



Burnley Borough Council

Strategic Risk Register

15 December 2023

Strategic Risk Register Summary

ID	Risk Description	Risk Score	Impact	Likelihood
1	Financial Stability	15	5	3
5	Changes in National Policy/Legislation	12	3	4
7	Information Technology Risks	12	4	3
2	Maintaining Partnership Performance	9	3	3
3	Reputational Risks	9	3	3
8	Influence Key Decision Makers	9	3	3
9	Risks in Response to Changes in Population and Deprivation	9	3	3
10	Workforce, Skills and Capacity Challenges	9	3	3
15	Cost of Living Crisis	9	3	3
13	Environmental Event	8	4	2
4	Changes in the Political Landscape	6	3	2
6	Risks in Delivery of the Regeneration Programme	6	3	2
11	Malicious Attack	5	5	1
14	Influenza type Pandemic	5	5	1
12	Safeguarding Failure	3	3	1

Risk Prioritization Matrix Current Likelihoods

Impact	5	11,14		1			Red High 16-25
	4		13	7			
	3	12	6	2,3,8,9, 10,15	4,5		Amber Medium 8 - 15
	2						
	1						Green Low 1 - 6
		1	2	3	4	5	
Likelihood							

Impact		Likelihood	
5	Major	5	80% <
4	Significant	4	60% - 80%
3	Moderate	3	40% - 60%
2	Minor	2	20% - 40%
1	Limited	1	< 20%

Risk Ref: 1 Financial Stability

Trigger or Cause

Further funding cuts
 Income loss
 Insufficient financial controls
 Expensive decision making
 External cost pressures e.g. increased energy costs
 Price or Interest Rate Increases
 Political growth
 Failing to understand the financial problem
 National Economic Changes
 Claims against the Council

Possible Consequences of Risk

Damaged 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

5

Likelihood

3

Score

15

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.

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.

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, supporting higher level skills and business innovation.

PR6 - We will work with partners to ensure that residents are able and ready to participate in the workforce.

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

Lead Responsibility : Director of Resources

Risk Ref: 1 Financial Stability

Actions On Risk

Medium Term Financial Strategy 2023/28 up dated August 2023. Financial risks and mitigations covered in the MTFS. 2024/29 Update prepared for Feb 2024.

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 Assessment

Impact

3

Likelihood

3

Score

9

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 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 quality and choice in the borough's housing stock, and reduce the blight of empty properties

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, supporting higher level skills and business innovation.

Other Work

Contract Review and Extension Planning

Lead Responsibility : Management Team

Risk Ref: 2 Maintaining Partnership Performance

Actions On Risk

Strong contract governance with strategic partners (Liberata, BL&C, Urbaser, Barnfield IP, Calico and UCLAN): regular performance meetings at a senior and operational level, change control procedures and risk management, and a robust performance management and reporting framework in place.

Key actions include the current review of the contract and benchmarking, and implementation of a remediation plan to improve customer service performance.

Risk Ref: 3 Reputational Risks

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

3

Likelihood

3

Score

9

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 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 continue to work on the wider determinants of poor health. This will include reducing food insecurity and responding to the cost of living crisis with practical support. We will work closely with the Integrated Care Board and ensure that the Borough Council plays an active role on the proposed placed based partnerships

Lead Responsibility : Chief Executive Officer

Risk Ref: 3 Reputational Risks

Actions On Risk

Robust contract management in place with delivery partners (Liberata, Urbaser, development partners). Cyber treatment plan implemented to reduce risk from data breach.

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 Assessment

Impact

3

Likelihood

2

Score

6

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.

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

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.

Other Work

Council Constitution

Lead Responsibility : Chief Executive Officer

Risk Ref: 4 Changes in the Political Landscape

Actions On Risk

There are no current plans for LG reorganisation so that risk is unlikely and is accepted. The council's recent history indicates that all members of the council are committed to a smooth transition from one political administration to another. Officers are experienced and knowledgeable in election administration, and in supporting and advising all members in legal and constitutional matters to assist with the process of transition.

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 Performance

Residual Risk Assessment

Impact

3

Likelihood

4

Score

12

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.

Lead Responsibility : Management Team

Risk Ref: 5 Changes in National Policy/Legislation

Actions On Risk

Lancashire 2050 vision published and agreed by Lancashire Local Authorities.

White Paper on devolution powers to combined authorities published. Currently no agreement on Lancashire combined authority.

Risk Ref: 6 Risks in Delivery of the Regeneration Programme

Trigger or Cause

Economic downturn
 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

3

Likelihood

2

Score

6

Low 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, supporting higher level skills and business innovation.

PR6 - We will work with partners to ensure that residents are able and ready to participate in the workforce.

PL3 - We will work with partners to improve quality and choice in the borough's housing stock, and reduce the blight of empty properties

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 : Director of Economy and Development

Risk Ref: 6 Risks in Delivery of the Regeneration Programme

Actions On Risk

Programs are long term and constantly under review to reflect wider socio-economic circumstances and availability of funding.

The Council works with a range of partner organisations, both public and private, who have a wide range of skills and resources to deliver these objectives. The Council has a robust program in place for UK SPF to ensure that funding is spent in accordance with the agreed plan. The Council is regularly engaged with key funding bodies including Homes England and Lottery funds to identify opportunities.

