



Burnley Borough Council

Strategic Risk Register

15 July 2011

Burnley Borough Council - Strategic Risk Register

Risk Ref: 11/S08 Developing a diverse business base with an entrepreneurial culture

Scope of Risk 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

Inherent Risk: IMPACT **5** LIKELIHOOD **5** SCORE **25** High Risk

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 Enterprise Partnership (LEP).

Residual Risk: IMPACT **4** LIKELIHOOD **4** SCORE **16** High Risk

Further Actions PR1a- Support the development of the Burnley Bridge Business Park, PR1b- Continue to lead and develop the Borough's Business Support Network, PR1c- Proactively support the Borough's key growth businesses and potential inward investors, Enterprise Zone Status, and Development of the Knowledge Quarter, Lancashire Enterprise Partnership (LEP).

Target Risk: IMPACT **3** LIKELIHOOD **3** SCORE **9** Medium Risk

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

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

Risk Indicators Milestones achievement

Comments Was 07/S02 - Business Base - Inherent Risk 25, Residual Risk 16

Review Considerations

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

36%

Burnley Borough Council - Strategic Risk Register

Risk Ref: 06/S04 Budget

Scope of Risk Financial constraints lead to a failure to resource critical functions.

Strategic Link: Cross Cutting

Inherent Risk: IMPACT **5** LIKELIHOOD **5** SCORE **25** High Risk

Actions Strategic Medium Term Budget to direct resources to objectives, Three year Projections, Effective Reserves Policy, Prioritisation of Services Cost Benchmarking Exercise, Monthly Budget Monitoring, Portfolio Holders Budget Reports, Corporate Income Assessment, Value for Money Strategy, Two Year Approach, Reserves, Strategic Staffing Reductions, Monitoring Performance in areas affected by budget cuts.

Residual Risk: IMPACT **5** LIKELIHOOD **3** SCORE **15** Medium Risk

Further Actions Reviewing Strategic Objectives, Continue Budget Monitoring, Detailed Value for Money Studies, Review of Liabilities and Financial Contingencies, Community Impact Assessments.

Target Risk: IMPACT **3** LIKELIHOOD **2** SCORE **6** Low Risk

Lead Responsibility Director of Resources

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

Risk Indicators Performance Reporting in areas cut by Budget

Comments Reduced Residual Risk, Actions Updated

Review Considerations Cuts in Local Government Funding

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/S16 Asset Management

Scope of Risk The Councils various assets require management to a high modern standard to ensure that the liability from their use does not adversely effect the Councils Finances or impact on delivery of Services

Strategic Link: Performance PF1b, Cross Cutting

Inherent Risk: IMPACT **5** LIKELIHOOD **5** SCORE **25** High Risk

Actions Asset Management Strategy and Review, Asset Register, Health & Safety Policies, Business Continuity Plans, Insurance, Asset Management Software, Weavers Triangle Condition Survey, Weavers Triangle Projects, Capital Strategy, Approaches to Strategic Acquisitions, Actions on Condition Surveys, Remedial Works.

Residual Risk: IMPACT **5** LIKELIHOOD **2** SCORE **10** Medium Risk

Further Actions Rationalise Office Accommodation to reflect reducing workforce (PF1b), Review and Implement Capital Strategy, Changes required in the Accounting Standards which will better inform on the impact of impairment for Assets and Asset Management, Review of Office Accommodation.

Target Risk: IMPACT **5** LIKELIHOOD **1** SCORE **5** Low Risk

Lead Responsibility Director of Resources

Action to be taken if risk occurs Prioritise action to minimize losses. Implementation of Business Continuity Plans

Risk Indicators Third Party Liability from Assets, Disabled Accessibility for Public Buildings

Comments Updated Actions, Further Actions and Strategic Links

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%

Burnley Borough Council - Strategic Risk Register

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

Inherent Risk: IMPACT **5** LIKELIHOOD **5** SCORE **25** High Risk

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, Joint Working with County Council, Increased number of Counter Parties

Residual Risk: IMPACT **5** LIKELIHOOD **2** SCORE **10** Medium Risk

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

Target Risk: IMPACT **5** LIKELIHOOD **2** SCORE **10** Medium Risk

Lead Responsibility Director of Resources, Head of Finance

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 Actions

Review Considerations Continued Euro Zone Risk

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

Percentage of Inherent Risk Controlled

60%

Burnley Borough Council - Strategic Risk Register

Risk Ref: 11/S11 To enhance Burnley's reputation as a regional advanced manufacturing centre

Scope of Risk: 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.

