### Burnley Borough Council - Strategic Risk Register

**Risk Ref:** 06/S04  **Scope of Risk:** Budget  
Financial constraints lead to a failure to resource critical functions.

<table>
<thead>
<tr>
<th>Inherent Risk:</th>
<th>IMPACT</th>
<th>LIKELIHOOD</th>
<th>SCORE</th>
<th>Strategic Link:</th>
<th>Cross Cutting</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMPACT</td>
<td>5</td>
<td>5</td>
<td>25</td>
<td>High Risk</td>
<td>Strategic Medium Term Budget to direct resources to objectives, Three year Projections, Effective Reserves Policy, Monthly Budget Monitoring, Portfolio Holders Budget Reports, Corporate Income Assessment, Strategic Staffing Reductions / workforce planning, Monitoring Performance in areas affected by budget cuts, Housing Market Renewal, Transition Grant Funding, meet conditions for Efficiency Support Grant, Business Rate Retention, Community Impact Assessment.</td>
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<tr>
<th>Residual Risk:</th>
<th>IMPACT</th>
<th>LIKELIHOOD</th>
<th>SCORE</th>
<th>Percentage of Inherent Risk Controlled</th>
<th>40%</th>
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<tbody>
<tr>
<td>IMPACT</td>
<td>5</td>
<td>3</td>
<td>15</td>
<td>Medium Risk</td>
<td>Reviewing Strategic Objectives, Continue Budget Monitoring, Detailed Value for Money Studies, Review of Liabilities and Financial Contingencies, Options for alternative service delivery</td>
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</tbody>
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<thead>
<tr>
<th>Target Risk:</th>
<th>IMPACT</th>
<th>LIKELIHOOD</th>
<th>SCORE</th>
<th>Low Risk</th>
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<td>IMPACT</td>
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<td>2</td>
<td>6</td>
<td>Low Risk</td>
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**Lead Responsibility:**  
Director of Resources  
Executive Member for Resources and Performance Management

**Action to be taken if risk occurs:**  
Critical Services need to be maintained, redirect resources in revised Budget, Shared Services Approach consideration

**Risk Indicators:**  
Performance Reporting in areas cut by Budget

**Comments:**

**Review Considerations:**  
Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 - Medium Risk; 16 - 25 High Risk
**Risk Ref:** 08/S02  **Treasury Management**

**Scope of Risk:** The Council fails to meet its requirements in maintaining management of its borrowing or investments and is subject to financial loss and a poor reputation

**Strategic Link:** Cross Cutting

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**Actions:** Treasury Management Procedures, Expert Advice and Reviews, Treasury Management Reporting, Compliance with CIPFA (Chartered Institute of Public Finance and Accountancy) Codes on Treasury Management, Prudential Code, Debt Restructuring, Increased number of Counter Parties, Use of money market funds

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**Further Actions:** Increase awareness of the Risk Management built into the Treasury Management Systems, Improve reporting of Treasury Market Conditions

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**Lead Responsibility:** Director of Resources

**Action to be taken if risk occurs:** Review of Procedures and approach to Risk Management

**Risk Indicators:** Counter Party Credit Ratings, Counter Party Failures, Credit Checks,

**Comments:** Updated target score

**Review Considerations**

Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 Medium Risk; 16 - 25 High Risk  
Percentage of Inherent Risk Controlled 52%

Page 3 of 31
**Risk Ref:** 11/S08  
**Scope of Risk:** Developing a diverse business base with an entrepreneurial culture

In the past, Burnley’s economy was too reliant on mass manufacturing. The Borough has therefore suffered in the face of the changing global economy. Diversification protects against this.

**Strategic Link:** Prosperity PR1, PR4b

### Inherent Risk:

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<th>Description</th>
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<tr>
<td>5</td>
<td>5</td>
<td>25</td>
<td>High Risk</td>
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</table>

**Actions**
Burnley Enterprise Strategy, Enterprise Park Development, Economic Development Plans, Business Promotion and Support, Industrial Estate Development, Digital Technology Centre, UCLan Partnership, Employment Strategy, Lancashire Local Enterprise Partnership (LLEP), Secured Regional Growth Fund for Michelin site (PR4b), University Technical College contract, funding secured for Burnley Bridge project (PR1a)

### Residual Risk:

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<th>IMPACT</th>
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<th>Description</th>
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<tr>
<td>4</td>
<td>3</td>
<td>12</td>
<td>Medium Risk</td>
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</table>

**Further Actions**
Support the development of the Burnley Bridge Business Park (PR1a), Continue to lead and develop the Borough’s Business Support Network (PR1b), Proactively support the Borough’s key growth businesses and potential inward investors (PR1c), Development of the Knowledge Quarter, Lancashire Local Enterprise Partnership (LLEP), Progress the development of the Michelin site (PR4b), Progress the development of the University Technical College

### Target Risk:

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<th>SCORE</th>
<th>Description</th>
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<td>6</td>
<td>Low Risk</td>
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**Lead Responsibility**
Executive Member for Regeneration and Economic Development  
Director of Economic Regeneration

**Action to be taken if risk occurs**
Action plan to ensure enterprise promotion, support and development.

**Risk Indicators**
Milestones achievement

**Comments**
Updated actions

**Review Considerations**
Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 Medium Risk; 16 - 25 High Risk  
Percentage of Inherent Risk Controlled 52%
**Burnley Borough Council - Strategic Risk Register**

**Risk Ref:** 06/S16  
**Asset Management**

**Scope of Risk:** The Council's various assets require management to a high modern standard to ensure that the liability from their use does not adversely affect the Council's finances or impact on delivery of services.

