



# **Burnley Borough Council**

## **Strategic Risk Register**

02 December 2021

Strategic Risk Register Summary

ID	Risk Description	Risk Score
1	Financial stability	9
9	Risks in responding to demographic changes and increased deprivation	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
14	Failure to respond to a widespread illness	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, 9	Red High
	2		2, 3	6,8,14	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

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 Assesment	Impact	3	Likelihood	3	Score	9	High Priority Risk
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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. This will include embedding hybrid working patterns where this improves productivity.
- 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

Other Work

Contract Review and Extension Planning

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  
 Assesement

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 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-19 community recovery plans

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 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 of the Strategic Plan. This will include embedding hybrid working patterns where this improves productivity.

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  
 Changes in Town Centre Use

Possible Consequences of Risk

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

Strategic Link: Prosperity People

Residual Risk Assessment	Impact	<b>3</b>	Likelihood	<b>2</b>	Score	<b>6</b>	Medium Priority Risk
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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  
 Data Loss and Service disruption  
 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: 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	<b>3</b>	Likelihood	<b>2</b>	Score	<b>6</b>	Medium Priority Risk
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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 Assessment	Impact	3	Likelihood	3	Score	9	High Priority Risk
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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 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.

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 productivity.

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  
 Data Loss

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.

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 productivity.

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  
 Assessment

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 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.

Other Work

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

**Sustainability**

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)

Variant Strains

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  
Assesement

Impact

**3**

Likelihood

**2**

Score

**6**

Medium 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/Isolation Payments

Cremation Services

Community Hub

**Grant Schemes**

Lead Responsibility : Management Team