REPORT TO:	**Audit Committee**
DATE:	**7th March 2022**
REPORT AUTHOR:	**Stuart Sambrook (Policy Manager)** **Amirah Chati (Policy & Research Apprentice)**
TITLE OF REPORT:	**Risk Management Monitoring Report**

1. Purpose of Report

To inform Audit Committee of the outcome of the review of the Strategic, Generic and Operational Risk Registers.

2. Recommendation

I recommend that Audit Committee notes the report.

3. Background

Report Background:

- At its meeting on 29th September 2003, Standards Committee was presented with details of the Council's Risk Management Policy and associated Strategic and Operational Risk Registers.
- The report also set out a protocol for updating the risk registers in addition to ensuring that the risks already identified are monitored and action plans are in place to mitigate against these risks wherever possible.
- Management Team received a report on 15th March, 2006 regarding the transfer of responsibility for updating the Risk Register to the Policy team.
- The protocol for updating the risk tables has been followed and the information gathered forms the basis of this report and any associated documents.

Monitoring Risk:

- In order to manage and control ***high*** risks, good practice suggests Management Team receive a regular update on control measures and their corresponding controls.
- The definitions adopted by the Council for ***likelihood*** and ***worst impact*** no longer effectively identify appropriate threat levels, particularly in relation to strategic risks covering the climate emergency and the pandemic; these risks may not occur regularly but the nature of their long term ramifications would place them at a high level of risk, in spite the current definitions outlined in the table below.
  The guidance suggests the Council should review the adopted definitions of risk on a regular basis in order to address this.

Current Risk Definition:

Risk	Likelihood	Impact
High	Regularly occurs daily or weekly	May result in: A fatality; Financial Loss in excess of £2 million; Non-delivery of service for more than 3 weeks and/or adverse international media coverage
Medium	Likely to happen over next 1 to 2 years	May result in: Serious disabling injury/ill health; Financial Loss between £500,000 and £2,000,000; Significant disruption to provision of service exceeding 1 week and/or adverse national media coverage
Low	Rarely or never happened before	May result in: Minor injury/ill health financial loss of up to £500,000, less than1 week service disruption and/or adverse local media coverage

Changes to Risk Registers

- In 2020/21 a large number of amendments across all three Risk Registers in relation to the pandemic, lockdowns and subsequent easing and rule changes. As we enter 2022/23, the urgency of the earlier stages of the pandemic are subsiding, however the remaining uncertainty may mean pandemic-related risks on council services and the community remain high.
- In order to go forward, we've asked the Council's Management Team to determine whether these risks remain high or are lowered. Covid and the future of Covid is an unknown particularly around variants, we could be required to step our response back up again quickly and with the response teams no longer in place this could be problematic.
- The changes to the risk registers reflected in this report are correct as at Wednesday 9th February 2022.
- A separate report was presented to Management Team on the 16th February, 2022.

4. Reasons for Recommendations

To inform Audit Committee of the amendments arising from the review of Strategic, Generic and Operational Risk Registers.

5. Changes to the Strategic Risk Register

There has been four major change made to the Strategic Risk Register which is summarised below and 3 minor changes and detailed in Appendix 1 (Page 5).

Area	Change	Risk Rating With Controls
NEW RISK		
Financial (Page 5)	**Risk** The acquisition of key town centre buildings and delivery of a £22 million regeneration project within Accrington Town Centre **Risk Owner** Chief Executive	High
Environmental (Page 5)	**Risk** Failure to deliver on Council's Climate Declaration pledge and achieve Council operations Carbon Zero by 2030. **Risk Owner** Chief Executive	High
CHANGE OF RISK RATING		
Customer / Citizen (Page 6)	**Risk** Pandemic can cause harm to the health and wellbeing of the local Hyndburn community **Risk Owner** Chief Executive	**Original Rating** High **Revised Rating** Medium
Economical / Reputational (Page 6)	**Risk** Pandemic effect on Council's financial services, staffing arrangements and service delivery **Risk Owner** Chief Executive	**Original Rating** High **Revised Rating** Medium

6. Changes to the Generic Risk Register

There have been one major change made to the Generic Risk Register and 4 minor changes being made as detailed in Appendix 2 (Page 8).

