

REPORT TO: Audit Committee
DATE: 27th June 2016
REPORT BY: Mike Walker, Corporate Performance Manager

Risk Management Monitoring Report and Partnership Review

1. Purpose of Report

To inform Audit Committee of the outcome of the review of the Operational Risk Register and present to them the annual review of partnerships.

2. Recommendation

I recommend that Audit Committee notes the report.

3. 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, Partnerships and Performance team (now Corporate 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.
- The risk management definition was revised and adopted by Cabinet on the 13th September, 2007.
- Changes to the structure and accountability protocols for the risk registers were approved by Management Team at their meeting on the 11th June 2008. These changes are reflected in this report.
- Management Team (9th June 2010) and Audit Committee (21st June 2010) accepted a proposal to revise the process for reviewing the risk registers. The proposal was adopted by Cabinet on the 30th June 2010. This revised approach has been followed in this report.
- Management Team (11th January 2012) accepted proposals to revise the structure of the risk registers and Audit Committee were informed of the changes (30th January 2012).
- In October 2013 Internal Audit published a report of their review of partnerships to determine if they are established and managed effectively. The audit report recommended that the list of identified partnerships be reviewed annually. It was agreed that the Corporate Performance Manager would undertake an annual partnership review and report the finding to Management Team and Audit Committee as part of the risk register review process.
- The changes to the operational risk register reflected in this report are correct as at Wednesday 8th June 2016.
- A separate report was presented to Management Team on June 17th, 2016.

4. Reasons for Recommendations

To inform Audit Committee of the amendments to the Operational Risk Register and present to them the annual review of partnerships.

5. Changes to the Operational Risk Register

There have been no major changes made to the Operational Register but a number of minor changes have been made which are detailed in Appendix 1 (Page 4).

The operational risk register contains a number of risks in relation to the Council's vehicle fleet. In light of the issues identified in respect of fleet management and the subsequent recommendations made by the appointed Traffic Management Consultant additional control measures have been put in place in respect of one of the identified risks. The recommendations made by the Traffic Management Consultant do not affect the other vehicle related risks. Changes have been made to the relevant risk and the changes are detailed in Appendix 1 on Page 6.

6. Changes to the Generic and Strategic Risk Register

There have been no major or minor changes made to the Generic or Strategic Risk Registers during this review.

7. Summary Risk Register

A summary list of all risks contained in the Generic, Operational and Strategic Risk Registers is given in Appendix 2 Page 8.

8. Review of Partnerships

In October 2013 Internal Audit published a report of their review of partnerships to determine if the partnerships are established and managed effectively. The audit report recommended that the list of identified partnerships be reviewed annually. In response to this recommendation it was agreed that an annual review would take place and that it would be integrated with the risk register review.

The list of partnerships presented in this report was prepared in March of this year as a result of a request from the Council's External Auditors. A broader interpretation of what constitutes a partnership was used than was the case in the original Internal Audit report published in October 2013. Appendix 3 (Page 10) lists all the partnerships identified in response to the request made by the Council's External Auditors.

9. Alternative Options considered and Reasons for Rejection

Not applicable

10. Implications

Issue	Comments
Financial (including mainstreaming)	None associated with the report recommendations
Legal	None associated with the report recommendations
Assessment of Risk	None associated with the report recommendations
Equality	<i>Does the report or decision propose to introduce or change policy, procedures, working practice or service provision?</i> No
Key Decision <i>Only applicable for Cabinet decisions.</i>	Is the recommendation a Key Decision? No

11. Consultations

Consultation with Directors and Heads of Service has taken place.

12. Links to Corporate Priorities

Priority	Comments
Corporate Governance And Customer Focus	Effective risk management supports the achievement of all the council's objectives but links most directly to Corporate Governance.
Safer Communities	
Strong & Balanced Housing Market	
Thriving Economy	
Safeguarding the Environment	
Valuing Diversity	
Educational Attainment	
Healthier Living	

**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 OPERATIONAL RISK REGISTER

KEY

New or amended text

~~Deleted text~~

Amendments made by Head of Benefits, Revenues and Customer Contact

Risk Owner: Head of Benefits, Revenues and Customer Contact

FINANCIAL RISK

Failure to initiate prompt recovery action

5

Associated Risk Officers: Revenues 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 Risk

