

Burnley Borough Council - Strategic Risk Register 2008 09

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06/S12	Information Systems As with all other Councils Burnley is dependant 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 it's Finances.	25	Resilient Systems, Regular Secure Back-up, Virus Checking, Firewalls Information Technology Infrastructure Library (ITIL) compliant procedures	15	Increased resilience in servers, Information Technology Security Policy, Staffing cover arrangements, Implementing a comprehensive Business Continuity Plan further Implementation of Information Technology Infrastructure Library compliant procedures	5	Director of Community Services	Report on possible options and joint procurement.	Cross Cutting
06/S16	Asset Management The Councils various assets require management to a high modern standard to ensure that the liability from their use does not impinge on the Councils Finances	25	Disabled Access improvements, Asset Management Strategy, Asset Register, Health & Safety Policies, Insurance	5	Review and Implement Capital Strategy & Asset Management Strategy	5	Director of Resources	Prioritise action to minimise losses.	Cross Cutting

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06/S08	Collection of Tax The Collection of Council Tax and Non Domestic Rates are critical income streams for the Council and poor performance or weak systems of operation have the potential for both financial and reputational damage (Performance)	25	Development of effective debt recovery processes, Robust Procedures, Regular Management Reporting, Performance Targets	4	Continued development of effective debt recovery processes (B1a), Identification and development of improvements	3	Director of Resources	Review Debt Collection Processes	B1a
06/S23	Building Schools for the Future Building Schools for the Future does not proceed as planned and does not produce long-term educational improvements and benefits to the wider community. (People)	20	Liaison with Lancashire County Council Local Strategic Partnership Work	20	Work with partners (L2a) Education Standards Board support	12	Director Community Services	Seek Government Intervention	L2a

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06/S02	Housing Market The Council does not deliver a revival in Burnley's Housing Market, with loss of finances and reputation. (Places)	20	Elevate, Elevate progress closely monitored, Careful selection of partners, Developing the Central Lancashire City Region, Overarching Developer Agreement in Place	15	Restructure housing market (PL1a) Engage residents in their neighbourhood development (PL1b) Maximise and make best use of funding (PL1c) Develop Partnership with lead developers (PL1d) Balanced approach to Community Safety Issues (PL1e)	6	Leader, Director of Regeneration & Housing	Consider options for other funding, other Market intervention options.	PL1

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07/S01	<p>Quality Housing and Neighbourhoods Burnley's quality of Housing and neighbourhoods does not improve and has adverse effects on health, safety and community cohesion (Places)</p>	20	Elevate funding, Landlord and Tenant Initiatives, grants, face-lifting, Area action plans. Towneley Park Restoration, Retail Development Housing Strategy Play Strategy Neighbourhood Management	12	Improve Housing and Environment (PL2a) Improve Private Rented Sector (PL2b) Work with Partners to develop environmental services (PL2c) Implement Green Space Strategy (PL2d) Progress Restoration of Memorial Park and Linear Park, Padiham (PL2e) Implement the Play Strategy (PL2f) With Partners facilitate developments on Council owned land (PL2g)	6	Director of Regeneration and Housing	Identify and report on varied approaches and funding to achieve aims.	PL2

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07/S06	Sustainability The Council is committed to ensuring that it operates in an environmentally sustainable manner and to fail to do so will have a negative impact on the environment. (Places)	20	Brown Site Development, Local Plans, Energy Efficiency support and promotion, Recycling schemes, Forest of Burnley, Public Art support. Sustainability Group	12	High Efficiency Rating for all new homes (PL3a) Improve energy efficiency & reduce fuel poverty and help tackle climate change (PL3b)	6	Director of Environment	Report on the options to Increase the support for sustainable environment issues.	PL3
06/S18	Ethical Standards The Members, Officers and partners fail to meet the high ethical standards expected by the public in the delivery of services. (Performance)	20	Codes of Conduct, Standards Committee Training, Register of Interests, Anti Fraud & Corruption Policy, Whistleblowing Policy	12	New Codes implemented Increased Training, More reporting of ethical matters, (B2g)	4	Monitoring Officer	Referral to appropriate review mechanism.	B2g

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06/S09	Key Personnel Delivery the Councils objectives requires recruitment and retention of key personnel, without this there is a risk of the Council failing to meet its strategic objectives in this area. (Performance)	20	Workforce and Pay Strategies; Strategic Partners Process Documentation, Recruitment & Retention approaches, Market Supplements, Performance and Development Reviews, Investors In People, Learning and Development Plans	8	Implementation of Pay and Workforce Strategies (B2d) Implement the new staff appraisal process (B2e)	6	Management Team	Review recruitment and retention options.	B2d B2e