Area	Change	Risk Rating With Controls
CHANGE OF RISK RATING		
Environmental (Page 8)	**Risk** Failure to conserve energy and reduce emissions thus resulting in excess costs to the council and a negative impact on the environment. **Risk Owner** Management Team	**Original Rating** Low **Revised Rating** High

7. Changes to the Operational Risk Register

There have been no major changes to the Operational Risk Register but a number of minor changes (10) that have been made to the Operational Risk Register. The amended risks are shown in Appendix 3 (Page 10).

8. Summary Risk Register

A summary list of all risks contained in the Generic, Operational and Strategic Risk Registers is given in Appendix 4, Page 13.

9. Alternative Options considered and Reasons for Rejection

Not applicable

10. Consultations

Consultation with Directors and Heads of Service has taken place.

11. Implications

Financial implications (including any future financial commitments for the Council)	.
Legal and human rights implications	
Assessment of risk	n/a
Equality and diversity implications *A Customer First Analysis should be completed in relation to policy decisions and should be attached as an appendix to the report.*	n/a

12. Local Government (Access to Information) Act 1985: List of Background Papers

Strategic Risk Register
Generic Risk Register
Operational Risk Register

13. Freedom of Information

The report does not contain exempt information under the Local Government Act 1972, Schedule 12A and all information can be disclosed under the Freedom of Information Act 2000.

14. Exempt Report

The report **does not** contain exempt information under the Local Government Act 1972 Schedule 12A

Appendix 1 – Amendments to Strategic Risk Register
CHANGES TO STRATEGIC RISK REGISTER

KEY

New or amended text

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Risk Owner: Chief Executive

ENVIRONMENTAL RISK 2035

Failure to deliver on Council's Climate Declaration pledge and achieve Council operations Carbon Zero by 2030.

Associated Risk Officers: Management Team

Risk Rating

Likelihood	Impact	Priority
Regularly occurs daily or weekly	Fatality, financial loss in excess of £2,000,000 non-delivery of service exceeding 3 weeks and/or adverse international media coverage	High

Controls - Measures Currently in Place to Manage Risk

- One Carbon World Carbon Footprint study (creating a baseline)
- Climate Emergency Declaration
- Public Sector Decarbonisation Scheme (Decarbonising Council buildings)
- Procuring 100% green renewable energy contracts on Council buildings
- A range of measures are underway to reduce carbon emissions from the fleet
- Off-setting – 3 year community tree and woodland programme
- Improving provision of new cycling and walking infrastructure and encourage active travel as an alternative to vehicle use
- Green Review Action Plan Review
- Climate Change Members Working Group
- Smart Working Strategy whereby allowing hybrid working will reduce commuting
- £1million of the Council's reserves put into pot of finance appropriate expenditure to contribute towards reduction of global warming

Risk Owner: Chief Executive

ENVIRONMENTAL RISK 2036

The acquisition of key town centre buildings and delivery of a £22 million regeneration project within Accrington Town Centre

Associated Risk Officers: Management Team

Risk Rating

Likelihood	Impact	Priority
Regularly occurs daily or weekly	Fatality, financial loss in excess of £2,000,000 non-delivery of service exceeding 3 weeks and/or adverse international media coverage	High

Controls - Measures Currently in Place to Manage Risk

- Appointment of experiences bid writing consultant to submit the Council's LUF bid for £20 MIllion.
- Appointment of experienced consultants such as Architects (AeW), Electrical, Heating & Ventilation (SI Sealy), Property Acquisition advice and costing (CBRE and Womble Bond Dickson) Project Cost Managers (MAC).
- Creation of a wide and diverse group of TC stakeholders plus formation of a Stakeholder Board with independent Chair
- Production of a 10 year TCIP approved by Council/Cabinet
- Regular Member Briefings
- Council and Cabinet support for LUF projects
- Allocation of £2 Million to act as match funding and the creation of a £2 Million Contingency Fund through annual budget setting process
- Use of established OJEU complaint framework/s for the appointment of contractors and professional services
- Appointment of Project Manager to act as Client for the Council

- Dedicated Senior Council Officer to oversee delivery
- Regular finance, project management meetings and Member updates
- Secure experienced partner/operator to manage project interventions

Risk Owner: Chief Executive

CUSTOMERS/CITIZENS RISK 2027

Pandemic can cause harm to the health and wellbeing of the local Hyndburn community

Associated Risk Officers: Management Team

Risk Rating

Likelihood	Impact	Priority
Likely to happen over next 1 to 2 years	Serious disabling injury/ill health; Financial Loss Between £500,000 and £2,000,000; Significant disruption To provision of service exceeding 1 week and/or Adverse national media coverage	Medium