- ~~Regular liaison meetings with recovery to improve recovery process~~
- ~~System automated reminder based on set parameter~~
- ~~Clearly documented timetable~~
- *Timetable updated annually for billing and recovery process.*
- *Annual liaison with local Magistrates Clerk to set and agree timetable for CTax/NNDR Liability courts dates.*
- *Continue to review and monitor debts outstanding and ensure all avenues of recovery are exhausted.*
- *Quarterly reports to CMT on collection rates performance.*

FINANCIAL RISK

Errors in Cashiering i.e. posting monies to the wrong account

4

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	Low

Controls - Measures Currently in Place to Manage Risk

- ~~Desk aid and formulated plan identifies officers responsible for various cash receipting functions within the Service, which ensure validation of funds, therefore removing the risk of incorrect postings and balancing of monies received.~~
- ~~Address problem if identified~~
- ~~All payments strands receipted into the Authority have been automated to reduce the risk of posting monies to the incorrect account, thus reducing financial risk to the Authority~~
- ~~Closure of cash office in September 2008, removed the cashiering function and minimised risk of incorrect postings.~~
- Staff awareness of potential risk if postings are incorrect
- Daily balancing of monies to alleviate error risk
- Cash receipting process now fully automated removing the risk of postings to incorrect accounts..
- Automation of bank files and other associated payments files, ie. Bailiffs, DWP. This reduced manual intervention and removes the risk of error.
- *Monthly meetings with colleagues from Accountancy to agree accounts and rectify discrepancies.*

LEGAL RISK

Failure to react to changes in Benefit Legislation

Associated Risk Officers: Benefits Manager

Risk Rating**Likelihood**

Rarely or never happened before

Impact

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

Priority

Low

Controls - Measures Currently in Place to Manage Risk

- Liaise with ICT to ensure timely upgrades to Core Benefit System and test system accordingly
- Effective liaison management of software suppliers
- Review processes and incorporate in annual training plan.
- Regular liaison meetings with ICT to ensure compliance with software upgrades to all systems.
- Ensure competent workforce by reinforcing training for new and current legislation.
- Keep abreast of changes in legislation **through circulars, DWP Website and associated legislation**
- Implement all changes in legislation **within planned timescale.**
- **Regular meetings with ICT to agree planned upgrades to all core systems.**
- **Timetable for software updates issued by CSS.**

LEGAL RISK

Failure to meet statutory deadline for issue of Council Tax Bills

Associated Risk Officers: Revenues Manager

Risk Rating**Likelihood**

Rarely or never happened before

Impact

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

Priority

Low

Controls - Measures Currently in Place to Manage Risk

- Detailed timetable for issuing of annual bills
- Keep abreast of changes in legislation through circulars, DCLG Website and associated legislation
- Ensure competent workforce by reinforcing training for new and current legislation.
- Liaise with ICT to ensure timely upgrades to Core Council Tax System and test system accordingly
- Effective liaison management of software suppliers
- Review processes and incorporate in annual training plan.
- Regular liaison meetings with ICT to ensure compliance with software upgrades to all systems.
- The service is regularly reviewed to ensure compliance with legislation and statutory requirements.
- Streamlined procedures in place to ensure compliance with legislation for issuing reminders and summons.
- **Timetable for software updates issued by CSS.**
- **Regular meetings with ICT to agree planned upgrades to all core systems.**
- **Implement all changes in legislation within planned timescale.**
- **Agree timetable with outside company for printing and delivery of annual CTax/NNDR bills.**
- **Monitor timetable for printing and delivery of daily bills in-house.**

Amendments made by Head of Parks and Cemeteries

LEGAL RISK

53

Suspension of the Council's vehicle operator's licence

Associated Risk Officers: Fleet Manager

Risk Rating

Likelihood

Rarely or never happened before

Impact

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

Priority

Low

Controls - Measures Currently in Place to Manage

- Trained competent maintenance staff
- Comprehensive vehicle maintenance **and inspection** regime (**in line with FTA guidance**) and records in place
- 'FleetMaster' fleet management software installed April 2006 in order to improve quality and security of records - updated September 2015
- Driver policy and handbook
- Fleet driver assessment in place for new starters and all staff updated on a three yearly basis
- Fleet Manager maintains knowledge and keep abreast of legislative change through membership of national transport organisation and attends North West Transport managers meetings
- **All driver documentation checked twice each year (January and July) to ensure all drivers documentation is up to date, meets current legislation and O license requirements**
- **Fleet Management meetings are in place to identify any O license compliance issues and implement necessary changes in working practice**
- **Revised recording of driver hours to comply with FTA guidelines**
- **Each vehicle has been assessed and license required to operate that vehicle identified**
- **The specifications of all new vehicles brought onto the fleet will be checked to ensure O license compliance**

