

Burnley Borough Council

Strategic Risk Register

27 September 2022

Strategic Risk Register Summary

ID	Risk Description	Risk Score
1	Financial stability	9
9	Risks in responding to demographic changes and increased deprivation	9
15	Cost of Living Crisis	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
13	Environmental Event	6
2	Maintaining Partnership Performance	4
3	Damage to the Council's reputation	4
14	Failure to respond to a widespread illness	3
7	Inability to drive improvements through information technology	3
11	Malicious Attack	3
12	Safeguarding Failure	3

Risk Prioritization Matrix

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

Likelihood	Impact
1 Very Unlikely	1 Low
2 Likely	2 Medium
3 Virtually Certain	3 High

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Risk Ref: 1 Financial stability	
Trigger or Cause	Possible Consequences 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 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 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.

Lead Responsibility : Head of Finance & Property

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	
Compliance/Legal	systems	
Business continuity	Poor relationships	
Transformational cultural change not achieved	Increased costs	
Poor or weak contract management		
Partner failure or withdrawal		



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 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

Risk Ref:	3	Damage to the Council's reputation	
Trigger or Cau	<u>ise</u>		Possible Consequences of Risk
Service failu	re		Strategic plan delivery problem
Loss of key s	taff		Credibility of the leadership (both political and
External eve	nts		officer)
Customer Sa	itisfac	tion not maintained	Low morale
Partner failure or withdrawal		withdrawal	Loss of key staff
			Recruitment and retention issues

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 work on the wider determinants of poor health and will keep residents informed about changes to health services and how to access them.

Risk Ref: 4	Changes in the political landscape	
Trigger or Cause		Possible Consequences of Risk
No overall contr	ol	Lack of strategic leadership
Political instabili	ty	Poor decision making
Poor member ar	nd officer relationships	Impact on the Council's reputation
Poor member ar	nd member relationships	Loss of influence with key partners
Local Govt Reorganisation		

Strategic Link: People Performance Residual Risk Impact 2 Likelihood 3 Score 6 Medium Priority Risk Strategic Commitments Strategic Commitments Strategic Commitments Strategic Commitments 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.

Other Work

Council Constitution

/legislation
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

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.

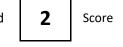
Risk Ref: 6 Inability to deliver the regeneration programme	
Trigger or Cause	Possible Consequences of Risk
Economic downturn	Inability of private sector partners to deliver
Lending squeeze/Interest rate increases	Delivery partner does not have the capacity to
Procurement failure	delivery
Regeneration 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

Impact

Residual Risk Assessment

3 Likelihood



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

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

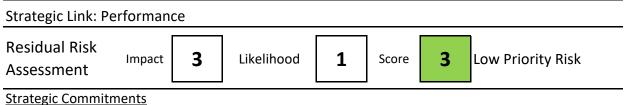
PR6 - We will delivery our COVID-19 economic recovery plan.

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	Possible Consequences of Risk	
IT partnership failure (to deliver past procurement)	Inability to deliver and develop services and not	
IT partnership procurement failure	deliver anticipated savings and service	
Current IT provision failure	improvement	
Information governance failure	Public confidence in use of Council services	
Cyber-attack	through IT lowered	
	Data Loss and Service disruption	
	Increased costs of recovery	



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 Caus	se		Possible Consequences of Risk
Change of po	litica	l control	Loss of external funding opportunities
Breakdown o	f key	relationships	Reduced level of influence over key decision
Change of sta	aff/ke	ey relationships	makers
Change in rep	outat	ion for delivery	Inability to deliver through partnerships
			Reduced reputation of Council

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

Risk Ref: 9 Risks in responding to demographic changes and increased 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	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 community engagement, enforcement and cleansing in 'hotspot' areas.

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

Risk Ref: 10 Workforce, skills and cap	pacity 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	Low morale
development	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 Commitments

PF1 - We will manage our contract with Liberata robustly, so it delivers value for money and good services.

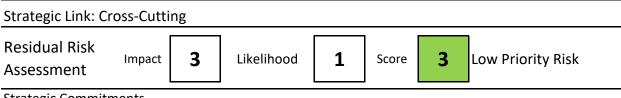
PF2 - We will adopt a Medium Term Financial Strategy that will put the Council on a sustainable financial footing. This strategy will set the framework for preparing annual budgets, ensuring the annual budget strategy is set within the context of the longer-term outlook.

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. This will include embedding hybrid working patterns where this improves productivity.

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 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: 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	

Impact

Residual Risk Assessment

3 Likelihood

elihood

1

Low Priority Risk

3

Score

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. 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

Risk Ref:	13	Environmental Event	
Trigger or Ca	<u>use</u>		Possible Consequences of Risk
Extreme We	eather		Death of Public / Staff
High Rainfa	II		Loss of Assets
Heatwave			Major impact on Services and Community
Changing Cl	imate		Evacuation
High Snowf	all		Financial Cost
Storms and	Gales		
Flooding			

Strategic Link: Cross	Cutting
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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 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:	Risk Ref: 14 Failure to respond to a widespread illness		
Trigger or Cause	<u>2</u>	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	n Increase (C19)	Business and Economy failures	
Variant Strains	5		

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 keep residents informed about changes to health services and how to access them.

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

Risk Ref: 15 Cost of Living Crisis <u>Trigger or Cause</u> Rising Energy Costs Rising Food Costs High Fuel Costs Higher than Average Inflation

Possible Consequences of Risk Increase Deprivation Food Poverty Child Poverty Fuel Poverty Death of Public

Strategic Link: Cross Cutting Residual Risk Impact 3 Likelihood 3 Score 9 High Priority Risk Strategic Commitments Strategic Commitments Strategic Commitments Strategic Commitments Strategic Commitments

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

PE4 - We will work on the wider determinants of poor health and will keep residents informed about changes to health services and how to access them.

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 private rented accommodation.

Other Work Community Engagement Grants and Payments e.g. Energy Rebate Community Hub Uniform Exchange Support for Charities