Controls - Measures Currently in Place to Manage Risk

- Full / active participation with the Lancashire Resilience Forum
- Critical incident team set up by the Council
- Supporting local businesses (Business Support Grants)
- Providing businesses with advice, support and enforcement around covid-safe guidelines
- Supporting local people through setting up Community Hub providing support / food need where needed
- Regular communications / campaigns to increase awareness of Covid-19 guidelines and other health support (e.g. flu vaccinations, mental health support)
- Establishment of a multi-agency Local Taskforce and Community Action Network
- The formation of a Local Track and Trace team
- Engaged Business Information Officers / Covid Marshalls across the Borough
- Events held in line with government guidance
- 80% of Hyndburn residents 12+ have received COVID-19 vaccination

ECONOMICAL/REPUTATIONAL RISK 2028

Pandemic effect on Council's financial services, staffing arrangements and service delivery

Associated Risk Officers: Management Team

Risk Rating

Likelihood	Impact	Priority
Likely to happen over next 1 to 2 years	Serious disabling injury/ill health; Financial Loss Between £500,000 and £2,000,000; Significant disruption To provision of service exceeding 1 week and/or Adverse national media coverage	Medium

Controls - Measures Currently in Place to Manage Risk

- Critical Incident Team set up
- Participation with the Lancashire Resilience Forum
- Updated Business Continuity Plans & Risk Assessments
- Pandemic related review of critical services
- Regular staff communications and guidance
- Process to enable contact tracing of work colleagues where a positive case reported and follow-up infection control measures
- Changes to staff working arrangements including enabling homeworking where possible
- Monthly monitoring of additional Covid expenditure and reduction in income
- Creation of Covid safe workplaces and implementation of new working practices for Council Staff
- 80% of Hyndburn residents 12+ have received COVID-19 vaccination

CUSTOMERS/CITIZENS RISK 1023

Failure to safeguard and promote the welfare of children and vulnerable adults

Associated Risk Officers: Head of Policy and Organisational Development

Risk Rating

Likelihood	Impact	Priority
Rarely or never happened before	Minor injury/ill health, financial loss up to £500,000, less than 1 week service disruption and/or adverse local media coverage	Low

Controls - Measures Currently in Place to Manage Risk

- Safeguarding Policy
- Safeguarding training and inclusion in induction
- Prevent Training

REPUTATIONAL RISK 1026

Failure to deliver objectives set out in the Corporate Strategy

Associated Risk Officers: All Service Managers and Directors

Risk Rating

Likelihood	**Impact**	**Priority**
Rarely or never happened before	Minor injury/ill health, financial loss up to £500,000, less than 1 week service disruption and/or adverse local media coverage	Low

Controls - Measures Currently in Place to Manage Risk

- Key objectives defined in Corporate Strategy monitored on annual basis
- Regular monitoring of delivery at service level
- Reporting of key projects and objectives to Management Team
- Annual Review
- Report to Scrutiny Committee

Appendix 2 – Amendments to Generic Risk Register
CHANGES TO Generic RISK REGISTER

ENVIRONMENTAL RISK 2016

Failure to conserve energy and reduce emissions thus resulting in excess costs to the Council and a negative impact on the environment

Associated Risk Officers: Management Team-

Risk Rating

Likelihood	Impact	Priority
Regularly occurs daily or weekly	Fatality, financial loss in excess of £2,000,000 non-delivery of service exceeding 3 weeks and/or adverse international media coverage	High

Controls - Measures Currently in Place to Manage Risk

- Display Energy Certificates for all main public buildings
- Energy monitoring in place
- Use of energy efficient lighting, presence detection & voltage optimisation.
- Energy efficient asset improvement program.
- Dedicated officer dealing with energy performance.
- Regular benchmarking and interrogation/reporting of energy data.
- Independent energy broker used to tender/procure energy on multi- site contracts.
- Car mileage claims being monitored
- Climate Emergency Pledge
- Green Procurement?

LEGAL RISK 45

Risk of poor procurement practice resulting in breach of procurement regulations, standing orders or inefficient use of resources.