Amendments made by Head of Human Resources

LEGAL RISK

52

Abuse of children **or adults at risk** by member of staff or volunteer

Associated Risk Officers: All Service Managers

Risk Rating

Likelihood

Rarely or never happened before

Impact

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

Priority

Low

Controls - Measures Currently in Place to Manage Risk

- 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)
- Training provided for all relevant staff October 2014
- Safeguarding briefing in place as part of induction and in Newsround
- HR adopted LADO (Local Authority Designated Officer) guidelines proposed by Lancs Safeguarding Board
- Procurement procedures include child and vulnerable adult protection
- Met with CSE (Child Sexual Exploitation) team at Police in April 2015 to develop better working
- All taxi drivers receiving training at College involving CSE (Child Sexual Exploitation) issues which is assisted by Licensing
- Children, Young People and Vulnerable Adult Protection Policy agreed at Cabinet July 08 and updated
- Relevant service heads asked to get staff to complete level 1 CAF (Common Assessment Framework) training online 22.9.08
- 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

Appendix 2 – Summary Risk Registers

Generic

ID	Risk	Rating with controls
1	Failure to insure Council buildings for rebuild value in the event of fire or other incident (URN: 2006)	Medium
2	Failure to comply with CDM Regulations (URN: 2021)	Medium
3	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
4	Unexpected system failures impacting onto the delivery of services (URN: 2014)	Low
5	Failure to manage projects effectively and ensure contracts are VFM (URN: 2004)	Low
6	Risk of litigation arising from poor advice or work carried out by Officers or non-compliance with legislation (URN: 2007)	Low
7	Financial loss arising from historic claims for industrial injury (URN: 2020)	Low
8	Failure to ensure that personal data is kept securely in accordance with Data Protection Act and Freedom of Information Act 2000 (URN: 2017)	Low
9	Failing to recruit and retain suitably qualified staff (URN: 2001)	Low
10	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
11	Risk of poor procurement practice resulting in breach of procurement regulations, standing orders or inefficient use of resources. (URN: 45)	Low
12	Failure to monitor and ensure spending is within budgetary limitations (URN: 2003)	Low
13	Failure to conserve energy and reduce emissions thus resulting in excess costs to the Council and a negative impact on the environment (URN: 2016)	Low
14	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

Operational

15	Risk of financial and reputational loss due to failure to agree new Cost Sharing agreement with LCC (URN: 123)	High
16	Errors in Creditor Payment processes resulting in e.g. duplicate payments, non-payment, overpayment, reduction in credit limits with firms (URN: 2)	Medium
17	Forward funding of projects. Risk of not drawing down Action Plan allocations due to lack of forward funding (URN: 97)	Medium
18	Inadequate Treasury Management Arrangements (URN: 7)	Medium
19	Liability for injury to health caused by asbestos in council owned buildings. (URN: 15)	Medium
20	Risks due to inadequate maintenance of car parks, bus shelters, HBC highways and lighting including Christmas Lights (URN: 59)	Medium
21	Empty dwellings at risk of vandalism / fire damage presenting a danger to third parties (URN: 120)	Medium
22	Risk of injury to the public due to the council's tree stock being unsafe, diseased or dying. (URN: 61)	Medium
23	Risk of flooding from watercourses as a result of lack of maintenance (URN: 58)	Medium
24	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
25	Failure to manage and control expenditure within private sector housing capital programme (URN: 82)	Medium
26	Loss of local land charges records e.g. fire (URN: 28)	Medium
27	Theft of works of art. (URN: 50)	Medium
28	Failure to comply with external funding regimes and programmes, notional loss and/or recovery of significant regeneration funding depending on specific arrangements. (URN: 81)	Medium
29	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
30	Ignition of flammable liquids in vehicle workshop (URN: 56)	Low
31	Suspension of the Council's vehicle operator's licence (URN: 53)	Low
32	Breakdown of equipment or vehicles (URN: 72)	Low
33	Failure to maintain the Council's non-housing assets due to lack of funding. (URN: 37)	Low
34	Non-delivery of statutory requirements in connection with the Equality Act and age discrimination requirements (URN: 26)	Low
35	Risk of financial and reputational loss due to downturn in recycling markets (URN: 110)	Low
36	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
37	Failure/breakdown of CCTV system (URN: 102)	Low
38	Adequately controlling temperatures of the Council's operational buildings to provide suitable working conditions for staff and prevent disruption to services (URN: 114)	Low
39	ICT systems failure affecting service provision due to loss of Academy / Anite / Paris (URN: 39)	Low
40	Failure to meet necessary legal requirements leading to claims being made (URN: 20)	Low
41	Errors in implementing CPO procedures relating to HMR programme or risk of successful challenge to CPO proposals at public enquiry (URN: 25)	Low
42	Failure to follow election procedures (URN: 19)	Low
43	Failure to generate forecast income from the Council's investment property (URN: 11)	Low
44	Loss of planning application and permission records through fire or flood (URN: 65)	Low

