Assessement	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 the organisation needs, and empowering our workforce to deliver the objectives of

Lead Responsibility : Management Team

Risk Ref: 6 Inability to deliver the regeneration programme

Trigger or Cause	Possible Consquences of Risk
Economic downturn (C19)	Inability of private sector partners to deliver
Lending squeeze/Interest rate increases	Delivery partner does not have the capacity to delivery
Procurement failure	Delays in delivery of the regeneration programme
Regeneration funding priorities change	Damaged reputation
Changes in funding from Central Government or as a result of the withdrawal from the European Union	Increase programme costs

Strategic Link: Prosperity People

Residual Risk Assessement	Impact	3	Likelihood	3	Score	9	High 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

PR6 - We will aim to localise public sector spend as far as possible.

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	Possible Consquences of Risk
IT partnership failure (to deliver past procurement) IT partnership procurement failure Current IT provision failure Information governance failure Cyber attack	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 Assessement	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 will continue to deliver services more efficiently.

Lead Responsibility : Chief Operating Officer

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 Consquences 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 Assessement	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: 9

Risks in responding to demographic changes and increased deprivation

Trigger or Cause	Possible Consquences of Risk
Government policy	Not delivering on the regeneration programme
Economic downturn (C19)	Poor service delivery
Big ticket issues – crime, health, housing (C19)	Poor customer satisfaction
Benefit dependency (C19)	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
	Less funding
	Viability of Burnley

Strategic Link: Cross Cutting

Residual Risk Assessement	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, 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. This will include a focus on reducing dog fouling.

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

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

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

Other Work
Community Hub

Lead Responsibility : Management Team

Risk Ref: 10 Workforce, skills and capacity challenges

Trigger or Cause	Possible Consquences 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
Lack of investment in training	Recruitment and retention issues
Political direction change	Increased workflow
	Business resilience
	Not having the right staff with the right skills

Strategic Link: Cross Cutting

Residual Risk Assessement	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 will continue to deliver services more efficiently.

PL1 - We will implement a range of initiatives to maintain a clean, safe, attractive and environmentally friendly borough. This will include a focus on reducing dog fouling.

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.

PF5 - We will undertake a review of the council's governance structure.

Lead Responsibility : Chief Executive Officer

Risk Ref: 11 Malicious Attack

Trigger or Cause	Possible Consquences 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	

Strategic Link: Cross-Cutting

Residual Risk Assessement	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. This will include a focus on reducing dog fouling.

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: 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 Consquences 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 Assessement	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. This will include a focus on reducing dog fouling.

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.

Other Work

Safeguarding Policy
Open and Transparent Culture
Whistleblowing Policy
Communications
Corporate Complaints Process

Lead Responsibility : Chief Executive Officer

Risk Ref: 13 Environmental Event

Trigger or Cause

Extreme Weather
High Rainfall
Heatwave
Changing Climate
High Snowfall
Storms and Gales
Flooding

Possible Consquences of Risk

Death of Public / Staff
Loss of Assets
Major impact on Services and Community
Evacuation
Financial Cost

Strategic Link: Cross Cutting

Residual Risk Assessement	Impact	3	Likelihood	1	Score	3	Low Priority Risk

Strategic Commitments

PL5 - We will prepare and deliver a new Climate Emergency Strategy.

PL1 - We will implement a range of initiatives to maintain a clean, safe, attractive and environmentally friendly borough. This will include a focus on reducing dog fouling.

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 will continue to deliver services more efficiently.

Other Work

Business Continuity Plans
Emergency Planning
Event Planning
Community Engagement
Local Resilience Forum

Lead Responsibility : Head of Streetscene

Risk Ref: 14 Failure to respond to a widespread illness

Trigger or Cause	Possible Consquences 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 (C19)	

Strategic Link: Cross Cutting

Residual Risk Assessement	Impact	3	Likelihood	2	Score	6	Medium Priority Risk

Strategic Commitments

PF1 - We will continue the successful partnership with Liberata.

PL1 - We will implement a range of initiatives to maintain a clean, safe, attractive and environmentally friendly borough. This will include a focus on reducing dog fouling.

Other Work
Business Continuity Plans
Emergency Planning
Event Planning
Community Engagement
Local Resilience Forum
Transistional Arrangements
Community Hub

Lead Responsibility : Head of Policy & Engagement