Associated Risk Officers:

Risk Rating

Likelihood	Impact	Priority
Rarely or never happened before	Minor injury/ill health, financial loss up to £500,000, less than 1 week service disruption and/or adverse local media coverage	Low

Controls - Measures Currently in Place to Manage Risk

- Project Management
- Contract Management Skills
- Procurement Strategy
- Collaborative procurement e.g. YPO.
- Contract Procedures Rules in place
- Procurement Strategy in place
- Training provided on procurement procedures
- ~~Developing procurement opportunities especially E-procurement is identified as one of the primary objectives for the new post of Senior Project and Financial Accountant~~

LEGAL RISK 2022

Council staff at risk of attack of lone working outside core hours and / or attending out of hours call outs

Associated Risk Officers: Line Managers and Team Leaders

Risk Rating

Likelihood	Impact	Priority
Rarely or never happened before	Minor injury/ill health, financial loss up to £500,000, less than 1 week service disruption and/or adverse local media coverage	Low

Controls - Measures Currently in Place to Manage Risk

- Council appointed lone worker monitoring contact centre, where staff log on/off when working outside core office hours.
- Council appointed alarm response contractor who deploys their own staff to attend alarm activations within Council buildings/depots.
- Managers to review need for out of hours working and consider 'buddying up' staff and amend time for known high risk work.
- Staff to carry mobile phone and personal alarm.
- Risk assessments for individual services.
- Training on lone working and conflict management.
- Unacceptable Behaviour Policy recently reviewed and use of Register to warn staff of individuals or addresses considered a risk.

PHYSICAL RISK 2013

Failure to deliver critical services due unavailability of a key building or facilities, lack of utilities, ICT failure or high levels of staff absenteeism resulting from infectious disease, flu pandemic or other serious incident

Associated Risk Officers: Who?

Risk Rating

Likelihood	**Impact**	**Priority**
Rarely or never happened before	Minor injury/ill health, financial loss up to £500,000, less than 1 week service disruption and/or adverse local media coverage	Low

Controls - Measures Currently in Place to Manage Risk

- Service Continuity Plans and Policy produced and approved and available on Hyntranet
- ~~Six monthly~~ Review of continuity plan undertaken
- Civil Contingencies Group established.
- Plan and Policy prepared together with response plans for critical services.
- Progress reported quarterly to CMT.
- Fire alarms / equipment installed and regularly tested / maintained.
- Trained Fire Marshalls
- Regular alarm tests and evacuation procedures.

Risk Owner: Executive Director Legal and Democratic Services

LEGAL RISK 2021

Failure to comply with CDM Regulations

Associated Risk Officers: Management Team, All Service Managers

Risk Rating

Likelihood	**Impact**	**Priority**
Likely to happen over next 1 to 2 years	Serious disabling injury/ill health; Financial Loss Between £500,000 and £2,000,000; Significant disruption To provision of service exceeding 1 week and/or Adverse national media coverage	Medium

Controls - Measures Currently in Place to Manage Risk

- CDM Group established
- Written corporate guidance and documentation to be prepared by external CDM Specialist Consultant
- CDM Training provided to relevant officers in 2018
- External consultant to ~~undertake~~ undertaken review

Appendix 3 – Amendments to Operational Risk Register
CHANGES TO Operational RISK REGISTER

KEY

New or amended text

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Amendments made by Deputy Head of Environmental Services

ENVIRONMENTAL RISK 74

Failure to manage cremator operations in accordance with authorisation leading to excessive emissions

Associated Risk Officers: Cemetery and Crematorium Supervisor

Risk Rating

Likelihood	Impact	Priority
Rarely or never happened before	Minor injury/ill health, financial loss up to £500,000, less than 1 week service disruption and/or adverse local media coverage	Low

Controls - Measures Currently in Place to Manage

- Trained Technician
- Regular maintenance by cremator manufacturer
- Emission monitoring to IPPC
- Covid-19 Risk Assessment and agreed operational working plans in place, allowing staff to continue working safely
- Cremator manufacturers consulted about increased use during the pandemic
- Covid19 support from Lancashire Resilience Forum to restrict numbers of people attending funerals in line with government guidance
- New member of staff completed streamlined training package to safely use cremators
- All cemetery operational staff trained to safely use cremators as backup to crematorium technician

PHYSICAL RISK 62

Risk of injury to the public, especially children and young people, due to the council's play areas and young people's facilities being in an unsafe condition.