**Strategic Link:** Performance PF1a, Cross Cutting

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<tr>
<th>Inherent Risk:</th>
<th>IMPACT 5</th>
<th>LIKELIHOOD 5</th>
<th>SCORE 25</th>
<th>High Risk</th>
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<tbody>
<tr>
<td><strong>Actions</strong></td>
<td>Asset Management Strategy and Review, Asset Register, Health &amp; Safety Policies, Business Continuity Plans, Insurance, Asset Management Software, Weavers Triangle Projects, Approaches to Strategic Acquisitions, Actions on Condition Surveys, Remedial Works, Changes to the Accounting Standards which better inform on the impact of impairment for Assets and Asset Management, Heritage assets survey, Partial implementation of asset management initiatives as under Localism Act, Rationalise office accommodation to reflect reducing workforce (PF1a)</td>
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<th>Residual Risk:</th>
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<th>LIKELIHOOD 2</th>
<th>SCORE 10</th>
<th>Medium Risk</th>
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<tbody>
<tr>
<td><strong>Further Actions</strong></td>
<td>Review rationalisation of office accommodation to reflect reducing workforce (PF1a), Review and Implement Capital Strategy, working with other local authorities, implement asset management initiatives as under Localism Act, Policy on use of community assets by community groups, Transparency compliance</td>
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<th>Target Risk:</th>
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<th>LIKELIHOOD 1</th>
<th>SCORE 5</th>
<th>Low Risk</th>
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<tbody>
<tr>
<td><strong>Lead Responsibility</strong></td>
<td>Director of Resources, Executive Member for Resources and Performance Management</td>
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<tr>
<td><strong>Action to be taken if risk occurs</strong></td>
<td>Prioritise action to minimize losses. Implementation of Business Continuity Plans</td>
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<tr>
<td><strong>Risk Indicators</strong></td>
<td>Third Party Liability from Assets, Disabled Accessibility for Public Buildings, Asset register valuations</td>
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<tr>
<td><strong>Comments</strong></td>
<td>Updated actions and further actions</td>
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</table>

**Review Considerations**

Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 - Medium Risk; 16 - 25 High Risk  
Percentage of Inherent Risk Controlled: 60%
Risk Ref: 06/S15 Pension Provision

Scope of Risk
The Council has commitments to the pension of past and current staff. The level of this provision could lead to a large financial impact on the Authority.

Strategic Link: Cross Cutting

Inherent Risk:

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<th>Category</th>
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<td>4</td>
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<td>High Risk</td>
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Actions
Pension Fund Valuations, Actuarial assessments, Increasing level of Contributions, National Pensions Issues, Fund Managers and Advisors capabilities, Pension scheme (2008), Discussions with Actuary, Change from Retail to Consumer Price Indexing of Pension Increases, Changes to pension scheme (2014)

Residual Risk:

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<th>Category</th>
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<tr>
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<td>3</td>
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Further Actions
Further changes to pension scheme

Target Risk:

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<th>SCORE</th>
<th>Category</th>
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<td>3</td>
<td>12</td>
<td>Medium Risk</td>
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</table>

Lead Responsibility
Director of Resources

Action to be taken if risk occurs
Seek Government Assistance and Intervention

Risk Indicators
Pension Fund Reports

Comments
Updated actions

Review Considerations

Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 Medium Risk; 16 - 25 High Risk

Percentage of Inherent Risk Controlled 25%

Page 6 of 31
### Burnley Borough Council - Strategic Risk Register

**Risk Ref:** 10/S01 Partnerships

**Scope of Risk:** The Council continues to be involved in partnerships which are essential to Strategic Objectives or Service Delivery or involved in funding arrangements. If these partnerships are not developed, fail to operate effectively or fail entirely then there are financial risks, service delivery risks and strategic objectives may not be achieved.

**Strategic Link:** Performance PF3a,c-d PL1e, Cross Cutting

### Inherent Risk:

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**Actions:** Partnership Protocol, Partnership Meetings, Effective Communications, Member and Key Officer involvement, Contractual and Partnering Agreements, Partnership Governance and Risk Management arrangements, Lancashire Economic Partnership, Set-up joint venture company with Barnfield, University Technical College contract, Working with Addington on Town Centre, Changes to the Council Tax and Housing Benefit (PF3c),

### Residual Risk:

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**Further Actions:** Option appraisal for delivery of Sport and Culture including Leisure Trust (PF3a), Revised and Develop the Organisational Development Strategy (PF3d), Review Partnership Arrangements, Organisational Development Strategy, Implementing Partnering Protocol, Lancashire Economic Partnership, Retendering refuse contract (PL1e), Development agreements for University Technical College, Todmorden Curve, Weavers Triangle, Manchester Road Station and Michelin site

### Target Risk:

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<th>IMPACT</th>
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**Lead Responsibility:** Chief Executive Officer, Leader of the Council

**Action to be taken if risk occurs:** Evaluation of Impact of Failure and Development of Alternative Approaches

**Risk Indicators:** Compliance with Partnership Protocol, Partnership Communications

**Comments:** Updated actions

**Review Considerations:** Refuse contract

**Risk Score:** 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 Medium Risk; 16 - 25 High Risk

**Percentage of Inherent Risk Controlled:** 40%
To enhance Burnley’s reputation as a regional advanced manufacturing centre

Advanced manufacturing, particularly within the aerospace industry, is a key component of the economy of Burnley and the wider region. Employees in the sector tend to be well paid and highly skilled. Protecting Burnley as a hub for this sector is important for the wider economy, given the number of local businesses that supply services to the sector.