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Operational

ID	Risk	Rating with controls
45	Market Hall loss of income due to low take up of market hall stalls (URN: 122)	Low
46	Cost implications of introducing Selective Landlord Licensing (URN: 121)	Low
47	HMR Programme residual CPO and Contractual Liabilities exceeding anticipated available funding (URN: 117)	Low
48	Failure to secure the development of the Clayton Triangle (URN: 92)	Low
49	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
50	Risk of assault whilst collecting, counting and banking Market Rents (URN: 36)	Low
51	Liability for costs on appeal against unreasonable refusal of planning application (URN: 55)	Low
52	Risk of claims against the Council for unfair dismissal given the likelihood of staffing reductions through redundancy. (URN: 116)	Low
53	Abuse of children or adults at risk by member of staff or volunteer (URN: 52)	Low
54	Failure to meet statutory deadline for issue of Council Tax Bills (URN: 21)	Low
55	Failure to react to changes in Benefit Legislation (URN: 18)	Low
56	Errors in Cashiering i.e. posting monies to the wrong account (URN: 4)	Low
57	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)	Low
58	Errors in Debtors Administration e.g. Incorrect posting of payments (URN: 3)	Low
59	Failure to protect customer's personal banking information when making payments over the internet (URN: 41)	Low
60	Service or business needs not met due to failure of IT system, failure of network services or other reason (URN: 40)	Low
61	Pollution of canal or local environment resulting in suspension of waste transfer at CVMU/Willows Lane (URN: 77)	Low
62	Failure to complete Woodhook regeneration project leaving the council with property ownership liabilities for up to 60 empty dwellings (URN: 128)	Low
63	Failure to manage cremator operations in accordance with authorisation leading to excessive emissions (URN: 74)	Low
64	Theft of Mayoral Chains and car whilst attending official mayoral engagement with associated risk of assault on mayoral party. (URN: 127)	Low
65	Failure to complete audit plan and associated work to give sufficient assurance to External Audit in their Final Accounts Audit (URN: 1)	Low
66	Failure to achieve and statutory housing responsibilities in terms of homelessness and housing need (URN: 98)	Low
67	Risk of Damage to the Tiffany glass and paintings whilst moving/cleaning. (URN: 49)	Low
68	Unacceptable vehicle emissions (URN: 76)	Low
69	Failure to initiate prompt recovery action (URN: 5)	Low
70	Failure to meet contractual obligations under vehicle service level and contract hire agreements (URN: 67)	Low
71	Gallery and Market staff at risk of attack on attending out of hours call outs (URN: 64)	Low
72	Pollution or adverse affect on public health due to failure of refuse collection service (URN: 78)	Low
73	Loss of title deeds or contract documents e.g. fire (URN: 119)	Low
74	Theft or damage to vehicles and equipment (URN: 60)	Low
75	Failure to complete statutory returns e.g. VAT (URN: 6)	Low

Strategic

76	Substantial reduction in grant from Government (URN: 1027)	Medium
77	Loss of considerable amount of cash due to deposits within banking sector that are subject to major turbulence. (URN: 1025)	Medium
78	Warranted environmental / asbestos problems in land / properties following the 2006 LSVT (URN: 1018)	Medium
79	Failure to ensure Financial Integrity (URN: 1004)	Medium
80	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
81	Failure to safeguard and promote the welfare of children and vulnerable adults (URN: 1023)	Low
82	Failure to uphold high ethical standards of conduct and consequent reputational damage to the Council (URN: 1001)	Low
83	Failure to address unacceptable exposure from Strategic Partnerships & Joint Working (URN: 1006)	Low
84	Failure to follow correct procurement process (URN: 1015)	Low
85	Failure to deliver objectives set out in the Corporate Strategy (URN: 1026)	Low
86	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
87	Loss of income from unpaid invoices more than 6 months old impacting on General Fund revenue Balances. (URN: 1029)	Low
88	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
89	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