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06/S04	Budget The financial constraints of the Budget Setting process lead to a failure to resource critical functions. (Performance)	20	Strategic Medium Term Budget to direct resources to objectives, Gershon Improvements, Three year Projections, Effective Reserves Policy, Prioritisation of Services Cost Benchmarking Exercise	6	Continue Budget Monitoring, Monitor Performance in areas affected by budget cuts. Develop further measures to ensure that spending is managed within available resources (B1c)	6	Director of Resources	Critical Services need to be Maintained, redirect resources in revised Budget.	B1c Cross Cutting
06/S17	Decision Making 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. (Performance)	20	Constitution, Member Training, Effective Scrutiny Process, Audit Committee, Forward Plan, Risk Management for Policy Decisions Data Quality methods, IDEA Scrutiny Review	6	Continued Member Training, Training for Report Writers, Development of Democracy Support Staff, Develop Data Quality Policy (B2c)	3	Head of Chief Executive's Office, Monitoring Officer	Investigate causes for failure and revise processes.	B2c, Cross Cutting

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07/S03	Retail and Service Centre Burnley fails to retain its status as a key retail and service centre in Pennine Lancashire, reducing employment and supply opportunities. (Places)	16	Town Centre Action Plan, Pioneer Site Development, Enterprise Park, Development of key sites, Town Centre Management Initiative	16	Deliver Town Centre Master Plan & Town Centre public realm strategy (E2a) Develop highways and access improvements for above plans with Lancashire County Council (E2b) Secure Partners for Oval Development and start on site (E2c) Secure delivery partners for Westgate and Thompson Centre/Saunder Bank sites (E2d)	6	Director of Regeneration and Housing	Review Town Centre Plans.	E2

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07/S02	Business Base Burnley does not have a diverse business base, especially in advanced manufacturing and the knowledge economy, or an enterprise culture and fails to provide the employment opportunities to its communities & fails to decrease the proportion of Worklessness (Places and Prosperity)	16	Work on Enterprise Park Development, Economic Development Plans, Local Plans, Business promotion and support. Industrial Estate Development, Relocation advice. Digital Technology Centre, Working Neighbourhood Funding of Worklessness schemes	12	Enterprise Haven and Local Enterprise Growth Initiative (E1a) Enterprise Park delivery (E1b) Develop Cultural and Creative Industries sector (E1c) Lancashire Skills Strategy delivered (E3a) Advance Manufacturing Park Development (E5a) Working with University of Central Lancashire (E5b) Implement Borough Strategy for Employment (E6a) Ensure developments provide employment for workless residents (E6c)	6	Director of Regeneration and Housing	Identify and secure further external funding for enterprise promotion, support and development.	E1, E3, E5, E6

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07/S04	<p>Increased Opportunities & Sustained Ambitions Burnley will not attract people without high quality housing, workspace and wide leisure/cultural opportunities and will fail to develop or sustain the ambitions and opportunities for local residents. (Prosperity & People)</p>	16	Elevate, Weavers Triangle, Towneley Hall, St Peter's Centre, Vision Board, Work with Youth Theatre & Football Club, Building Schools for the Future	12	Delivery of Weaver's Triangle Townscape Heritage Initiative (E4a) Promote Burnley as a visitor destination under Pennine Lancashire Board (E4b) Complete business case on reduction in journey time to and from Manchester (E4c) Develop new marketing campaign for Borough (E4d) Establish festival programme (E4e) Work with Vision Board and Partners to communicate positive change in the face of the Borough (L2b)	6	Director of Regeneration and Housing	Report on Identification for alternative delivery mechanism for required improvements.	E4, L2b

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07/S05	Health Health Standards and Performance needs to improve health in the Community (People)	16	Work with Primary Care Trust, Food Standards work, Work in schools Burnley Action Partnership, Burnley House, St Peter's Centre, Smokefree, Healthy Lifestyles Save a Million Years	9	Work with Primary Care Trust (L6a) Ensure Local Health Care meets needs of Burnley (L6b) Improve contact with Food Businesses to improve diet (L6c)	6	Director of Community Services	Revise Strategy for Health	L6
07/S07	Value for Money The Council fails to provide Value for Money in delivery of its Services. (Performance)	16	Continuous Process Improvement Asset Management Strategy Budgeting Setting and monitoring. Medium-Term Financial Strategy Benchmarking Use of Resources Action Plan	9	Value for Money Measures (B1b)	3	Director of Resources	Increased savings targets if expected efficiencies are not achieved. Strengthen the Value for Money culture in the Authority. Report on Need to introduce Best Value Reviews.	B1

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07/S08	Vulnerable Groups The homeless and vulnerable groups in the community do not receive adequate services and are further disadvantaged. (People)	16	Homelessness Strategy Equalities Policy, Young Persons Plan Disabled People's Network, Housing Advice Unit	8	Working with groups vulnerable to homelessness (L4a) Quality Services to Groups (L4b) Family Intervention Project (L4c) Support for LCC's Strategy for an Ageing Population (L4d) Develop Children and Young Persons Plan (L4e)	4	Director of Regeneration & Housing	Review approach and seek alternative options.	L4