**Inherent Risk:**

- **IMPACT:** 4
- **LIKELIHOOD:** 5
- **SCORE:** 20 (High Risk)

**Actions:**
Enterprise Strategy, Economic Vision, Local Plans, Pennine Lancashire Employment and Skills Board, University Technical College Site in Weavers Triangle, Funding for Michelin site secured

**Residual Risk:**

- **IMPACT:** 4
- **LIKELIHOOD:** 3
- **SCORE:** 12 (Medium Risk)

**Further Actions:**
Complete the procurement of a developer for the Princess Way Knowledge Park (PR4a), Redevelopment of Michelin site (PR4b)

**Target Risk:**

- **IMPACT:** 2
- **LIKELIHOOD:** 3
- **SCORE:** 6 (Low Risk)

**Lead Responsibility:**
Executive Member for Regeneration and Economic Development
Director of Economic Regeneration

**Action to be taken if risk occurs:**
Action Plan for Advance Manufacturing support, promotion and development.

**Risk Indicators:**
Milestone Achievements

**Comments:**
Updated actions

**Review Considerations:**
Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 - Medium Risk; 16 - 25 High Risk
Percentage of Inherent Risk Controlled 40%
### Burnley Borough Council - Strategic Risk Register

#### Risk Ref: 06/S22 Continuity Planning

**Scope of Risk:** The Council's responsibility to the community is to deliver critical services. This requires the Council to plan for continuity of these services in exceptional circumstances.

**Strategic Link:** PF2c-d, Cross Cutting

#### Inherent Risk:

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<td>5</td>
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<td>20 High Risk</td>
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- **Actions:** Emergency Plan, County Partnership, Community Risk Register, Business Continuity Plans, Tested Plans

#### Residual Risk:

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<td>3</td>
<td>3</td>
<td>9 Medium Risk</td>
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</table>

- **Further Actions:** Regular testing of service Business Continuity Plans, IT Business Continuity Testing, Smooth Transition in Senior Management, Business continuity review (PF2c), Develop options for homeworking and hot-desking (PF2d), Testing of Corporate Business Continuity Plan

#### Target Risk:

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<tr>
<td>2</td>
<td>1</td>
<td>2 Low Risk</td>
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- **Lead Responsibility:** Director of Resources
- **Action to be taken if risk occurs:** Implement Emergency Plans
- **Risk Indicators:** Reports of Service Loss, Testing of Business Continuity Plans
- **Comments:** Updated further actions

**Review Considerations**

- **Risk Score:** 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 - Medium Risk; 16 - 25 High Risk
- **Percentage of Inherent Risk Controlled:** 55%
### Risk Ref: 11/S01 Making the Borough Cleaner

#### Scope of Risk
Citizen Panel data shows that improving the cleanliness of the borough is a top priority. Though falling, the number of fly tipping incidents and dirty back yards is high compared with other areas.

#### Strategic Link: Places PL1

#### Inherent Risk:

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Inherent Risk: High Risk

- Actions
  - Maintain standards of street cleanliness, refuse collection and recycling.
  - Fly-tipping investigation, Public Realm Scheme development.
  - Review of Bulky Waste charges.
  - Community Payback Scheme, Implemented Princess Way Public Realm scheme (PL1d).
  - Civic cleanliness activity.
  - Cost sharing partnership with LCC for recycling.

#### Residual Risk:

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Residual Risk: Medium Risk

- Further Actions
  - Complete the delivery of committed Housing Market Renewal work for which funding is available (PL1a).
  - Maintain a high standard Street Cleansing, Refuse Collection and Recycling service in partnership with Veolia Environmental Services (PL1b).
  - Resident engagement and targeted activity (PL1c).
  - Deliver the Public Realm pilot scheme in partnership with Lancashire County Council and Veolia Environmental Services (PL1d).
  - Retendering refuse contract (PL1e).

#### Target Risk:

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Target Risk: Low Risk

- Lead Responsibility
  - Executive Member for Community Services
  - Director of Community Services

- Action to be taken if risk occurs
  - Review Priorities for Cleaning Services

- Risk Indicators
  - Milestones - Princess Way Public Realm, Commencement of Preparations for Cleansing Contract.

- Comments
  - Updated actions

- Review Considerations
  - Citizens Panel data

Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 Medium Risk; 16 - 25 High Risk

Percentage of Inherent Risk Controlled: 55%
Burnley Borough Council - Strategic Risk Register

Risk Ref: 11/S13  Improved value for money

Scope of Risk: Relative to other districts, the cost of providing services in Burnley is higher than average. While this can be explained by higher levels of need and demand for services, the Council has a duty to ensure that tax payers get best value for money. The Council will strive to cut unnecessary costs.

Strategic Link: Performance PF1, PF3a

Inherent Risk:

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Further Actions: Review rationalisation of office accommodation to reflect reducing workforce (PF1a), Monitor savings or additional income assumed in the annual budget process and ensure that recovery plans are developed where shortfalls are identified (PF1b), Apply the Medium Term Financial Strategy to ensure that future reductions in funding levels are anticipated accurately and recovery plans put in place (PF1c), Seek savings to boost reserve and maintain services (PF1d), Develop measures for assessing the relative priority of the various services provided by the Council (PF1e), Leisure Trust option appraisal (PF3a)

Target Risk:

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</table>

Lead Responsibility: Executive Member for Resources and Performance Management, Director of Resources

Action to be taken if risk occurs: Service Closure or Increased savings targets.

Risk Indicators: Milestone achievements

Comments: Updated actions

Review Considerations

Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 - Medium Risk; 16 - 25 High Risk

Percentage of Inherent Risk Controlled: 55%

Page 11 of 31
**Risk Ref:** 11/S14  
**Improved performance**

**Scope of Risk:** The Council wants the organisation to have an “improvement culture,” in which all members of staff feel able to improve the quality of service that the Council provides. This means not sitting back when initial targets have been achieved, but continuously looking for new ways to improve the experience of service users.