Appendix 3 – Partnership Register

PARTNERSHIP	STATUS – MARCH 2016
LEAD OFFICER - David Welsby	
Globe Enterprises Ltd.	Current – established in 1995 in conjunction with Barnfield Contractors (UK) Ltd and two private sector partners with equal share holdings
Barnfield & Hyndburn Ltd.	Current – established in 1995 with 70% Barnfield Contractors (UK) Ltd share and 30% Hyndburn Borough Council
Barnfield & Hyndburn Partnership	Current – A partnership governed by the Partnership Act 1890 with Barnfield Contractors (UK) Ltd having a 70% share and Hyndburn Borough Council having 30% share.
Regenerate Pennine Lancashire	Current – a Local Authority owned company providing a shared economic development function between five authorities.
Pennine Lancashire Strategy Unit	Current – this is part of the Core Strategy for 2011 - 2026
LEAD OFFICER – Joe McIntyre	
Hyndburn Leisure Trust	Current – Provision of leisure services. Has enabled the council to significantly reduce the cost of leisure of provision in the borough whilst maintaining service levels. It has been agreed that the grant to the Leisure Trust will further reduce over the next few years and will eventually stop being paid when the Leisure Trust are financially self-sufficient.
Hyndburn Arts Trust	Current – established in 2010. Hyndburn Arts Trust was formed to operate the Oswaldtwistle Civic Theatre and provide a programme of arts and culture. The Arts Trust business plan aims to make the operation self-sufficient which over time will enable the council to reduce the level of grant paid to the trust.
LEAD HBC OFFICER - Jane Ellis	
Land Charges	Current – this is a contractual agreement for the shared service in respect of Land Charges between Hyndburn Borough Council and Pendle Borough Council. This has helped reduce the cost of the Land Charges Service.
LEAD HBC OFFICER - Steve Riley	
Grounds Maintenance SLA	Current – this is an SLA with LCC covering weed control, leaf sweeping, highway verge shrub, tree and hedge maintenance – Agreement in place up until end 2016. The agreement is expected to generate £47,000 of income in 2016/17.
Hyndburn Used Furniture Store (HUFFS)	Provides a bulky household waste collections (Furniture, white goods etc) that is free to residents. Where appropriate collected items are recycled or reused.
Lancashire Waste Partnership	Current – this is a long standing partnership formed in 2001 with District and County authorities within Lancashire - This partnership is up for review in March 2018
LEAD HBC OFFICER - Mike Walker	
Community Safety Partnership	Ongoing – involves statutory partners (Lancashire Constabulary, National Probation Service, Lancs and Cumbria Community Rehabilitation Company, NHS East Lancs CCG, LCC and Lancs Fire and Rescue Service) and non-statutory partners (HARV, Hyndburn Leisure, Older People's Forum, YNOT etc)
Hyndburn, Ribble Valley and Rossendale Children's Partnership Board	Previously the Hyndburn Children's Trust which has been restructured to cover the boroughs of Hyndburn, Ribble Valley and Rossendale. In addition to the 3 district councils partners include LCC, Lancashire Constabulary, National Probation Service, Lancs Care Foundation Trust, Reps from local Schools and Nurseries etc

