REPORT TO:	Audit Committee
DATE:	18th December 2023
REPORT AUTHOR:	Stuart Sambrook (Policy Manager)
TITLE OF REPORT:	Risk Management Monitoring Report

1. Purpose of Report

To inform Audit Committee of:
- the outcome of the Strategic, Generic and Operational Risk Registers review;

2. Recommendation

That Audit Committee:
- Notes the content of the report.

3. Background

Report Background:
- The Councils mission statement in regards to Risk Management is as follows:
  - *The Council is committed to adopting best practices in the identification, evaluation, and cost-effective control of risks to ensure that they are eliminated or reduced to an acceptable level. It is acknowledged that some risks will always exist and will never be eliminated. All employees must understand the nature of risk and accept responsibility for risk associated with their area of work. In doing this they will receive the necessary support, assistance and commitment from Senior Management and Members.*
- The Council's risk management policy is a long-term commitment and is an inherent part of good management and governance practices.
- It states within the Council Financial Procedure rules that the Council is responsible for approving the Council's risk management strategy. The Audit Committee is responsible for the review and monitoring of the Council's risk management arrangements.
- The Council has adopted the following definition produced by the Institute of Risk Management, which states:-
  - *Risk Management is the identification, measurement, control and financing of risks which threaten the existence, the assets, the earnings of the personnel of an organisation, the services it provides, the achievement of its corporate priorities or which may cause undue harm to the public.*

The Risk Management Process:
- Risk management must not be the responsibility of just a few specialists. It must be a primary management responsibility for all managers and supervisors and must be a consideration for all employees.
- Risk assessments are about asking:-
  - What can go wrong
  - What is the likelihood of it going wrong
  - What is the impact should it go wrong
  - What can be done to eliminate the threat
  - What should be done to reduce the threat's likelihood or impact

- This 5-point approach can be applied to decisions made every working day, at all levels of the Council.
- The Council risk assessment scoring is based on the guidance of the Institute of Risk Management:
  - 3 being a high risk;
  - 2 being a medium risk;
  - 1 being a low risk.
  - The definitions of High, Medium and Low are also based on the guidance of the Institute of Risk Management and aid assessing Impact and Likelihood.

	High 3	**Medium 2**	**Low 1**
Assessing the Likelihood	Very likely to happen. Regular Occurrence. Loss-causing circumstances frequently encountered daily/weekly.	Likely to happen. Likely to happen at some point over the next two years. Loss-causing circumstances encountered few times a year.	Unlikely to happen. Has happened rarely/never before. Loss-causing circumstances rarely encountered.
Assessing Impact	May result in: Fatality Financial loss in excess of £2 million. Non-delivery of service for more than 3 weeks. Adverse international media coverage.	May result in: Serious disabling injury / ill health financial loss in excess of £500,000, significant disruption to provision of service eg. more than 1 week. Adverse national media coverage.	May result in: Minor injury / ill health, Minimal financial loss of less than £500,000. Minor disruption to provision of service for short time eg. less than 1 week. Adverse local media coverage.

Risk Matrix

Risks falling within the table as 6 and 9 are classified as HIGH risk.
Risks falling within the table as 3 and 4 are classified as MEDIUM risk.
Risks falling within the table as 1 and 2 are classified as LOW risk.

		IMPACT		
		HIGH	MEDIUM	LOW
L I K E L I H O O D	HIGH	9	6	3
	MEDIUM	6	4	2
	LOW	3	2	1

Types of Risk:
- The Corporate Risk Register outlines the key strategic risks facing the Council and the controls currently in place to respond to these risks.

- The Councils Risk Register is summarised as follows:
  - o 17 Generic risks   -   (1 high 4 medium and 12 low)
  - o 65 Operational risks -   (1 high 20 medium 44 low)
  - o 19 Strategic risks   -   (3 high 6 medium and 10 low)

4.   Reasons for Recommendations

To enable Audit Committee to:

- review the amendments to the Strategic, Generic and Operational Risk Registers since the submission of the last risk management report;

5.   Changes to the Strategic Risk Register

There has been 1 major change made to the Strategic Risk Register. The amended risks are shown below and in Appendix 1 (Page 5).