Associated Risk Officers: Senior Parks Development Officer

Risk Rating

Likelihood	Impact	Priority
Likely to happen over next 1 to 2 years	Minor injury/ill health, financial loss up to £500,000, less than 1 week service disruption and/or adverse local media coverage	Low

Controls - Measures Currently in Place to Manage

- Maintain existing inspection regime and repair/take out of use any damaged/dangerous equipment ASAP
- Maintenance programme
- Weekly inspection regime with prompt reaction to any reports of faulty or broken play equipment.
- Trained staff
- Capital investment in modern play equipment meeting European standards
- Prompt reaction to any reports of faulty or broken play equipment.
- Monitoring to ensure equipment meets H&S requirements
- Covid-19 Risk Assessment and agreed operational working plans in place, allowing staff to continue working safely
- ~~Play area inspection operations reviewed in light of play areas re-opening after lockdown~~
- ~~Play areas inspected and any repair work undertaken in readiness for play areas re-opening after lockdown~~

Amendments made by Deputy Head of Environmental Services

PHYSICAL RISK 125

Risk of injury to the public due to the headstones and other memorials in the Borough's cemeteries being in an unsafe condition

Associated Risk Officers: Cemetery Supervisor, Cemetery & Crematorium Officer

Risk Rating

Likelihood	Impact	Priority
Likely to happen over next 1 to 2 years	Serious disabling injury/ill health; Financial Loss	Medium

Controls - Measures Currently in Place to Manage

- The headstones and memorials in each cemetery are inspected using a nil defects system. The inspection process is undertaken on a plot by plot basis, with the headstones in a particular plot being inspected and those which do not pass the safety test being recorded.
- All memorials which have been found defective are repaired – larger memorials by a monumental mason, smaller memorials are repaired by cemetery staff.
- Cemetery staff have been on training courses in relation to this activity
- Covid-19 Risk Assessment and agreed operational working plans in place, allowing staff to continue working safely

ENVIRONMENTAL RISK 77

Pollution of canal or local environment resulting in suspension of waste transfer at CVMU/Willows Lane

Associated Risk Officers: Transport Manager, Waste Services Officers and Vehicle Coordinator

Risk Rating

Likelihood	Impact	Priority
Rarely or never happened before	Minor injury/ill health, financial loss up to £500,000, less than 1 week service disruption and/or adverse local media coverage	Low

Controls - Measures Currently in Place to Manage

- Continue existing arrangements
- EA inspections and site licence compliance checks
- Trained competent staff
- Comprehensive maintenance regimes
- On-site Management & Supervision of operational staff
- Low risk materials on site
- Arrangement with ~~LCC~~ CJ Jetz to empty drainage gullies
- Executive Director (Environment) holds a certificate of technical competence to operate the waste transfer facilities as required by the site licence issued by the Environment Agency. Second member of staff, within Waste Services, undertaking training.

LEGAL RISK 2032

Failure to complete food programme in 2021/22 due to Covid-19

Associated Risk Officers: Food Safety Manager

Risk Rating

Likelihood	Impact	Priority
Likely to happen over next 1 to 2 years	Serious disabling injury/ill health, financial loss between £500,000 and £2,000,000, significant disruption to service exceeding 1 week and/or adverse national media coverage	Medium

Controls - Measures Currently in Place to Manage

- There is a backlog of inspections from 20/21 due to the pandemic and the closure of some business sectors for periods of time
- Staff resource is being utilised to manage the pandemic response
- Infection rates are fluctuating and this requires staff to be pulled back from visits both from a safety perspective but also to ensure the Covid response is effective.
- Risk based approach to inspections is undertaken in line with FSA guidelines
- Funding is available to employ further resource to assist with the backlog at the appropriate time in the future

Amendments made by Executive Director (Environment)

LEGAL RISK 129

Drivers not holding a valid driver's licence / the appropriate licence category / vocational licence (Driver CPC) and not carrying Driver CPC card with them when driving.

Associated Risk Officers: Transport Manager, Vehicle Co-ordinator, Supervisors, Drivers

Risk Rating

Likelihood	Impact	Priority
Rarely or never happened before	Minor injury/ill health, financial loss up to £500,000, less than 1 week service disruption and/or adverse local media coverage	Low

Controls - Measures Currently in Place to Manage

- Physical list of each driver's driving licence expiry date and Driver CPC licence expiry date on wall in Supervisors and Vehicle Co-ordinators offices.
- All vehicles have sticker on driver door confirming which licence category and if a Driver CPC is required to drive that vehicle.
- Reminder letter sent to driver 3 months prior to their driving licence expiry date, highlighting the driver needs to renew.
- Email to supervisor(s) and section head 2 weeks prior to licence expiring warning member of staff cannot driver Council vehicle if no replacement is forthcoming by expiry date.
- Supervisors and external training partner maintain records of all Driver CPC training and organise ongoing training.
- Fleet driver licence checks every 3 months.
- Grey fleet driver documentation checks every 12 months.
- Regular gate checks and random spot checks to confirm drivers are carryings Driver CPC card.