Strategic Link: Prosperity

PR4

Inherent Risk: IMPACT **4** LIKELIHOOD **5** SCORE **20** High Risk

Actions: Enterprise Strategy, Economic Vision, Local Plans, Pennine Lancashire Employment and Skills Board

Residual Risk: IMPACT **4** LIKELIHOOD **4** SCORE **16** High Risk

Further Actions: PR4a- Complete the procurement of a developer for the Princess Way Knowledge Park

Target Risk: IMPACT **2** LIKELIHOOD **3** SCORE **6** Low Risk

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

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

Risk Indicators: Milestone Achievements

Comments: Was part of 07/S02 - Business Base - Inherent Risk 25, Residual Risk 16

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%

Burnley Borough Council - Strategic Risk Register

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: IMPACT **5** LIKELIHOOD **4** SCORE **20** High Risk

Actions Pension Fund Valuations, Actuarial assessments, Increasing level of Contributions, National Pensions Issues, Fund Managers and Advisors Capabilities, New Pension Scheme, Discussions with Actuary

Residual Risk: IMPACT **5** LIKELIHOOD **3** SCORE **15** Medium Risk

Further Actions Further Changes to Pension Scheme

Target Risk: IMPACT **4** LIKELIHOOD **3** SCORE **12** Medium Risk

Lead Responsibility Director of Resources

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

Risk Indicators Pension Fund Reports

Comments Reduced Residual Risk, Updated Actions and Further Actions.

Review Considerations Planned changes pension regulations Possible increased pension contributions

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: 06/S06 External Funding

Scope of Risk Where the Council has specific grant funding, contingency plans in the event of withdrawal of the external funding fail, resulting in a poor reputation and continuing financial commitment.

Strategic Link: Cross Cutting

Inherent Risk: IMPACT **5** LIKELIHOOD **4** SCORE **20** High Risk

Actions Workforce Planning, Identification of Posts. Projects and Services; Production of Strategies for funding closure, External Funding Strategy, Prioritisation Analysis, Lobbying for Funding, Negotiation with Funders, Sourcing of Replacement Funding, Prioritisation of Working Neighbourhood Funding Scheme, Planned Reductions in Workforce, Project Management in Planning and Monitoring of Key Controls.

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

Further Actions Review Strategies & plans for all funded schemes, Ensure Regenerate Pennine Lancashire plans are in place and robust, Grants Register Review, Reducing External Funding.

Target Risk: IMPACT **4** LIKELIHOOD **2** SCORE **8** Medium Risk

Lead Responsibility Director of Regeneration & Housing

Action to be taken if risk occurs Develop corporate strategy to ensure these issues are addressed as a requirement of funding.

Risk Indicators External Funding Programmes Reporting

Comments Reduced Residual Risk, Updated Actions

Review Considerations Reduced External Funding. Weaver's Triangle

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/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

Inherent Risk: IMPACT **5** LIKELIHOOD **4** SCORE **20** High Risk

Actions: Consultation and Involvement between Members and Officers, Scrutiny Process, Section 151 Officer Requirements, Medium Term Financial Strategy, Contingency Planning, Clear Identified Priorities

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

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).

Target Risk: IMPACT **2** LIKELIHOOD **3** SCORE **6** Low Risk

Lead Responsibility: 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: No Change

Review Considerations: Impact of Change of National Politics

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: 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 Cross Cutting

Inherent Risk: IMPACT **5** LIKELIHOOD **4** SCORE **20** High Risk

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.