Area	Change	Risk Rating With Controls
RISK RATING CHANGE		
Financial (Page 8)	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' **Risk Owner** Executive Director Resources	Low to Medium

6.   Changes to the Generic Risk Register

There has been no changes made to the Generic Risk Register.

7.   Changes to the Operational Risk Register

There have been 2 major change made to the Operational Risk Register (below) and a number of minor changes (27). The amended risks are shown in Appendix 2 (Page 6).

Area	Change	Risk Rating With Controls
DELETED RISK		
Financial (Page 10)	Failure to complete Woodnook regeneration project leaving the council with property ownership liabilities for up to 28 empty dwellings **Risk Owner** Head of Regeneration and Housing	Low
NEW RISK		
Financial (Page 6)	Huncoat Garden Village - capital costs greater than identified in Business case and unable to agree terms with landowners that means land does not come forward for development as per the Masterplan. **Risk Owner** Head of Regeneration and Housing	Medium

8.   Summary Risk Register

A summary list of all risks contained in the Generic, Operational and Strategic Risk Registers is given in Appendix 3.

9. **High Risks**

We have one Operational risk with a rating classed as "High" – *Theft or damage to vehicles and equipment (URN: 60)*

One Generic risk classed as "High" - *Failure to conserve energy and reduce emissions thus resulting in excess costs to the Council and negative impact on the environment (URN:2016),*

Three Strategic risks classed as "High" - *Failure to deliver on Council's Climate Declaration pledge and achieve Council operations Carbon Zero by 2030 (URN:2035); Failing to recruit and retain suitably qualified staff (URN: 2001) and The acquisition of key town centre buildings and delivery of a £22 million regeneration project within Accrington Town Centre (URN: 2036).*

10. **Alternative Options considered and Reasons for Rejection**

Not applicable

11. **Consultations**

Consultation with the Council's Management Teams and Heads of Service has taken place.

12. **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

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

Strategic Risk Register
Generic Risk Register
Operational Risk Register

14. **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.

15. **Exempt Report**

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

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

Risk Owner: **Executive Director Resources**

FINANCIAL RISK   1030
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.

Associated Risk Officers: Executive Director (Resources)

Risk Rating

Likelihood	Impact	Priority
Rarely or never happened before	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	~~Low~~ *Medium*

Controls - Measures Currently in Place to Manage Risk
- Agreed repayment schedule of debt.
- Monthly performance monitoring.
- Capital Investment in facilities

Appendix 2 – Amendments to Operational Risk Register
CHANGES TO OPERATIONAL RISK REGISTER

> **KEY**
>
> ***New or amended text***
>
> ~~Deleted text~~

Risk Owner: Head of Environmental Health
LEGAL RISK 2032

Failure to complete food programme in *2023/24*

Associated Risk Officers: Food Safety Manager

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

- There is a food service plan in place for 2023/24 and appropriate resource to meet the demands
- Risk based approach to inspections is undertaken in line with FSA guidelines

Risk Owner: Head of Accountancy Services
FINANCIAL RISK 2

Errors in Creditor Payment processes resulting in e.g. duplicate payments, non-payment, overpayment, reduction in credit limits with firms

Associated Risk Officers: *Systems and Transformation Manager and Admin 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

- Segregation of Duties
- Batch controls in processing
- Hierarchy of authorisation
- Staff training
- There are 2 creditor runs each week with segregated input / authorising / balancing.
- All creditor invoices are certified in departments by a minimum of 2 staff.
- List of authorised signatories and copies of their signatures maintained by Central Admin
- Head of Accountancy Services, Accountancy Manager or other designated Signatory signs and checks all cheques over £10,000 and equivalent will apply correspondingly to payments by BACS over £10,000.
- *New system implementation*

Risk Owner: Head of Policy and Organisational Development
LEGAL RISK 52

Abuse of children or adults at risk by member of staff or volunteer or failure to respond properly to safeguarding concerns

Associated Risk Officers: All Service Managers

Risk Rating

Likelihood	Impact	Priority
Rarely or never happened before	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	Low