Appendix 4 – Summary Risk Registers

Generic

ID	Risk	Ratings with controls
1	Failure to conserve energy and reduce emissions thus resulting in excess costs to the Council and a negative impact on the environment (URN: 2016)	**High**
2	There is a risk that personal, sensitive, or bulk information is released into the public domain resulting in a likely GDPR fine, and a possible financial loss to the citizen. Causes include unauthorised penetration of ICT systems (external hacking); internal misuse of information (internal hacking); careless disposal of waste; loss of equipment/theft of equipment; data quality; process adherence; e-mail sent to incorrect recipient. (URN:2024)	**Medium**
3	Failure to insure Council buildings for rebuild value in the event of fire or other incident (URN: 2006)	**Medium**
4	Failure to comply with CDM Regulations (URN: 2021)	**Medium**
5	Failure to ensure health and safety of employees and members of the public and comply with Health & Safety Legislation both in, around and outside the workplace. (URN: 2008)	**Medium**
6	Unexpected system failures impacting onto the delivery of services (URN: 2014)	**Low**
7	Failure to manage projects effectively and ensure contracts are VFM (URN: 2004)	**Low**
8	Risk of litigation arising from poor advice or work carried out by Officers or non-compliance with legislation (URN: 2007)	**Low**
9	Financial loss arising from historic claims for industrial injury (URN: 2020)	**Low**
10	Failure to ensure that personal data is kept securely in accordance with Data Protection Act and Freedom of Information Act 2000 (URN: 2017)	**Low**
11	Risk of failure to comply with our duty under the Finance Act 2017 to ensure any contractors we take on are complying with “IR35” legislation (off-payroll working arrangements) (URN: 2025)	**Low**
12	Failure to deliver critical services due unavailability of a key building or facilities, lack of utilities, ICT failure or high levels of staff absenteeism resulting from infectious disease, flu pandemic or other serious incident (URN: 2013)	**Low**
13	Risk of poor procurement practice resulting in breach of procurement regulations, standing orders or inefficient use of resources. (URN: 45)	**Low**
14	Failure to monitor and ensure spending is within budgetary limitations (URN: 2003)	**Low**
15	Failure to adequately protect against IT abuse (e.g. virus infection, hacking, sabotage, accessing unsuitable material, unlicensed software, misuse of personal data, breach of law, theft, fraud) (URN: 2015)	**Low**
16	Council staff at risk of attack of lone working outside core hours and / or attending out of hours call outs (URN: 2022)	**Low**
17	There is a risk that ICT hardware, e.g. laptops, smart phone or tablet, could be lost or stolen, exposing confidential information. (URN: 2023)	**Low**

Operational

ID	Risk	Ratings with controls
18	Failing to recruit and retain suitably qualified staff (URN: 2001)	High
19	Theft or damage to vehicles and equipment (URN: 60)	High
20	Non-availability on-site of ICT Officers due to illness and/or self-isolation during pandemic (URN: 2031)	Medium
21	Project Phoenix 1D – Site Preparation Works Grant Homes England default funding event resulting in grant clawback for not achieving completion milestones and State aid compliance (URN: 2033)	Medium

