



Burnley Borough Council

**Draft Strategic Risk Register
2012 2013**

11 June 2012

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, PR4b

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 Local Enterprise Partnership (LLEP).

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

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), Enterprise Zone Status, and 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: IMPACT **3** LIKELIHOOD **3** SCORE **9** Medium Risk

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

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, Housing Market Renewal Transition Grant Funding.

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, Lobbying for Transition funding

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 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 Percentage of Inherent Risk Controlled

40%

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, Use of money market funds

Residual Risk: IMPACT **4** LIKELIHOOD **3** SCORE **12** 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 and Property Management

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

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 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 PF1a, 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, Changes to the Accounting Standards which better inform on the impact of impairment for Assets and Asset Management,

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

Further Actions Rationalise 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

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 strategic link

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/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, Change from Retail to Consumer Price Indexing of Pension Increases.

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

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: 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, Representation at any housing funding judicial review, Lobbying for changes to the new Housing Benefit system

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

Further Actions Review Strategies & plans for all funded schemes, Grants Register Review, Reducing External Funding. Use of Ear Marked Reserves, Minimising impact of Housing Benefit changes

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

Lead Responsibility Director of Economic Regeneration

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

Review Considerations Housing Benefit
Judicial review housing market 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: 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: 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 Option appraisal for delivery of Sport and Culture including Leisure Trust (PF3a), Start Planning for key changes to the Council Tax and Housing Benefit (PF3c), 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 and Manchester Road Station

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 Changed strategic link, updated further actions

Review Considerations Leisure Trust, JV company?, 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%

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, PR1a

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.

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), Support development of Burnley Bridge site (PR1a)

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 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: PF2c-d, 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, Smooth Transition in Senior Management, Business continuity review (PF2c), Develop options for homeworking and hot-desking (PF2d)

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

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 strategic link 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

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, Community Payback Scheme, Implemented Princess Way Public Realm scheme (PL1d), Civic cleanliness activity

Residual Risk: IMPACT **3** LIKELIHOOD **3** SCORE **9** 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: 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 Priorities for Cleaning Services

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

Comments Updated Lead responsibility

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. The Council will strive to cut unnecessary costs.

Strategic Link: Performance PF1, PF3a

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, Procurement Strategy, Work Force Planning, Council Tax Freeze. Senior Management Review

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

Further Actions Rationalise 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: IMPACT **3** LIKELIHOOD **1** SCORE **3** Low Risk

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 further actions
Updated Scope of 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

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 improve the experience of service users.

Strategic Link: Performance PF2, PF3d

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

Actions Project Management, Continual Process Improvement, Balanced Scorecard approach. Data Quality, Performance Measures, Staff Competency Standards. Staff Attendance, Coaching and Talent Management

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

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)

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

Comments Update further actions
Update scope of 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

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 PF3f, PF2d, 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, Network and Telephony Replacement, Virtualisation, Network Migration, Service Level Agreements, Further Security Improvements to comply with the requirements for Government Connect.

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

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: 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 strategic link 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%

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, 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: 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 Act, Effective consultation mechanism

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

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/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 (CSP) Actions and Outcomes 2011/12. Family intervention, Space Bus, CCTV partnership, Food safety, Landlord Licencing, Food Standards Work, Business Compliance, Food Hygiene Rating Scheme, Additional taxi test station

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), Deliver Selective Licensing pilot in Trinity (PL2c), 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, updated lead responsibility

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, Todmorden Curve Funding secured.

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

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 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

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. Community Impact Assessments

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

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), Develop localised Council Tax support

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

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 Homeloss, Independency and Life Expectancy.

Comments Update 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%

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, Development of Key Sites, Town Centre Management Initiative, Car Parking Strategy, Padiham Town Centre Manager

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

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

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 Review Town Centre Plans

Risk Indicators Milestones achievement

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

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, Smoke free, Healthy Lifestyles, Tackling Health Inequalities Programme.

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

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

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

Lead Responsibility Executive Member for Resources and Performance Management
Director of Community Services

Action to be taken if risk occurs Revise Strategy for Health

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

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

44%

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, 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 siting, 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), Preparatory work to be completed on the Todmorden Curve Project (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

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: 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 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.

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

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, Crematorium works

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

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

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.

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, review of partnership working structures, review of senior management.

Residual Risk: IMPACT **3** LIKELIHOOD **2** SCORE **6** 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: 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 Update further actions and 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/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, Data Protection Improvements

Residual Risk: IMPACT **3** LIKELIHOOD **2** SCORE **6** Low 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 **2** SCORE **4** Low Risk

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

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 in supporting quality vocational skills provision in the Borough, and will proactively promote the benefits of apprenticeships.

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. University Technical College

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

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

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

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 Updated further actions
Updated scope of 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

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 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: 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

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%

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 **3** SCORE **15** Medium Risk

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

Residual Risk: IMPACT **4** LIKELIHOOD **2** SCORE **8** 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 **3** LIKELIHOOD **2** 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

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%

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 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%

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, Implementing and developing strategic plan and service plan

Residual Risk: IMPACT **3** LIKELIHOOD **2** SCORE **6** 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: IMPACT **2** LIKELIHOOD **2** SCORE **4** 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 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

50%

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

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

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

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			