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06/S19	Community Leadership Without the Council providing Leadership to the Communities it represents then the risk is the Council will not achieve all its and its partners' ambitions for the Borough. (People)	16	Officer and member training, Burnley Vision, Council Constitution, Closer working with Burnley Action Partnership, Redrafted Community Strategy, Lead role in Pennine Lancashire, Lancashire Locals, Review of Roles in Partnerships	6	Strong Burnley Action Partnership contribution (L1a) Major role in Pennine Lancashire (L1b) Implement actions within the Local Government and Public Involvement in Health Act (L1c) Continue to ensure Burnley Borough Council influences and aligns with regional strategies, particularly Regional Economic Strategy (NWDA) Northern Way and the Lancashire Partnership (L1d)	3	Chief Executive Officer, Head of re-Executive's Office	Report on the establishment of a leadership role for the Council	L1

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06/S15	Pension Provision Like any employer the Council has commitments to the pension of past and current staff. The level of this provision represents a large financial impact on the Authority.	15	Pension Fund Valuations, Actuarial assessments, Increasing level of Contributions, National Pensions Issues, Fund Managers and Advisors Capabilities, New Pension Scheme	15	Lobby for Increase Funding Levels and Further Changes to Pension Scheme	6	Director of Resources	Seek Government Assistance and Intervention	Cross Cutting
06/S01	Community Cohesion There is a breakdown in Community Cohesion and conflict occurs. (People)	15	Cohesion is at the heart of the Councils Plans, Community Cohesion Action Plan, Crime and Disorder Strategy, Sustainable Communities Plan, Neighbourhood Management	10	Build Community Cohesion through Neighbour Mgt (L3a) Community Leader training (L3b) Implement General Household Satisfaction Survey Action Plan (L3c)	5	Leader, Chief Executive Officer	Independent review of outcomes.	L3

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06/S22	Continuity Planning 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.	15	Emergency Plan, County Partnership, Community Risk Register, Business Continuity Plans	4	Financing of Information Technology Business Continuity Plan	3	Director of Environment	Implement Emergency Plans	Cross Cutting
07/S09	Performance Improvement Council services should show evidence of improvement (Performance)	12	Performance Measures, Performance Plus, Continuous Process Improvement, Corporate Performance Plan, Performance Development Reviews	9	Further develop 'Performance Plus' (B2a) Implement Action Plans for Indicator improvement (B2b) Elected Member Performance (B2c) Review Staff Appraisal Process (B2e) Sickness Absence Monitoring (B2f) Team Burnley Change Programme (B2h) Implement General Household Satisfaction Survey Action Plan (L3c)	6	Director of Community Services	Review and Revised approach to Service Management and Delivery.	B2

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07/S10	Customer Focus The Council needs to ensure that the people of Burnley are the focus of service delivery. (Performance)	12	Competency Framework, Contact Burnley, Complaints Policy and Procedures, Consultation including Citizens Panels, Satisfaction Surveys, Mystery Shopper Exercise.	9	Contact Burnley and Alternative Service Delivery development (B3a) (B3b) Use Engagement Strategy (B3c), Implement and evaluate the revised Complaints Procedure (B3d)	6	Director of Community Services	Review and Revise approach to Service Delivery.	B3
07/S11	Culture There is a need to ensure that the health and sense of community is increased through increased cultural participation (People)	12	Cultural Strategy Existing cultural and play resources Leisure Review implementation Community Events Big Arts Project Arts Strategy	6	Develop cultural activities in line with Cultural Strategy (L5a) Refurbish Padiham Leisure Centre (L5b) Football Development Plan (L5c) Tackle Anti-Social Behaviour though cultural activities (L5e)	3	Director of Community Services	Revise the Cultural Strategy	L5

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06/S06	External Funding Where the Council has externally funding, contingency plans in the event of withdrawal of the external funding fail, resulting a poor reputation and continuing financial commitment.	10	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	10	Review Strategies & plans for all funded schemes	5	Director of Regeneration & Housing	Develop corporate strategy to ensure these issues are addressed as a requirement of funding.	Cross Cutting

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08/S01	<p>Comprehensive Area Assessment (CAA) The Council fails to assist appropriately in the achievement of 'Burnley's Future' (Burnley Action Partnership's Sustainable Community Strategy) and to make appropriate arrangements for the delivery of Area Outcomes. The Council receives a poor Comprehensive Area Assessment which impacts on delivery of the community strategy, the public confidence and the Council's ability to attract funding, ()</p>	15	Existing Arrangements for CPA (Comprehensive Performance Assessment); Workforce planning, Partnership Working, General Household Satisfaction Survey Action Plan, Alignment of Council Strategic Objectives to the Community Strategy, Strategy Milestones and delivery monitoring arrangements, Burnley Action Partnership	9	Community Strategy and the Council's Strategic Objectives Action Planning, Comprehensive Area Assessment (CAA) mapping to Strategic objectives and where required implementation of CAA requirements	4	Chief Executive Officer, Head of Management Chief Executive's Office	Full Review of Management Arrangements.	Cross Cutting