22	Failure to complete food programme in 2020/21 due to Covid-19 (URN:2032)	Medium
23	There is a risk that ICT systems and the network could fail due to insufficient infrastructure capacity or accidental damage, resulting in the degradation or loss of ICT Services on one or more sites. Causes include insufficient bandwidth on network links to handle data and / or voice traffic; insufficient storage space to save data on servers; equipment incapable of carrying out its required function effectively; services being affected due to insufficient licences; accidental damage by 3rd parties (URN: 132)	Medium
24	Forward funding of projects. Risk of not drawing down Action Plan allocations due to lack of forward funding (URN: 97)	Medium
25	Errors in Creditor Payment processes resulting in e.g. duplicate payments, non-payment, overpayment, reduction in credit limits with firms (URN: 2)	Medium
26	Liability for injury to health caused by asbestos in council owned buildings. (URN: 15)	Medium
27	Loss of local land charges records e.g. fire (URN: 28)	Medium
28	Failure/breakdown of CCTV system (URN: 102)	Medium
29	Inadequate Treasury Management Arrangements (URN: 7)	Medium
30	Risk of injury to the public due to the headstones and other memorials in the Borough's cemeteries being in an unsafe condition (URN: 125)	Medium
31	Theft of works of art. (URN: 50)	Medium
32	Risk of injury to the public due to the council's tree stock being unsafe, diseased or dying. (URN: 61)	Medium
33	Risk of flooding from watercourses as a result of lack of maintenance (URN: 58)	Medium
34	Risks due to inadequate maintenance of car parks, bus shelters, HBC highways and lighting including Christmas Lights (URN: 59)	Medium
35	Market Hall loss of income due to low take up of market hall stalls (URN: 122)	Medium
36	Accidental or malicious deletion of data from the HBC network (including e-mail) (URN: 2026)	Medium
37	Failure to produce final accounts on time to appropriate legal & professional standards e.g. current Accounts & Audit Regulations, IFRS (International Financial Reporting Standards) (URN: 23)	Medium
38	Access and availability to HBC data stored in the Cloud, should contractual obligations change or not be renewed. (URN: 2030)	Low
39	Failure to comply with external funding regimes and programmes, notional loss and/or recovery of significant regeneration funding depending on specific arrangements. (URN: 81)	Low
40	Empty dwellings at risk of vandalism / fire damage presenting a danger to third parties (URN: 120)	Low
41	Failure to manage and control expenditure within private sector housing capital programme (URN: 82)	Low
42	Failure to protect customer's personal banking information when making payments over the internet (URN: 41)	Low
43	Failure to maintain the Council's non-housing assets due to lack of funding. (URN: 37)	Low
44	Adequately controlling temperatures of the Council's operational buildings to provide suitable working conditions for staff and prevent disruption to services (URN: 114)	Low
45	Non-delivery of statutory requirements in connection with the Equality Act and age discrimination in respect of building compliance (URN: 26)	Low
46	ICT systems failure affecting service provision due to loss of Academy / Anite / Paris (URN: 39)	Low
47	Failure to follow election procedures (URN: 19)	Low
48	Failure to meet necessary legal requirements leading to claims being made (URN: 20)	Low
49	Risk of injury to the public, especially children and young people, due to the council's play areas and young people's facilities being in an unsafe condition. (URN: 62)	Low
50	Impact on residents arising from flash flooding, sewer surcharge, infrastructure damage, rehousing, power outages etc as a result of adverse / extreme weather (URN: 113)	Low
51	Breakdown of equipment or vehicles (URN: 72)	Low
52	Ignition of flammable liquids in vehicle workshop (URN: 56)	Low
53	Cost implications of introducing Selective Landlord Licensing (URN: 121)	Low
54	Failure to meet statutory deadline for issue of Council Tax Bills at year end (URN: 21)	Low
55	Suspension of the Council's vehicle operator's licence (URN: 53)	Low
56	Loss of planning application and permission records through fire or flood (URN: 65)	Low