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

Further Actions Achieve alternative methods of service delivery via shared service and partnership (PF3a), Start Planning for key changes to the Council Tax and Housing Benefit (PF3b), Revised and Develop the Organisational Development Strategy (PF3c), Review Partnership Arrangements, Organisational Development Strategy, Implementing Partnering Protocol, Lancashire Economic Partnership

Target Risk: IMPACT **3** LIKELIHOOD **2** SCORE **6** Low Risk

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 Scope, Strategic Links 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

40%

Burnley Borough Council - Strategic Risk Register

Risk Ref: 06/S22 Continuity Planning

Scope of Risk The Councils 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: Cross Cutting

Inherent Risk: IMPACT **5** LIKELIHOOD **4** SCORE **20** High Risk

Actions Emergency Plan, County Partnership, Community Risk Register, Business Continuity Plans, Tested Plans

Residual Risk: IMPACT **3** LIKELIHOOD **3** SCORE **9** Medium Risk

Further Actions Regular Testing of Business Continuity Plans, IT Business Continuity Testing

Target Risk: IMPACT **2** LIKELIHOOD **1** SCORE **2** Low Risk

Lead Responsibility Director of Environment

Action to be taken if risk occurs Implement Emergency Plans

Risk Indicators Reports of Service Loss, Testing of Business Continuity Plans

Comments No Change

Review Considerations Changes since last Continuity test.

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/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: IMPACT **5** LIKELIHOOD **4** SCORE **20** High Risk

Actions Maintain standards of street cleanliness, refuse collection and recycling, Fly-tipping investigation, Public Realm Scheme development. Deep Clean work, Review of Bulky Waste charges.

Residual Risk: IMPACT **3** LIKELIHOOD **3** SCORE **9** Medium Risk

Further Actions PL1a - Complete the delivery of committed Housing Market Renewal work for which funding is available. PL1b – Maintain a high standard Street Cleansing, Refuse Collection and Recycling service in partnership with Veolia Environmental Services. PL1c - Deliver the Public Realm pilot scheme in partnership with Lancashire County Council and Veolia Environmental Services. PL1d - Implement Princess Way Public Realm scheme.

Target Risk: IMPACT **3** LIKELIHOOD **2** SCORE **6** Low Risk

Lead Responsibility Executive Member for Community Safety
Director of Environment

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 Was 06/S02 - Revitalised Communities & Balanced Housing Market - Inherent Risk 25, Residual Risk 20

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%

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.

Strategic Link: Performance PF1

Inherent Risk: IMPACT **5** LIKELIHOOD **4** SCORE **20** High Risk

Actions Continuous Process Improvement, Asset Management Strategy, Budget Setting and Monitoring, Medium Term Financial Strategy, Benchmarking, External Audit Opinion on Value for Money, Value for Money Strategy, Work Force Planning, Council Tax Freeze.

Residual Risk: IMPACT **3** LIKELIHOOD **3** SCORE **9** Medium Risk

Further Actions PF1a- Improve the effectiveness of debt recovery, PF1b- Rationalise office accommodation to reflect reducing workforce, PF1c- Monitor savings or additional income assumed in the annual budget process and ensure that recovery plans are developed where shortfalls are identified, PF1d- Apply the Medium Term Financial Strategy to ensure that future reductions in funding levels are anticipated accurately and recovery plans put in place, PF1e- Develop measures for assessing the unit cost and taxpayer subsidy for services and ensure this matches overall policy objectives

Target Risk: IMPACT **3** LIKELIHOOD **1** SCORE **3** Low Risk

Lead Responsibility Executive Member for Resources, Director of Resources

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

Risk Indicators Milestone achievements

Comments Was 07/S07 - Value for Money and Performance Improvement - Inherent Risk 20, Residual Risk 9
Was 06/S08 - Collection of Tax - Inherent Risk 25, Residual Risk 8

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%

Burnley Borough Council - Strategic Risk Register

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 cut unnecessary costs or improve the experience of service users.

Strategic Link: Performance PF2

Inherent Risk: IMPACT **5** LIKELIHOOD **4** SCORE **20** High Risk

Actions Project Management, Continual Process Improvement, Performance Plus, Balanced Scorecard approach. Data Quality, Performance Measures, Staff Competency Standards.

Residual Risk: IMPACT **3** LIKELIHOOD **3** SCORE **9** Medium Risk

Further Actions PF2a- Embed the leaner approach to Performance Management, PF2b- Revise and implement the Pay and Workforce Strategies and associated plans, PF2c- Develop and implement service plans to ensure that there is continuing improvement in performance across the Council, PF2d- Develop and implement a new IS strategy for the Council, PF2e- Undertake a review of support service staff and reception points

Target Risk: IMPACT **3** LIKELIHOOD **1** SCORE **3** Low Risk

Lead Responsibility Executive Member for Resources, Director of Community Services

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

Risk Indicators Milestone achievement

Comments Was 07/S07 - Value for Money and Performance Improvement - Inherent Risk 20, Residual Risk 9

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%

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 Councils ability to manage its Finances.