**Strategic Link:** Performance PF2, PF3d

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<td>IMPACT 5</td>
<td>LIKELIHOOD 4</td>
<td>SCORE 20</td>
<td>High Risk</td>
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**Actions**  
Project Management, Continual Process Improvement, Balanced Scorecard approach. Data Quality, Performance Measures, Staff Competency Standards. Staff Attendance, Coaching and Talent Management, IIP Gold award, Records management, Staff engagement at staff conferences

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<th>Residual Risk:</th>
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<tr>
<td>IMPACT 3</td>
<td>LIKELIHOOD 3</td>
<td>SCORE 9</td>
<td>Medium Risk</td>
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Further Actions  
Job evaluation reassessment (PF2a), Develop and implement service plans to ensure that there is continuing improvement in performance across the Council (PF2b), Implement Organisational Development Strategy (PF3d), Implement Sharepoint

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<td>IMPACT 3</td>
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<td>SCORE 3</td>
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**Lead Responsibility**  
Executive Member for Resources and Performance Management  
Director of Community Services

**Action to be taken if risk occurs**  
Review and Revise approach to service delivery

**Risk Indicators**  
Milestone achievement

**Comments**  
Updated actions and further actions

**Review Considerations**

<table>
<thead>
<tr>
<th>Risk Score</th>
<th>Percentage of Inherent Risk Controlled</th>
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<tbody>
<tr>
<td>0 - 1 Insignificant</td>
<td>2 - 6 Low Risk</td>
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<td>55%</td>
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Burnley Borough Council - Strategic Risk Register

Risk Ref: 06/S12 Information Systems

Scope of Risk: As with all other Councils Burnley is dependent on its Information and Communications Technology Systems to deliver its services. Failure of these systems from any cause will impact on service delivery and hence reputation and the Council's ability to manage its finances.

Strategic Link: Performance PF3f, PF2d, Cross Cutting

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Residual Risk:

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Further Actions: IT Strategy Implementation (PF3f), Testing Business Continuity Plans, Staffing cover arrangements, Implementation of Information Technology Infrastructure Library compliant procedures including Change Control, Staff Training, Work to comply with new framework, Improving Physical Security, Develop options for hot desking (PF2d)

Target Risk:

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Lead Responsibility: Director of Community Services

Action to be taken if risk occurs: Report on possible options and joint procurement. Implementation of Business Continuity Plans

Risk Indicators: System Failure, System Downtime, Firewall Statistics, Government Connect Completion

Comments

Review Considerations

Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 - Medium Risk; 16 - 25 High Risk

Percentage of Inherent Risk Controlled: 60%

Page 13 of 31
**Burnley Borough Council - Strategic Risk Register**

**Risk Ref:** 06/S17  **Decision Making**

**Scope of Risk:** How the Council arrives at its decisions needs to be a robust process that takes in many important factors i.e. compliance with legislation, consultation, openness, scrutiny, high quality data etc. Failure to achieve these high standards can lead to both reputational and financial loss.

**Strategic Link:** Cross Cutting

**Inherent Risk:**

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**Actions:** Constitution, Management Team Member Training, Effective Scrutiny Process, Audit Committee, Forward Plan, Risk Management for Policy Decisions, Data Quality methods, Standards Committee Annual Report, Further Appointment of independent Members to Standards Committee, Compliance with the Transparency Agenda

**Residual Risk:**

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**Further Actions:** Continued Member Training, Training for Report Writers, Development of Democracy Support Staff, Review of Democratic Processes, Monitoring impact of Localism Act, Effective consultation mechanism, Implement Sharepoint

**Target Risk:**

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**Lead Responsibility:** Head of Chief Executive's Office, Monitoring Officer

**Action to be taken if risk occurs:** Investigate causes for failure and revise processes.

**Risk Indicators:** Complaints Statistics, Performance Statistics not reported on time.

**Comments:** Updated further actions

**Review Considerations**

Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 Medium Risk; 16 - 25 High Risk

Percentage of Inherent Risk Controlled: 60%

Page 14 of 31
Risk Ref: 11/S02 Making the Borough Safer

Feedback from residents also shows that reducing crime and antisocial behaviour is another top priority. Though falling, the level of crime is higher than the Lancashire average.

Strategic Link: Places PL2

### Inherent Risk:

- **Impact:** 5
- **Likelihood:** 4
- **Score:** 20 (High Risk)

**Actions**
Community Safety Partnership (CSP) Strategic Assessment 2012/13. Family intervention, Space Bus, CCTV partnership, Food safety, Landlord Licencing, Food Standards Work, Business Compliance, Food Hygiene Rating Scheme, Additional taxi test station, Selective Licensing pilot in Trinity (PL2c)

### Residual Risk:

- **Impact:** 4
- **Likelihood:** 2
- **Score:** 8 (Medium Risk)

**Further Actions**
Delivering Community Safety Partnership six strategic priorities in the Strategic Assessment (PL2a), Improve the taxi service with trade partners (PL2b), Continue CCTV systems in conjunction with key partners (PL2d)

### Target Risk:

- **Impact:** 3
- **Likelihood:** 2
- **Score:** 6 (Low Risk)

**Lead Responsibility**
- Executive Member for Community Services
- Director of Community Services

**Action to be taken if risk occurs**
Review CSP strategic priorities

**Risk Indicators**
Milestones achievement

**Comments**
Updated actions and further actions

**Review Considerations**
Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 - Medium Risk; 16 - 25 High Risk

Percentage of Inherent Risk Controlled: 60%
Risk Ref: 11/S05  Developing opportunities and sustaining ambition of local residents

Scope of Risk: Regeneration of neighbourhoods cannot be achieved without developing local pride and individual responsibility to look after the area. Nor can we release our young people from the trap of deprivation unless families recognise the value of education and the benefits of working life, the importance of acquiring new skills and of leading a healthy lifestyle, and the need to pass onto a sense of social responsibility to the next generation.