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PARTNERSHIP	STATUS – MARCH 2016
Shared CCTV	Current – this is a shared service between Hyndburn Borough Council and Blackburn with Darwen Council that has reduced cost of service delivery. Preston, Burnley and Pendle Councils will be joining the partnership in the coming months which will provide further reductions in cost due to economies of scale.
LEAD HBC OFFICER – Ian Marfleet	
Hyndburn Community & Voluntary Resource Centre, Accrington	2004 Hyndburn Community and Voluntary Resource Ltd Third sector Enterprise Centre Former Church school. Refurbished with European and National Funding. The building offers office space aimed at third sector organisations and some event/workshop space. The lease was renewed in 2015.
Mercer House, Clayton le Moors	2011 Mercer 1842 Ltd Unused Grade II listed building. Now managed by a local community organisation who host a range of events, meetings, workshops and similar. Office space for local community organisations also included. Community Centre
Arthur Wilson Centre, Great Harwood	2014 Mercer 1842 Ltd Former community building run for and by local elderly residents. The building was largely unused. The rooms are now fully used by a wide variety of users. Community Centre
Churchfield House, Great Harwood	2015 Churchfield House Ltd Unused Grade II listed building. Now managed by a local community organisation who host a range of events, meetings, workshops and similar. Office space is also proposed, but not yet included. Community Centre
The Civic, Oswaldtwistle	2015 Hyndburn Arts Ltd Community theatre previously run by the Council. Leased to a local community to improve the offer and increase the audience numbers. Community Theatre
Elmfield Hall, Accrington	2015 Community Solutions North West Ltd Underused community building. Lease and heavily restored by CSNW as their headquarters. The building also incorporates community meeting space. Headquarters for CSNW
Hippings Vale, Oswaldtwistle	2016 Hyndburn Arts Ltd Underused community building. Leased to HAL with the aim of increasing the range of use and number of users. Community Centre
LEAD HBC OFFICER - Derek Hartigan	
Pest Control	Current – SLA with Burnley now formalised and informal agreement with Rossendale to provide service 2 days per week. Pest control services are also a rolling agreement with LCC to provide on an ad hoc basis. These agreements generated approximately £50,000 of income in 2015/16.

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LEAD HBC OFFICER –Tony Akrigg	
Dog Kennelling Contract	Current – Contract between HBC, Ribble Valley Borough Council, Pendle Borough Council and Rossendale Borough Council.
Night Time Nuisance	Current – a shared service with four neighbouring authorities which was formed in 2005. The partnership enables costs of staffing to be reduced because the service is a staffed on a rota basis across each of the councils.
Emergency Planning	Partnership that shares best practice and resources in respect of emergency planning.
LEAD HBC OFFICER –Karen Hall	
Hyndburn Homewise	Allow Hyndburn Homewise to use a stall in Accrington Market to display mobility aids etc.
Veterans Association UK	Provide VAUK with a unit on the balcony of Accrington Market at peppercorn rent to provide a veterans drop in advice service – agreement will be reviewed
Hyndburn Heritage Museum	Provide the Museum to use a stall in Accrington Market at peppercorn rent to display museum items and promote the main museum site.
LEAD HBC OFFICER - Mark Hoyle	
Pennine Lancashire Museum Consortium	Current – this is a collaboration of five member authorities with Burnley Borough Council being the accountable body for monies received from the Arts Council England. The partners share best practice, prepare joint funding bids and produce combined marketing materials.
LEAD HBC OFFICER – Scott Gardner	
Internet Provision	Current – This is a contractual agreement for the provision of internet bandwidth from Lancashire County Council that provided cost savings.
LEAD HBC OFFICER – Craig Haraben	
Hyndburn Green Spaces Forum	Reg Charity, collective voice for open space Green Space partner
Friends of Rhyddings Park	Reg Charity, collective voice for residents Green space voice for Oswaldtwistle
Friends of Memorial Park	collective voice for residents Memorial Park users group
Friends of Mercer Park	collective voice for residents Mercer Park user group
Huncoat Community Forum	collective voice for residents Active residents of Huncoat
Friends of Peel Park & Arden Hall	collective voice for residents Peel Park & Arden Hall User group
Friends of Milnshaw Park	collective voice for residents Milnshaw Park supporters group
Rishton Prospects Panel	collective voice for residents Cutwood park and Rishton residents
Baxenden Community Forum	collective voice for residents Haworth Park and Baxenden Residents
Bullough Park Residents Association	collective voice for residents Bullough Park Users group
Prospects Foundation	Biodiversity champions reg charity

Partnerships that under development

LEAD HBC OFFICER – Ian Marfleet	
Bank Mill House, Great Harwood	Interim management group Underused community hall managed by a group of local residents. It is hoped that an incorporated community group will take over the full management responsibility by lease arrangement. Community Hall
Clayton Civic Centre, Clayton le Moors	Mercer 1842 Ltd Library, Children's Centre, Community Centre. Complex and challenging building management issues, the Council is seeking to resolve these by bringing in Mercer 1842. Community Centre