Strategic Link: Performance PF2d, PF3d Cross Cutting

Inherent Risk: IMPACT **5** LIKELIHOOD **4** SCORE **20** High Risk

Actions Resilient Systems, Regular Secure Back-up, Virus Checking, Firewalls, Business Continuity Plans, Security Improvements to comply with the requirements for Government Connect, Information Technology Security Policy update, IT Security Awareness Training, Service Restructuring, Migration

Residual Risk: IMPACT **2** LIKELIHOOD **4** SCORE **8** Medium Risk

Further Actions IT Strategy Development and Implementation (PF2d), Network and Telephony Replacement (PF3d), Testing Business Continuity Plans, Staffing cover arrangements, Implementation of Information Technology Infrastructure Library compliant procedures including Change Control, Network Migration, Service Level Agreements, Staff Training, Further Security Improvements to comply with the requirements for Government Connect.

Target Risk: IMPACT **2** LIKELIHOOD **3** SCORE **6** Low Risk

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 Updated Actions, Further Actions, Strategic Links

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%

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: IMPACT **5** LIKELIHOOD **4** SCORE **20** High Risk

Actions: Constitution, 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: IMPACT **4** LIKELIHOOD **2** SCORE **8** Medium Risk

Further Actions: Continued Member Training, Training for Report Writers, Development of Democracy Support Staff, Review of Democratic Processes. Monitoring impact of Localism Bill

Target Risk: IMPACT **3** LIKELIHOOD **1** SCORE **3** Low Risk

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 Actions and Further Actions

Review Considerations: Localism Bill, Transparency and Legal Challenges

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

Percentage of Inherent Risk Controlled

60%

Burnley Borough Council - Strategic Risk Register

Risk Ref: 11/S02 Making the Borough Safer

Scope of Risk 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 Actions and Outcomes 2010/11. Family intervention, Space Bus, CCTV partnership, Food safety, Landlord Licencing, Food Standards Work, Business Compliance

Residual Risk: IMPACT **4** LIKELIHOOD **2** SCORE **8** Medium Risk

Further Actions PL2a - Delivering Community Safety Partnership six strategic priorities in the Strategic Assessment 2011/12. PL2b - Implement the Food Hygiene Rating Scheme. PL2c - Improvements to the taxi service, including further testing garages. PL2d - Work with partners for the new Public Health service. PL2e - Deliver Selective Licensing pilot in Trinity. PL2f - Assist independent living and a decent standard of housing across all sectors, PL2g - Implement the Play Strategy, PL2h- Continue CCTV systems in conjunction with key partners.

Target Risk: IMPACT **3** LIKELIHOOD **2** SCORE **6** Low Risk

Lead Responsibility Executive Member for Community Safety, Director of Environment

Action to be taken if risk occurs Review CSP strategic priorities

Risk Indicators Milestones achievement

Comments Was 07/S01 - Quality Housing and Neighbourhoods - Inherent Risk 20 Residual Risk 12

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%

Burnley Borough Council - Strategic Risk Register

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 Regenerate, Weavers Triangle, Towneley Hall, St Peter's Centre, Vision Board, Place Branding, Educational Trust Governors.

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

Further Actions PE2a- Improve educational attainment in the Borough by working closely with the Education Trust and its partners, PE2b- Implement proposals to engage residents including responding to policy arising from the Localism Bill, PE2c- Undertake an options appraisal to ensure the delivery of core leisure and recreation facilities, PE2d- Reduce antisocial behaviour by the co-ordination and provision of sport and creative out of hours activities and diversionary work

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 Was 07/S04 - Increased Opportunities & Sustained Ambitions - Inherent 16, Residual 12,
Was 06/S23 - Educational Attainment - Inherent Risk 15, Residual Risk 12.

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/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

Inherent Risk: IMPACT **4** LIKELIHOOD **4** SCORE **16** High Risk

Actions Town Centre Action Plan, Curzon Street Development, Development of Key Sites, Town Centre Management Initiative, Car Parking Strategy

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

Further Actions PR2a- Ensure the Curzon St Shopping Centre is developed, PR2b- Deliver a quality Town Centre Management service, PR2c- Implement the borough's car parking strategy ensuring the needs of the borough, the local economy and the transport agenda are met.