Strategic Link: People PE2

Inherent Risk: IMPACT 4  LIKELIHOOD 4  SCORE 16  High Risk

Actions: Weavers Triangle, Towneley Hall, St Peter's Centre, Vision Board, Place Branding, Educational Trust Governors, Todmorden Curve Funding secured, University Technical College contract, Burnley Bondholders

Residual Risk: IMPACT 4  LIKELIHOOD 3  SCORE 12  Medium Risk

Further Actions: Improve educational attainment in the Borough by working closely with the Education Trust and its partners (PE2a), Further develop Burnley as a Centre of Education Excellence (PE2b), Implement proposals to engage residents including neighbourhood engagement (PE2c), Use leisure to deliver social objectives including anti social behaviour and health inequality (PE2d), Development of University Technical College, Challenge media misconceptions

Target Risk: IMPACT 3  LIKELIHOOD 2  SCORE 6  Low Risk

Lead Responsibility: Executive Member for Leisure and Culture, Director of Community Services

Action to be taken if risk occurs: Action Plan for alternative delivery mechanism for required improvements.

Risk Indicators: Milestones achievement

Comments: Updated actions and further actions

Review Considerations

Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 Medium Risk; 16 - 25 High Risk

Percentage of Inherent Risk Controlled: 25%
### Burnley Borough Council - Strategic Risk Register

**Risk Ref:** 11/S06  
**Ensuring services to vulnerable groups are protected wherever possible**

**Scope of Risk:** The Council has a moral, as well as a legal, obligation to protect the most vulnerable in society.

**Strategic Link:** People PE3

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**Actions**
- Homelessness Strategy
- Equality Policy
- Young Persons Plan
- Housing Advice
- Registered Social Landlord Co-operation to provide accommodation
- Emmaus Project
- Children's Strategy
- Children's Trust
- Family Intervention Project
- Community Impact Assessments
- Funding debt advice
- Localised Council Tax support

**Residual Risk:**
- IMPACT: 3  
- LIKELIHOOD: 4  
- SCORE: 12

**Further Actions**
- Proactively work with residents vulnerable to losing their home through preventative strategies (PE3a)
- Ensure quality housing services are available to vulnerable, elderly and disabled residents (PE3b)
- Implement the Children and Young People's Plan for Burnley (PE3c)
- Work with partners to develop and implement Domestic Violence action plan (PE3d)

**Target Risk:**
- IMPACT: 1  
- LIKELIHOOD: 4  
- SCORE: 4

**Lead Responsibility**
- Executive Member for Regeneration and Economic Development
- Director of Economic Regeneration

**Action to be taken if risk occurs**
- Review approach and seek alternative options.

**Risk Indicators**
- Homelessness
- Independency
- Life Expectancy

**Comments**
- Updated actions and further actions

**Review Considerations**
- Changes to Welfare system

**Risk Score:** 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 Medium Risk; 16 - 25 High Risk  
**Percentage of Inherent Risk Controlled:** 25%
Risk Ref: 11/S09  Establishing Burnley as a key retail and service centre in Pennine Lancashire

Scope of Risk  With a retail catchment area in excess of over £300 million, Burnley is a major retail and service centre in Pennine Lancashire. Being vital for local jobs, the Council will take action to protect and develop the existing Town Centre offer.

Strategic Link: Prosperity PR2

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Actions  Town Centre Action Plan, Development of Key Sites, Town Centre Management Initiative, Car Parking Strategy, Padiham Town Centre Manager, Working with Addington

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<td>IMPACT 4</td>
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Further Actions  Deliver a quality Town Centre Management service (PR2a), Options for Curzon Street development, Review of car parking charging structure, Increase in capital investment programme, Pedestrianisation

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Lead Responsibility  Executive Member for Regeneration and Economic Development Director of Economic Regeneration.

Action to be taken if risk occurs  Review Town Centre Plans

Risk Indicators  Milestones achievement

Comments  Updated actions and further actions

Review Considerations  

Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 - Medium Risk; 16 - 25 High Risk 

Percentage of Inherent Risk Controlled  25%
**Risk Ref:** 11/S07  
**Improved health standards**

**Scope of Risk:** Health inequality is a significant factor in Burnley. For example, alcohol-related hospital admissions, incapacity benefit claimants for mental health, and deaths from smoking are all higher than the national average. Levels of worklessness due to ill health are high.

**Strategic Link:** People PE4

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**Inherent Risk:** High Risk

**Actions:** Work with local health authorities, Work in schools, Burnley House, St Peter's Centre, Smoke free, Healthy Lifestyles, Tackling Health Inequalities Programme.

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**Residual Risk:** Medium Risk

**Further Actions:** Work with partners to improve the health and wellbeing of residents (PE4a), Develop a council wide plan for co-ordinated response to transfer of public health to local government (PE4b)

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**Target Risk:** Low Risk

**Lead Responsibility:** Leader Director of Community Services

**Action to be taken if risk occurs:** Revise Strategy for Health

**Risk Indicators:** Alcohol-harm, Well-Being, Mortality, Smoking

**Comments:**

**Review Considerations:**

- Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 - Medium Risk; 16 - 25 High Risk
- Percentage of Inherent Risk Controlled: 44%
Risk Ref: 11/S10 Establishing Burnley as an attractive, alternative, place to live, work and play

Scope of Risk: By promoting Burnley as an investment opportunity, and by improving travel connections and kick starting development to attract investors, the Council is dedicated to getting the most out of Burnley’s key assets: its rural setting, its proximity to the regional growth hub of Manchester, and the economic development potential of Burnley’s land.

