



Burnley Borough Council

Strategic Risk Register

09 February 2021

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
14	Failure to respond to a widespread illness	9
5	Changes in national policy/legislation	6
8	Inability to influence key decision makers	6
10	Workforce, skills and capacity challenges	6
4	Changes in the political landscape	6
2	Maintaining Partnership Performance	4
3	Damage to the Council's reputation	4
7	Inability to drive improvements through information technology	3
11	Malicious Attack	3
12	Safeguarding Failure	3
13	Environmental Event	3

Risk Prioritization Matrix

Likelihood	3		4, 5, 10	1, 6, 9, 14	Red High
	2		2, 3,	8	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

Further funding cuts
Income loss (C19)
Insufficient financial controls
Expensive decision making
External cost pressures
Price or Interest Rate Increases
Political growth
Failing to understand the financial problem
National Economic Changes (C19)
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
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

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

PR6 - We will delivery our COVID-19 economic recovery plan.

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

PE4 - We will work on the wider determinants of poor health and will deliver our COVID-19 community recovery plans

Lead Responsibility : Head of Finance & Property

Risk Ref: 2 Maintaining Partnership Performance
Trigger or Cause

Procurement method
Supply chain failure
Commissioning 'v' traditional culture
Political Change
Poor implementation
Compliance/Legal
Business continuity
Transformational cultural change not achieved
Poor or weak contract management
Partner failure or withdrawal

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
Assesement**

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 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 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

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

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 manage our contract with Liberata robustly, so it delivers value for money and

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 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.

PE4 - We will work on the wider determinants of poor health and will deliver our COVID-19 community recovery plans

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

Local Govt Reorganisation

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
Assesement

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.

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 work on the wider determinants of poor health and will deliver our COVID-

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: 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
 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

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

Lead Responsibility : Management Team

Risk Ref: 6 Inability to deliver the regeneration programme

Trigger or Cause

Economic downturn (C19)

Lending squeeze/Interest rate increases

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

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 delivery our COVID-19 economic recovery plan.

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.

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

Cyber attack

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
Assessement

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

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 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.

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

Government policy
Economic downturn (C19)
Big ticket issues – crime, health, housing (C19)
Benefit dependency (C19)
Short term fixes
Negative reputation
Failure to develop opportunities
Local Infection Increase (C19)

Possible Consequences of Risk

Not delivering on the regeneration programme
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 Assesment	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 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

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 manage our contract with Liberata robustly, so it delivers value for money and

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.

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 that the organisation needs, and empowering our workforce to deliver the objectives of the Strategic Plan. This will include embedding hybrid working patterns where this improves

Lead Responsibility : Chief Executive Officer

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

Cyber attack

Possible Consequences of Risk

Death of Public / Staff

Loss of Assets

Major impact on Services and Community

Evacuation

Financial Cost

Reputational damage

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 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. 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 that the organisation needs, and empowering our workforce to deliver the objectives of the Strategic Plan. This will include embedding hybrid working patterns where this improves

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 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
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 manage our contract with Liberata robustly, so it delivers value for money and

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

Pandemic

Influenza

SAR

MERS

COVID

Local Infection Increase (C19)

Possible Consequences of Risk

Death of Public / Staff

Major impact on Services and Community

Financial Cost

Event Closure

Buildings Closure

Business and Economy failures

Strategic Link: Cross Cutting

Residual Risk
Assesment

Impact

3

Likelihood

3

Score

9

High Priority Risk

Strategic Commitments

PR6 - We will delivery our COVID-19 economic recovery plan.

PE4 - We will work on the wider determinants of poor health and will deliver our COVID-19 community recovery plans

PE3 - We will 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

Transistional/Recovery Arrangements

Test/Trace/Vaccination/Cremation Services

Community Hub

Lead Responsibility : Management Team