Target Risk: IMPACT **3** LIKELIHOOD **2** SCORE **6** Low Risk

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

Action to be taken if risk occurs Review Town Centre Plans

Risk Indicators Milestones achievement

Comments Was 07/S03 - Retail and Service Centre - Inherent Risk 16, Residual Risk 12

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/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

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.

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

Further Actions PR3a- Weavers Triangle regeneration programme agreed with newly procured development partner, PR3b- Preparatory work successfully completed on the Todmorden Curve Project, PR3c- The Borough's Branding Strategy is implemented

Target Risk: IMPACT **3** LIKELIHOOD **2** SCORE **6** Low Risk

Lead Responsibility Executive Member for Regeneration and Economic Development, Director of Regeneration and Housing

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

Risk Indicators Milestones achievement

Comments Was part of 07/S04 - Increased Opportunities & Sustained Ambitions - Inherent Risk 16, Residual Risk 12

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/S07 Improved health standards

Scope of Risk Health inequality is 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

Inherent Risk: IMPACT **4** LIKELIHOOD **4** SCORE **16** High Risk

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

Residual Risk: IMPACT **3** LIKELIHOOD **3** SCORE **9** Medium Risk

Further Actions PE4a- Respond to the emerging plans for health reform to ensure the Borough can benefit from the creation of Health and Well-being boards and the new GP Consortia, PE4b- Ensure local health services meet the needs of Burnley residents, e.g. Acute Service Review and new Mental Health In Patient hospital

Target Risk: IMPACT **3** LIKELIHOOD **2** SCORE **6** Low Risk

Lead Responsibility Executive Member for Resources, Director of Community Services

Action to be taken if risk occurs Revise Strategy for Health

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

Comments Was 07/S05 - Health Inherent Risk 16, Residual Risk 9

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%

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

Inherent Risk: IMPACT **4** LIKELIHOOD **4** SCORE **16** High Risk

Actions Homelessness Strategy, Equality Policy, Young Persons Plan, Disability Network, Housing Advice, Registered Social Landlord Co-operation to provide accommodation, Emmaus Project, Children's Strategy, Children's Trust, Family Intervention Project.

Residual Risk: IMPACT **2** LIKELIHOOD **4** SCORE **8** Medium Risk

Further Actions PE3a- Proactively work with residents vulnerable to losing their home through preventative strategies, PE3b- Ensure quality housing services are available to vulnerable, elderly and disabled residents, PE3c- Implement the Children and Young People's Plan for Burnley, PE3d- Develop and implement new proposals for neighbourhood engagement

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

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

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

Risk Indicators Homeloss, Independency and Life Expectancy.

Comments Was 07/S08 - Vulnerable Groups - Inherent 16, Residual 8

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: 11/S16 Information Governance

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

Inherent Risk: IMPACT **4** LIKELIHOOD **4** SCORE **16** High Risk

Actions Secure Processes and Procedures, Staff Training, Data Quality Processes, Compliance with Government Connect, Records Management Procedures, Freedom Of Information systems, Data Transparency, IS Security Policies, Incident Management

Residual Risk: IMPACT **4** LIKELIHOOD **2** SCORE **8** Medium Risk

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

Target Risk: IMPACT **2** LIKELIHOOD **3** SCORE **6** Low Risk

Lead Responsibility Executive Member for Resources, Director of Resources

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

Risk Indicators Incidents,

Comments New Risk

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: 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

Inherent Risk: IMPACT **4** LIKELIHOOD **4** SCORE **16** High Risk

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

Residual Risk: IMPACT **2** LIKELIHOOD **3** SCORE **6** Low Risk

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

Target Risk: IMPACT **2** LIKELIHOOD **2** SCORE **4** Low Risk

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 No Change

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/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

Inherent Risk: IMPACT **4** LIKELIHOOD **4** SCORE **16** 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,

Residual Risk: IMPACT **3** LIKELIHOOD **2** SCORE **6** Low Risk

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

Target Risk: IMPACT **2** LIKELIHOOD **2** SCORE **4** 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 Was 07/S06 - Sustainability and Climate Impact - Inherent Risk 12, Residual Risk 6.
Part Was 07/S01 - Quality Housing and Neighbourhoods - Inherent Risk 20 Residual Risk 12

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 subregional, regional and national decision making levels. The Council's role in leading the Community will aid cohesion.