Strategic Link: Prosperity PR3, PL1a

Inherent Risk: IMPACT 4 LIKELIHOOD 4 SCORE 16 High Risk

Actions: Weaver's Triangle partnership development, Vision Board, Burnley Bondholders, Burnley Place Branding, Development for Todmorden Curve Project, University Technical College delivery, Lead developer work for Housing development

Residual Risk: IMPACT 3 LIKELIHOOD 3 SCORE 9 Medium Risk

Further Actions: Weavers Triangle regeneration programme phase 1 underway in partnership with Barnfield Investment Properties (PR3a), Todmorden Curve Project delivery (PR3b), The Borough’s Branding Strategy to be implemented (PR3c), Complete housing market renewal (PL1a)

Target Risk: IMPACT 3 LIKELIHOOD 2 SCORE 6 Low Risk

Lead Responsibility: Executive Member for Regeneration and Economic Development Director of Economic Regeneration

Action to be taken if risk occurs: Action plan for alternative delivery mechanism for required improvements.

Risk Indicators: Milestones achievement

Comments: Updated actions and further actions

Review Considerations: Percentage of Inherent Risk Controlled 44%
**Burnley Borough Council - Strategic Risk Register**

Risk Ref: **09/S02 Corporate Crime**

**Scope of Risk:**
The risk of corporate crime that face the Council are varied and include Benefit Fraud, Contractor Fraud, Theft and Misappropriation as well as the potential for corruption and bribery. The threats are from both inside and outside the organisation. Losses through corporate crime impact directly on reducing the resources available to deliver all services and have an impact of loss of public confidence.

**Strategic Link:** Cross-Cutting

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**Actions**
Anti-fraud Bribery and Corruption Policy, Audit Committee Fraud Risk Assessment, Financial Procedure Rules, Standing Orders for Contracts, Internal And External Audit, Effective Internal Controls, Good Governance, Changes for Bribery Act 2010.

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**Further Actions**
Annual Reviews of Corporate Governance and Internal Audit. Annual report from the External Auditor on Fraud within Accounts.

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**Lead Responsibility**
Director of Resources

**Action to be taken if risk occurs**
Review of Fraud Prevention and Detection Processes and Compliance

**Risk Indicators**
Fraud Reports Whistle blowing reports

**Comments**

---

**Review Considerations**

Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 - Medium Risk; 16 - 25 High Risk

Percentage of Inherent Risk Controlled: **63%**

Page 21 of 31
### Burnley Borough Council - Strategic Risk Register

**Risk Ref:** 11/S03  
**Making the Borough Greener**

**Scope of Risk**
Evidence suggests that access to parks and nature has health benefits, as well as making the living environment attractive. Our parks are therefore a key asset in making the Borough a good place to live and work. In addition, the Council has an obligation as a community leader to play its part in reducing harmful carbon emissions and responding to climate change.

**Strategic Link:** Places PL3

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**Inherent Risk:**  
**Impact:** 4  
**Likelihood:** 4  
**Score:** 16  
**Inherent Risk: High Risk**

**Actions**  
Higher than average green space per head of population, Forest of Burnley, Towneley Heritage Development, Carbon Reduction, Energy Efficiency, Green Flag Parks, Crematorium works, Cost sharing partnership with LCC for recycling

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**Residual Risk:**  
**Impact:** 3  
**Likelihood:** 2  
**Score:** 6  
**Residual Risk: Low Risk**

**Further Actions**  
Respond to the emerging Local Planning System (PL3a), Improve energy efficiency, reduce fuel poverty and help tackle climate change (PL3b), Implement the Borough’s Green Space Strategy (PL3c), Implement the Brun Valley Forest Park scheme (PL3d), Demolition Programme

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**Target Risk:**  
**Impact:** 2  
**Likelihood:** 2  
**Score:** 4  
**Target Risk: Low Risk**

**Lead Responsibility**  
Executive Member for Leisure and Culture  
Director of Community Services

**Action to be taken if risk occurs**  
Report on the options to increase the support for Green and sustainable environment issues.

**Risk Indicators**  
Milestones achievement

**Comments**  
Updated actions

**Review Considerations**  
Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 - Medium Risk; 16 - 25 High Risk  
Percentage of Inherent Risk Controlled: 63%
**Burnley Borough Council - Strategic Risk Register**

**Risk Ref:** 11/S04  
**Strong Visible Leadership for the Council and the Borough**

**Scope of Risk:** The Council is ambitious for Burnley. It will lead the delivery of our ambitious Community Strategy alongside its partners. To ensure that Burnley punches above its weight and gets a fair deal, the Council’s Executive and Management Team will make sure that the business case for Burnley is heard at sub regional, regional and national decision making levels. The Council’s role in leading the Community will aid cohesion.

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**Inherent Risk:**

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**Score:** High Risk

**Actions**

Partnership Protocol, Partnership meetings, Member and Key Officer Involvement, Partnership Governance and Risk Management Arrangements, Vision Board, Burnley Bondholders. Council Leader lobbying for Funding, review of partnership working structures, review of senior management.

**Residual Risk:**

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**Score:** Low Risk

**Further Actions**

Work with partners to deliver Borough’s Community Strategy and continue delivery of revised Community Strategy (PE1a), Ensure the Council plays a major role in Pennine Lancashire Leaders and Chief Executives group (PLLACE) and the Lancashire Local Enterprise Partnership (LLEP) (PE1b)

**Target Risk:**

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**Score:** Low Risk

**Lead Responsibility**

Leader of the Council  
Chief Executive Officer

**Action to be taken if risk occurs**

Action Plan to re-establish leadership role for the Council

**Risk Indicators**

Milestones achievement

**Comments**

**Review Considerations**

Percentage of Inherent Risk Controlled: 63%

Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 - Medium Risk; 16 - 25 High Risk
## Information Governance

**Risk Ref:** 11/S16

**Scope of Risk:** The Council holds a wide range of information that is critical to service delivery, there is a high expectation that this information is secured, maintained, used and published appropriately.