57	Failure to generate forecast income from the Council's investment property (URN: 11)	Low
58	Liability for costs on appeal against unreasonable refusal of planning application (URN: 55)	Low
59	Errors in Debtors Administration e.g. Incorrect posting of payments (URN: 3)	Low
60	Errors in Cashiering i.e. posting monies to the wrong account (URN: 4)	Low
61	Failure to react to changes in Benefit Legislation (URN: 18)	Low
62	Risk of assault whilst collecting, counting and banking Market Rents (URN: 36)	Low
63	There is a risk that ICT Systems may fail and affect front line services e.g. Academy, Paris, Microsoft Dynamics, resulting in council staff being unable to carry out their normal working activities impacting on the quality of service delivered to the citizens of Hyndburn. Causes include intentional modification of software, hardware or it's environment; unintentional modification of software, hardware or it's environment; unauthorised modification of software, hardware or it's environment; malicious modification of software, hardware or it's environment. (URN: 131)	Low
64	There is a risk that a computer virus / malware could infect the HBC network due to a failure of protection mechanisms to identify and treat a virus, and the failure of Council staff to observer ICT policies and recommended working practices. (URN: 130)	Low
65	Abuse of children or adults at risk by member of staff or volunteer or failure to respond properly to safeguarding concerns (URN: 52)	Low
66	Risk of claims arising from owners of houses following contracts for group repairs and home improvements supervised by Regeneration and Development Team (URN: 68)	Low
67	Failure to complete audit plan and associated work to give sufficient assurance to External Audit in their Final Accounts Audit (URN: 1)	Low
68	Pollution or adverse effect on public health due to failure of refuse collection service (URN: 78)	Low
69	Drivers not holding a valid driver's licence / the appropriate licence category / vocational licence (Driver CPC) and not carrying Driver CPC card with them when driving. (URN: 129)	Low
70	Theft of Mayoral Chains and car whilst attending official mayoral engagement with associated risk of assault on mayoral party. (URN: 127)	Low
71	Failure to manage cremator operations in accordance with authorisation leading to excessive emissions (URN: 74)	Low
72	Failure to initiate prompt recovery action (URN: 5)	Low
73	Failure to meet contractual obligations under vehicle service level and contract hire agreements (URN: 67)	Low
74	Service or business needs not met due to failure of IT system, failure of network services or other reason (URN: 40)	Low
75	Risk of Damage to the Tiffany glass and paintings whilst moving/cleaning. (URN: 49)	Low
76	Gallery staff at risk of attack on attending out of hours call outs (URN: 64)	Low
77	Unacceptable vehicle emissions (URN: 76)	Low
78	Pollution of canal or local environment resulting in suspension of waste transfer at CVMU/Willows Lane (URN: 77)	Low
79	Failure to achieve and statutory housing responsibilities in terms of homelessness and housing need (URN: 98)	Low
80	Failure to complete statutory returns e.g. VAT (URN: 6)	Low
81	Loss of title deeds or contract documents e.g. fire (URN: 119)	Low
82	Failure to complete Woodnook regeneration project leaving the council with property ownership liabilities for up to 60 empty dwellings (URN: 128)	Low
83	Risk of claims against the Council for unfair dismissal or other employment issues. (URN: 116)	Low
84	Failure of both primary and secondary Air Conditioning units in the Server Room, first floor Scaitcliffe House. (URN: 133)	Low

Strategic

85	Failure to deliver on Council's Climate Declaration pledge and achieve Council operations Carbon Zero by 2030 (URN:2035)	High
86	The acquisition of key town centre buildings and delivery of a £22 million regeneration project within Accrington Town Centre (URD:2036)	High
87	Pandemic can cause harm to the health and wellbeing of the local Hyndburn community (URN: 2027)	Medium
88	Pandemic effect on Council's financial services, staffing arrangements and service	Medium

	delivery (URN: 2028)	
89	Pandemic impact on local democracy, decision making process, accountable procedures, transparency and local elections (URN: 2029)	Medium
90	Substantial reduction in grant from Government (URN: 1027)	Medium
91	Loss of considerable amount of cash due to deposits within banking sector that are subject to major turbulence. (URN: 1025)	Medium
92	Warranted environmental / asbestos problems in land / properties following the 2006 LSVT (URN: 1018)	Medium
93	Failure to ensure Financial Integrity (URN: 1004)	Medium
94	Failure to have due regard to the need to prevent people from being drawn into terrorism as laid out in the Statutory Prevent Duty.	Medium
95	Failure to address unacceptable exposure from Strategic Partnerships & Joint Working (URN: 1006)	Low
96	Failure to follow correct procurement process (URN: 1015)	Low
97	Failure to safeguard and promote the welfare of children and vulnerable adults (URN: 1023)	Low
98	Failure to address citizens needs in the event of a major incident, including civil disobedience, affecting residents or infrastructure of the Borough. (URN: 1022)	Low
99	Failure to uphold high ethical standards of conduct and consequent reputational damage to the Council (URN: 1001)	Low
100	That the Councils leisure service provider Leisure in Hyndburn cease trading (resulting in the Council becoming responsible for some of their liabilities, eg. Pension deficit) or that they fail to repay debts to the Council. (URN: 1030)	Low
101	Loss of income from unpaid invoices more than 6 months old impacting on General Fund revenue Balances. (URN: 1029)	Low
102	Failure to deliver objectives set out in the Corporate Strategy (URN: 1026)	Low
103	Financial liability arising from legal claim by Rossendale BC to recover losses incurred on Pennine Lancashire Empty Homes Programme as a result of Rossendale BCs sub-contractor, AAAW, going in to administration. (URN: 1032)	Low
104	Risk of Council acting unlawfully and failure to meet requirements of new and amended legislation (New legislation imposing significant new burdens will be dealt with as a separate risk if appropriate) (URN: 1014)	Low