Controls - Measures Currently in Place to Manage

- Risk assessment conducted for all posts prior to advertisement to establish whether DBS (Disclosure and Barring Service) check required
- DBS (Disclosure and Barring Service) Checks Performed where relevant
- Self-assessment audit completed for Lancashire Safeguarding Board each year
- ~~Contact made with police regarding outcome of Rotherham CSE (Child Sexual Exploitation)~~
- Regular training provided for all relevant staff
- Safeguarding briefing in place as part of induction and in Newsround
- Procurement procedures include child and vulnerable adult protection
- All taxi drivers receiving training at College involving CSE (Child Sexual Exploitation) issues which is assisted by Licensing
- Safeguarding Policy updated August 2014
- Leisure Trust confirm procedures in place
- Clause in SLA (Service Level Agreement) with 3rd sector organisations ensuring they comply with legal requirements of child protection
- Training on CSE (e-learning) for relevant staff
- Designated Safeguarding Officer (and deputy) in place and trained.
- Part of Lancashire DSO network.
- Good links with Lancashire Safeguarding Board.
- List of local contacts kept up to date to ensure concerns raised with most appropriate agency and in most effective way.

Risk Owner: Head of Policy and Organisational Development

LEGAL RISK 52
Abuse of children or adults at risk by member of staff or volunteer or failure to respond properly to safeguarding concerns

Associated Risk Officers: All Service Managers

Risk Rating

Likelihood	Impact	Priority
Rarely or never happened before	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	Low

Controls - Measures Currently in Place to Manage

- Risk assessment conducted for all posts prior to advertisement to establish whether DBS (Disclosure and Barring Service) check required
- DBS (Disclosure and Barring Service) Checks Performed where relevant
- Self-assessment audit completed for Lancashire Safeguarding Board each year
- ~~Contact made with police regarding outcome of Rotherham CSE (Child Sexual Exploitation)~~
- Regular training provided for all relevant staff
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- Procurement procedures include child and vulnerable adult protection
- All taxi drivers receiving training at College involving CSE (Child Sexual Exploitation) issues which is assisted by Licensing
- Safeguarding Policy updated August 2014
- Leisure Trust confirm procedures in place
- Clause in SLA (Service Level Agreement) with 3rd sector organisations ensuring they comply with legal

- requirements of child protection
- Training on CSE (e-learning) for relevant staff
- Designated Safeguarding Officer (and deputy) in place and trained.
- Part of Lancashire DSO network.
- Good links with Lancashire Safeguarding Board.
- List of local contacts kept up to date to ensure concerns raised with most appropriate agency and in most effective way.

Risk Owner: Head of ICT
PHYSICAL RISK   2031

Non-availability on-site of ICT Officers due to illness ~~and/or self-isolation during pandemic.~~

Associated Risk Officers:

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

- Pre-arranged rota of ICT staff attending office to maintain operational services, whilst remaining staff work from home. If more staff required or a different skill-set required, attendance planned and arranged beforehand. Increased use of remote working software to allow remote support where possible.
- ~~PPE (masks and gloves) used when service demands work within 1m of another staff member. Perspex screens used between desks and staff seated at least 2m apart. Use of additional space within the HBC estate to allow more ICT staff to work onsite if required.~~
- ~~Thorough and regular cleaning of desk space, touch points (Start and end of shift, prior to and following a visit to office to leave/collect equipment, and at regular intervals throughout the day)~~
- ~~3 day quarantine of all equipment delivered to site. Quarantine area clearly signed and all staff notified of deliveries via e-mail.~~
- Clean down of all equipment (PCs, laptops, mobile phones) prior to starting work and prior and/or handing over to user.
- Migration of physical servers to virtual environment to reduce need for onsite visits to maintain the server room.
- Upskilling of users to reduce reliance on physical presence of ICT staff.
- Weekly online team briefing and regular 1-to-1 online meetings with all staff to monitor staff health and identify possible adverse effects of home working.