**Strategic Link:** Cross Cutting

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**Further Actions:** Records Management Improvements, Records Archiving, Improved Awareness of Retention Requirements for Records, Documentation of Information Governance arrangements.

### Target Risk:

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**Lead Responsibility:** Executive Member for Resources and Performance Management, Director of Resources

**Action to be taken if risk occurs:** Implementation of Actions arising from Incident report.

**Risk Indicators:** Incidents

**Comments:** Updated actions

**Review Considerations:**

- **Risk Score:** 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 - Medium Risk; 16 - 25 High Risk
- **Percentage of Inherent Risk Controlled:** 63%
**Burnley Borough Council - Strategic Risk Register**

**Risk Ref:** 11/S12  
**Scope of Risk:** Improve the skills, qualifications and employability of the workforce.

Burnley suffers from higher than average levels of worklessness. The Council will play its part in supporting quality vocational skills provision in the Borough, and will proactively promote the benefits of apprenticeships.

**Strategic Link:** Prosperity PR5

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**Actions:** Liaison with Lancashire County Council, Educational Attainment, Building Schools for the Future, UCLan Campus, New Burnley College, Skills Pledge, Work with Education Trust, Work with Children's Trust, University Technical College

**Residual Risk:**

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**Further Actions:** Promote the take up of apprenticeships across the Borough (PR5a), Continued University Technical College delivery

**Target Risk:**

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**Lead Responsibility:**  
Executive Member for Regeneration and Economic Development  
Director of Economic Regeneration

**Action to be taken if risk occurs:** Review alternative delivery for objectives

**Risk Indicators:** Milestone Achievement

**Comments:**

**Review Considerations:**

Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 - Medium Risk; 16 - 25 High Risk  
Percentage of Inherent Risk Controlled 20%

Page 25 of 31
Risk Ref: 06/S18 Ethical Standards

**Scope of Risk:**
The Members, Officers and partners fail to meet the high ethical standards expected by the public in the delivery of services.

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**Inherent Risk:**

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<th>LIKELIHOOD</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>3</td>
<td>15</td>
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</tbody>
</table>

**Actions:**
Codes of Conduct, Standards Committee Training, Register of Interests, Anti Fraud Bribery & Corruption Policy, Whistleblowing Policy, Standards Committee, Disciplinary Procedure, Annual Report from Standards Committee, Further Appointment of independent Members to Standards Committee, Bribery Act

**Residual Risk:**

<table>
<thead>
<tr>
<th>IMPACT</th>
<th>LIKELIHOOD</th>
<th>SCORE</th>
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</thead>
<tbody>
<tr>
<td>4</td>
<td>2</td>
<td>8</td>
</tr>
</tbody>
</table>

**Further Actions**
Embed Sound Ethical Standards in Officers and Members

**Target Risk:**

<table>
<thead>
<tr>
<th>IMPACT</th>
<th>LIKELIHOOD</th>
<th>SCORE</th>
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<tbody>
<tr>
<td>4</td>
<td>1</td>
<td>4</td>
</tr>
</tbody>
</table>

**Lead Responsibility**
Monitoring Officer

**Action to be taken if risk occurs**
Referral to appropriate review mechanism.

**Risk Indicators**
Complaints against Members/Officers, Standards Committee Work

**Comments**

**Review Considerations**
Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 - Medium Risk; 16 - 25 High Risk

Percentage of Inherent Risk Controlled: 47%
**Risk Ref:** 09/S03  
**Corporate Manslaughter**

**Scope of Risk:** Through failure to use safe working methods the Council is exposed to the risk of Corporate Manslaughter

<table>
<thead>
<tr>
<th>Strategic Link:</th>
<th>Cross Cutting</th>
</tr>
</thead>
</table>

**Inherent Risk:**

<table>
<thead>
<tr>
<th>IMPACT</th>
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<th>SCORE</th>
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</thead>
<tbody>
<tr>
<td>5</td>
<td>3</td>
<td>15</td>
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</tbody>
</table>

**Strategic Link:**

**Inherent Risk:**

**Impact:** 5  
**Likelihood:** 3  
**Score:** 15  
**Medium Risk**

**Actions:** Health and Safety Policy, Health and Safety Advisor, Health and Safety Training and Service Audits, Health and Safety Committee and Member Reporting, Compliance with various regulations - Construction and Design Management, Control of Hazardous Substances, Use of Personnel Protective Equipment, Whistle Blowing Policy, Safe Systems of Work

**Residual Risk:**

<table>
<thead>
<tr>
<th>IMPACT</th>
<th>LIKELIHOOD</th>
<th>SCORE</th>
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<tbody>
<tr>
<td>5</td>
<td>1</td>
<td>5</td>
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</tbody>
</table>

**Residual Risk:**

**Impact:** 5  
**Likelihood:** 1  
**Score:** 5  
**Low Risk**

**Further Actions:** Review of Health and Safety Policy and Updates, Incident Monitoring and Reporting, Health and Safety Executive Reviews

**Target Risk:**

<table>
<thead>
<tr>
<th>IMPACT</th>
<th>LIKELIHOOD</th>
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<tbody>
<tr>
<td>5</td>
<td>1</td>
<td>5</td>
</tr>
</tbody>
</table>

**Target Risk:**

**Impact:** 5  
**Likelihood:** 1  
**Score:** 5  
**Low Risk**

**Lead Responsibility:** Director of Resources

**Action to be taken if risk occurs:** Response to Health and Safety Executive Reports

**Risk Indicators:** Health and Safety Incident Reporting, Service Audit Scores

**Comments:**

**Review Considerations:**

Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 - Medium Risk; 16 - 25 High Risk  
Percentage of Inherent Risk Controlled: 67%
Risk Ref: 11/S15  Improved services

Scope of Risk: It is important that senior managers buy into or lead on key corporate change initiatives. Where a transformation in a way of working is required, the Council’s Management Team will provide direct oversight and leadership.