Strategic Link: People

PE1

Inherent Risk: IMPACT **4** LIKELIHOOD **4** SCORE **16** 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.

Residual Risk: IMPACT **3** LIKELIHOOD **2** SCORE **6** Low Risk

Further Actions PE1a- Complete review of partnership working structures in Burnley, review actions within Community Strategy and continue delivery of revised Community Strategy, PE1b- Undertake review of Senior Management, PE1c- Ensure the Council plays a major role in Pennine Lancashire Leaders and Chief Executives group (PLLACE) and the Lancashire Enterprise Partnership (LEP).

Target Risk: IMPACT **3** LIKELIHOOD **1** SCORE **3** 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 Was 06/S19 - Community Leadership - Inherent Risk 16, Residual Risk 6

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 Improve the skills, qualifications and employability of the workforce.

Scope of Risk Burnley suffers from higher than average levels of worklessness. The Council will play its part preparing people for work.

Strategic Link: Prosperity

PR5

Inherent Risk: IMPACT **5** LIKELIHOOD **3** SCORE **15** Medium Risk

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.

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

Further Actions PR5a- Promote the take up of apprenticeships across the Borough, PR5b- Support DWP, the Borough's third sector and Prime Contractors in the implementation of the new Work Programme in the Borough.

Target Risk: IMPACT **4** LIKELIHOOD **2** SCORE **8** Medium Risk

Lead Responsibility Executive Member for Regeneration and Economic Development, Director of Regeneration and Housing

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

Risk Indicators Milestone Achievement

Comments Was Part of 06/S23 - Educational Attainment - Inherent Risk 15, Residual Risk 12

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%

Burnley Borough Council - Strategic Risk Register

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.

Strategic Link: Cross Cutting

Inherent Risk: IMPACT **5** LIKELIHOOD **3** SCORE **15** Medium Risk

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

Residual Risk: IMPACT **4** LIKELIHOOD **2** SCORE **8** Medium Risk

Further Actions Embed Sound Ethical Standards in Officers and Members

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

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 Reduced Residual Risk.

Review Considerations Increased Transparency, Changes to National Standards Regime

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

Percentage of Inherent Risk Controlled

47%

Burnley Borough Council - Strategic Risk Register

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

Strategic Link: Cross Cutting

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: 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: IMPACT **5** LIKELIHOOD **1** SCORE **5** Low Risk

Lead Responsibility Director of Community Services

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 No Change

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%

Burnley Borough Council - Strategic Risk Register

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: IMPACT **3** LIKELIHOOD **4** SCORE **12** Medium Risk

Actions Competency Framework, Complaints Policy and Procedures, Training and Development, Organisational Development Strategy, Continual Process Improvement.

Residual Risk: IMPACT **3** LIKELIHOOD **2** SCORE **6** Low Risk

Further Actions PF3a- Achieve alternative methods of service delivery via shared service & partnerships, PF3b- Start planning for key changes to Council Tax and Housing Benefit to ensure a continuing good quality service for Burnley residents, PF3c- Revise and develop the Organisational Development Strategy, PF3d- Replace the Council's Telephony and Network infrastructure, PF3e- Implement the Customer Access and Service Strategy

Target Risk: IMPACT **2** LIKELIHOOD **2** SCORE **4** Low Risk

Lead Responsibility Executive Member for Resources, Director of Community Services

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

Risk Indicators Milestone achievements

Comments Was 07/S10 - Improved Services & Customer Focus - Inherent Risk 12, Residual Risk 6
Was 06/S09 - Workforce Planning - Inherent Risk 20, Residual Risk 8
Was 06/S08 - Collection of Tax - Inherent Risk 25, Residual Risk 8

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%

Risk Score Matrix

Likelihood	Score						
Virtually Certain	5	0	5	10	15	20	25
Very Likely	4	0	4	8	12	16	20
Likely	3	0	3	6	9	12	15
Unlikely	2	0	2	4	6	8	10
Very Unlikely	1	0	1	2	3	4	5
Almost Impossible	0	0	0	0	0	0	0
	Score	0	1	2	3	4	5
	Impact	Minimal	Minor	Significant	Serious	Major	Catastrophic
	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			