Risk Owner: Head of Planning and Transportation
REPUTATIONAL RISK   2038
Failure to meet statutory timescales for delivery of planning decisions

Associated Risk Officers:

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	Medium

Controls - Measures Currently in Place to Manage
- Recruitment of suitably qualified planning locums
- Recruitment of temporary staff
- Ongoing efforts at recruitment to permanent posts
- Re-organisation of admin team to enable more efficient operation
- Action being taken to improve IT systems
- ~~Action being taken to create~~ Deputy head of planning role established

Risk Owner: Head of Regeneration and Housing

CONTRACTUAL RISK   98

Failure to achieve and statutory housing responsibilities in terms of homelessness and housing need

Associated Risk Officers: Housing Advice and Homelessness Manager

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

- Nomination arrangements with registered providers
- Management of Housing register
- Use of Choice Based Lettings
- Case load management by Housing Advice Team
- Access arrangements in place with appropriate temporary accommodation providers in the public, private and voluntary sectors
- Partnership work via the Homeless in Hyndburn Forum
- Creation of Community Integration Officer role to support refuges and asylum seekers, including to prevent homelessness

FINANCIAL RISK   50

Theft of HBC collections and works of art.

Associated Risk Officers: Art Gallery Manager, Regeneration Manager

Risk Rating

Likelihood	Impact	Priority
Rarely or never happened before	Fatality, financial loss in excess of £2,000,000, non-delivery of service exceeding 3 weeks and/or adverse international media coverage	Medium

Controls - Measures Currently in Place to Manage

- Continuous staff awareness training.
- Security System and procedures in place regular servicing of systems and regular security audits
- Staff training on security measures within Haworth Art Gallery
- Ensure appropriate insurance is in place
- Appropriate fire safety system in place and regular servicing taking place
- Documentation of all collections to the UK Museums Collection Management Standard, Spectrum 5.1 Introduction to Spectrum – Collections Trust
- Haworth Art Gallery staff to attend call outs out of hours when necessary
- Ensure that the museum achieves Arts Council England accreditation standard every 5 years

FINANCIAL RISK   49

Risk of Damage to the Tiffany glass and paintings whilst moving/cleaning and lending to other galleries

Associated Risk Officers: Art Gallery Manager

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

- Staff training in handling collections, movement of objects, hanging exhibitions, condition reporting and following Haworth Art Gallery's Documentation Procedural Manual.
- Supervision by professional museum staff
- Appropriate fine arts insurance in place
- Ensure valuations of the collection take place every 5 years by fine arts experts
- Documentation of all collections to the UK Museums Collection Management Standard, Spectrum 5.1

[Introduction to Spectrum – Collections Trust](#)

- Ensure location controls for collections are in place and that associated condition reports are completed before and after objects are moved
- Ensure appropriate loan agreements are completed and signed for each loan and that detailed condition reports are completed and signed by appropriate professional team members
- Ensure that appropriate insurance for items loaned to other institutions is covered by the loaning institute
- Ensure that the museum achieves Arts Council England accreditation standard every 5 years

~~**FINANCIAL RISK** 128~~

~~Failure to complete Woodnook regeneration project leaving the council with property ownership liabilities for up to 28 empty dwellings~~

~~**Associated Risk Officers:** Regeneration and Property Manager~~

~~**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~~	~~Medium~~

~~**Controls - Measures Currently in Place to Manage**~~

- ~~Works carried out under Building Licence which ensures that HBC retains ownership of homes until works are complete and therefore benefits from any investment until the works are complete~~
- ~~Monthly project meetings with developer partner to manage project, identify potential risks and to mitigate against any potential risks~~
- ~~Sufficient budget for 12 months to keep empty dwellings secure~~

Risk Owner: Head of Regeneration & Housing Services

FINANCIAL RISK 2040

Huncoat Garden Village - capital costs greater than identified in Business case and unable to agree terms with landowners that means land does not come forward for development as per the Masterplan.

Associated Risk Officers:

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

- Financial – surveys undertaken as early as possible to identify costs and help de-risk higher than anticipated costs.
- Legal – Masterplan in place to support decision making. Land assembly strategy including CPO strategy to support land assembly and delivery where required, especially if terms with landowners cannot be agreed.
- HGV has its own stand-alone risk register which is constantly reviewed and updated to help manage the associated and inter-connecting risks.