Strategic Link: Performance PF3

Inherent Risk:

<table>
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<tr>
<th>IMPACT</th>
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<tbody>
<tr>
<td>3</td>
<td>4</td>
<td>12</td>
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</table>

Score: Medium Risk


Residual Risk:

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<th>IMPACT</th>
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<td>6</td>
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</table>

Score: Low Risk

Further Actions: Options appraisal for delivery of Sports and Culture (PF3a), Planning delivery of core Sport and Culture facilities (PF3b), Develop proposals for key changes to Council Tax and Housing Benefit to ensure a continuing good quality service for Burnley residents (PF3c), Implement Organisational Development Strategy (PF3d), Implement the Customer Access and Service Strategy (PF3d), Implement IS strategy (PF3f)

Target Risk:

<table>
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<tr>
<th>IMPACT</th>
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<tbody>
<tr>
<td>2</td>
<td>2</td>
<td>4</td>
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</tbody>
</table>

Score: Low Risk

Lead Responsibility: Executive Member for Resources and Performance Management

Director of Community Services

Action to be taken if risk occurs: Review and Revise approach to Service Delivery

Risk Indicators: Milestone achievements

Comments

Review Considerations

Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 - Medium Risk; 16 - 25 High Risk

Percentage of Inherent Risk Controlled: 50%
**Burnley Borough Council - Strategic Risk Register**

**Risk Ref:** 06/S21  
**Political Change**

**Scope of Risk:** There is a change in external or internal political leadership with different priorities, and this may result in a financial cost or a failure to meet priorities.

**Strategic Link:** Cross Cutting

<table>
<thead>
<tr>
<th><strong>Inherent Risk:</strong></th>
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<th>LIKELIHOOD</th>
<th>SCORE</th>
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<tbody>
<tr>
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<td>5</td>
<td>2</td>
<td>10</td>
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</tbody>
</table>

**Actions**  
Consultation, Involvement and Training between Members and Officers, Scrutiny Process, Section 151 Officer Requirements, Medium Term Financial Strategy, Contingency Planning, Clear Identified Priorities, Implementing and developing strategic plan.

<table>
<thead>
<tr>
<th><strong>Residual Risk:</strong></th>
<th>IMPACT</th>
<th>LIKELIHOOD</th>
<th>SCORE</th>
<th>Percentage of Inherent Risk Controlled</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4</td>
<td>2</td>
<td>8</td>
<td>20%</td>
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</table>

**Further Actions**  
Continuing Dialogue between political group leaders, Lobbying of central government, Front Line Service Delivery, Impact of Central Government Policies on Council (e.g. Localism, Planning Reforms).

<table>
<thead>
<tr>
<th><strong>Target Risk:</strong></th>
<th>IMPACT</th>
<th>LIKELIHOOD</th>
<th>SCORE</th>
<th>Lead Responsibility</th>
</tr>
</thead>
</table>
|                  | 3      | 2          | 6     | Chief Executive Officer  
Head of Chief Executive's Office |

**Action to be taken if risk occurs**  
Review Strategic Planning to incorporate changes.

**Risk Indicators**  
Achievement of Milestones,

**Comments**

**Review Considerations**

Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 - Medium Risk; 16 - 25 High Risk

Percentage of Inherent Risk Controlled 20%

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Burnley Borough Council - Strategic Risk Register

Risk Ref: 11/S17  Localism

Scope of Risk: The Localism Act enables communities wider powers within the areas of operation of the Council, this may lead to more challenges, increased costs or delay to service delivery where these powers are exercised.

Strategic Link: Cross Cutting

<table>
<thead>
<tr>
<th>Inherent Risk:</th>
<th>IMPACT</th>
<th>LIKELIHOOD</th>
<th>SCORE</th>
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</thead>
<tbody>
<tr>
<td>IMPACT</td>
<td>3</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>Likelihood</td>
<td></td>
<td></td>
<td>Medium Risk</td>
</tr>
</tbody>
</table>

Actions: Consultation and Community Engagement, Communication, Policy development, Community Impact Assessments, Register of assets for community use

Residual Risk: IMPACT 3 LIKELIHOOD 2 SCORE 6 Low Risk

Further Actions: Developing Mechanisms to allow the communities greater involvement in controversial areas, Learning from early Localism issues

Target Risk: IMPACT 2 LIKELIHOOD 2 SCORE 4 Low Risk

Lead Responsibility: Leader of the Council, Chief Executive Officer

Action to be taken if risk occurs: Review of Community Engagement.

Risk Indicators: Numbers of Challenges under Localism Act provisions.

Comments

Review Considerations

Risk Score: 0 - 1 Insignificant; 2 - 6 Low Risk; 8 - 15 - Medium Risk; 16 - 25 High Risk

Percentage of Inherent Risk Controlled 33%
## Risk Score Matrix

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Score</th>
</tr>
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<tbody>
<tr>
<td>Virtually Certain</td>
<td>5</td>
</tr>
<tr>
<td>Very Likely</td>
<td>4</td>
</tr>
<tr>
<td>Likely</td>
<td>3</td>
</tr>
<tr>
<td>Unlikely</td>
<td>2</td>
</tr>
<tr>
<td>Very Unlikely</td>
<td>1</td>
</tr>
<tr>
<td>Almost Impossible</td>
<td>0</td>
</tr>
</tbody>
</table>

**Impact**
- Minimal
- Minor
- Significant
- Serious
- Major
- Catastrophic

**Score**
- 0
- 1
- 2
- 3
- 4
- 5

**Key**
- Red: High Risk
  - Must be managed as a matter of Urgency
- Amber: Medium Risk
  - Additional Action/ Control Required
- Green: Low Risk
  - Live with and monitor
- Blue: Insignificant Risk
  - No Action

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