Risk Ref: 7 Information Technology Risks

Trigger or Cause

Possible Consequences of Risk

IT partnership failure (to deliver past procurement)
 IT partnership procurement failure
 Current IT provision failure
 Information governance failure
 Cyber-attack
 IT Supply Chain Failure

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
 Regulator Action

Strategic Link: Performance

Residual Risk Assessment

Impact

4

Likelihood

3

Score

12

Medium 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: 7 Information Technology Risks

Actions On Risk

Robust contract management in place with delivery partners (Liberata and key software providers).

Detailed risk register for IT under regular review and actions being taken to mitigate priority risks.

Cloud First Policy to improve network access and reliability, and to drive down maintenance costs.

Cyber treatment plan implemented to reduce risk from data breach, including prevention and restoration actions, and insurance against data loss.

Use of framework agreements to reduce tendering costs and therefore reduce change and improvement costs.

Risk Ref: 8 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

3

Score

9

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 quality and choice in the borough's housing stock, and reduce the blight of empty properties

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, supporting higher level skills and business innovation.

Lead Responsibility : Management Team

Risk Ref: 8 Influence Key Decision Makers

Actions On Risk

The Council maintains good relations with local partners and with Government Bodies and Departments. These are subject to regular review to reflect external changes. We work collaboratively with partners to develop strategies and to influence others.

Risk Ref: 9 Risks in Response to Changes in Population and 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 Impact **3** Likelihood **3** Score **9** 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.
- 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 rented accommodation in the private and social sectors and enforce standards in a robust way.
- PL3 - We will work with partners to improve quality and choice in the borough’s housing stock, and reduce the blight of empty properties
- 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 quality and choice in the borough’s housing stock, and reduce the blight of empty properties
- PR4 - We will implement the Local Plan, delivering new housing, employment sites, and infrastructure.

Other Work
Community Hub

Lead Responsibility : Management Team

Risk Ref: 9 Risks in Response to Changes in Population and Deprivation

Actions On Risk

Strong partnership working to reduce cohesion risks of inward migration, including increase in resources to VCFS partners. Ongoing commitment to Burnley Together as key cost of living response.

We constantly review demographic data and work with partners to respond appropriately to wider socio-demographic changes.

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

3

Likelihood

3

Score

9

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.

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.

Lead Responsibility : Chief Executive Officer

Risk Ref: 10 Workforce, Skills and Capacity Challenges

Actions On Risk

Workforce Planning and OD strategy delivery overseen by the Chief Operating Officer.

Robust contract management to ensure that any loss of personnel in outsourced services is well managed by our strategic delivery partners.

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

5

Likelihood

1

Score

5

Low Priority Risk

Strategic Commitments

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

Other Work

Emergency Planning
 Local Improvement of Counter Terrorism Strategy (CONTEST)
 Event Planning
 Community Engagement
 Local Resilience Forum
 Anti-Phishing Training

Lead Responsibility : Chief Operating Officer

Risk Ref: 11 Malicious Attack

Actions On Risk

Cyber Treatment Plan has been implemented, covering simulated phishing attacks, staff training, investment in enhance data security to filter out threats, MFA on all accounts with enhanced MFA on admin accounts, data back-ups, and business continuity testing.

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

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.

Other Work

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

Lead Responsibility : Chief Executive Officer

Risk Ref: 12 Safeguarding Failure

Actions On Risk

Staff Training provided to all staff.

Detailed training for staff who are likely to contact clients.

Domestic Abuse training provided to staff.

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

4

Likelihood

2

Score

8

Medium Priority Risk

Strategic Commitments

PL5 - We will implement our Climate Change 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: 13 Environmental Event

Actions On Risk

Emergency Plan in place.

Climate Change Strategy updated.

Risk Ref: 14 Influenza type Pandemic

Trigger or Cause

Pandemic
 Influenza
 SAR
 MERS
 COVID
 Local Infection Increase
 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 Failure to bury the dead

Strategic Link: Cross Cutting

Residual Risk Assessment	Impact	5	Likelihood	1	Score	5	Low Priority Risk
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Strategic Commitments

PR6 - We will work with partners to ensure that residents are able and ready to participate in the workforce.

PE4 - We will continue to work on the wider determinants of poor health. This will include reducing food insecurity and responding to the cost of living crisis with practical support. We will work closely with the Integrated Care Board and ensure that the Borough Council plays an active role on the proposed placed based partnerships

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

Lead Responsibility : Management Team

Risk Ref: 14 Influenza type Pandemic

Actions On Risk

Lessons learned from Covid 19 Pandemic.

Risk Ref: 15 Cost of Living Crisis

Trigger or Cause

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
 Homelessness

Strategic Link: Cross Cutting

Residual Risk Assessment

Impact

3

Likelihood

3

Score

9

Medium Priority Risk

Strategic Commitments

PR6 - We will work with partners to ensure that residents are able and ready to participate in the workforce.

PE4 - We will continue to work on the wider determinants of poor health. This will include reducing food insecurity and responding to the cost of living crisis with practical support. We will work closely with the Integrated Care Board and ensure that the Borough Council plays an active role on the proposed placed based partnerships

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 rented accommodation in the private and social sectors and enforce standards in a robust way.

Other Work

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

Lead Responsibility : Management Team

Risk Ref: 15 Cost of Living Crisis

Actions On Risk

Cost of Living reserve established and interventions identified to offset inflationary pressures felt by the council and by residents.

Some transference of risk to partners working alongside the council, particularly Calico and VCFS partners in Burnley Together.