PHYSICAL RISK 64

Gallery staff at risk of attack on attending out of hours call outs

Associated Risk Officers: Art Gallery Manager

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	Medium

Controls - Measures Currently in Place to Manage

- Dynamic risk assessments for lone workers attending out of hours call outs
- Basic self-defence course for Gallery staff members

- Trained staff
- Out of hours security arrangements in place
- Regular review of risk assessments

- Trained staff
- Out of hours security arrangements in place
- Regular review of risk assessments

Appendix 3 – 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	Theft or damage to vehicles and equipment (URN: 60)	High
19	Failure to meet statutory timescales for delivery of planning decisions (URN:2038)	Medium
20	Non-availability on-site of ICT Officers due to illness and/or self-isolation (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 2023/24 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	Huncoat Garden Village risks associated to greater capital costs than identified in Business case and unable to agree terms with landowners that means land does not come forward for development as per the Masterplan. (URN 2040)	Medium
39	Access and availability to HBC data stored in the Cloud, should contractual obligations change or not be renewed. (URN: 2030)	Low
40	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
41	Empty dwellings at risk of vandalism / fire damage presenting a danger to third parties (URN: 120)	Low
42	Failure to manage and control expenditure within private sector housing capital programme (URN: 82)	Low
43	Failure to protect customer's personal banking information when making payments over the internet (URN: 41)	Low
44	Failure to maintain the Council's non-housing assets due to lack of funding. (URN: 37)	Low
45	Adequately controlling temperatures of the Council's operational buildings to provide suitable working conditions for staff and prevent disruption to services (URN: 114)	Low
46	Non-delivery of statutory requirements in connection with the Equality Act and age discrimination in respect of building compliance (URN: 26)	Low
47	ICT systems failure affecting service provision due to loss of Academy / Anite / Paris (URN: 39)	Low
48	Failure to follow election procedures (URN: 19)	Low
49	Failure to meet necessary legal requirements leading to claims being made (URN: 20)	Low
50	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
51	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
52	Breakdown of equipment or vehicles (URN: 72)	Low
53	Ignition of flammable liquids in vehicle workshop (URN: 56)	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	Risk of claims against the Council for unfair dismissal or other employment issues. (URN: 116)	Low

Strategic

83	Failing to recruit and retain suitably qualified staff (URN: 2001)	High
84	Failure to deliver on Council's Climate Declaration pledge and achieve Council operations Carbon Zero by 2030 (URN:2035)	High
85	The acquisition of key town centre buildings and delivery of a £22 million regeneration project within Accrington Town Centre (URN:2036)	High
86	Financial Overreach :--The Council is embarking on a range of major investments supported by significant amounts of External Funding. Overspends or failure to deliver on these Projects could lead to significant additional costs falling on the Council, in terms of extra borrowing costs stemming from meeting additional project costs or the repayment of external funds. (URN:2037)	Medium
87	Substantial reduction in grant from Government (URN: 1027)	Medium

88	Loss of considerable amount of cash due to deposits within banking sector that are subject to major turbulence. (URN: 1025)	Medium
89	Failure to ensure Financial Integrity (URN: 1004)	Medium
90	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
91	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)	Medium
92	A future pandemic can impact council services and cause harm to the health and wellbeing of the Hyndburn community (2039)	Low
93	Failure to address unacceptable exposure from Strategic Partnerships & Joint Working (URN: 1006)	Low
94	Failure to follow correct procurement process (URN: 1015)	Low
95	Failure to safeguard and promote the welfare of children and vulnerable adults (URN: 1023)	Low
96	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
97	Failure to uphold high ethical standards of conduct and consequent reputational damage to the Council (URN: 1001)	Low
98	Loss of income from unpaid invoices more than 6 months old impacting on General Fund revenue Balances. (URN: 1029)	Low
99	Failure to deliver objectives set out in the Corporate Strategy (URN: 1026)	Low
100	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
101	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