

<b>Subject:</b>	Corporate Risk Register Update – Quarter 4 (2020-2021)	<b>Status:</b>	For Publication
<b>Report to:</b>	Audit and Accounts Committee	<b>Date:</b>	28 <sup>th</sup> July 2021
<b>Report of:</b>	Head of People and Policy	<b>Portfolio Holder:</b>	Resources
<b>Key Decision:</b>	<input type="checkbox"/> Forward Plan <input type="checkbox"/>	<b>General Exception</b>	<input type="checkbox"/> <b>Special Urgency</b> <input type="checkbox"/>
<b>Equality Impact Assessment:</b>	Required:	No	Attached: N/A
<b>Biodiversity Impact Assessment</b>	Required	No	Attached: N/A
<b>Contact Officer:</b>	Clare Law	<b>Telephone:</b>	01706 252457
<b>Email:</b>	clarelaw@rossendalebc.gov.uk		

<b>1.</b>	<b>RECOMMENDATIONS</b>
1.1	That the Audit and Accounts Committee note the Corporate Risk Register as detailed in the report, including the addition of a new corporate risk.
1.2	That members note the risk consequence, mitigation action and level of risk as detailed in Appendix 1

## 2. PURPOSE OF REPORT

- 2.1 The purpose of this report is to update the Audit and Accounts Committee on the council's Corporate Risk Register.

## 3. BACKGROUND

- 3.1 The council details its approach to managing risk in its Risk Management Strategy. This was updated in March 2016. The strategy sets out the framework of monitoring and reporting of risks. The council has identified 13 corporate risks and these are monitored via quarterly performance reporting schedule using a R/A/G rating dashboard to report the risk status. These are reported to both the Overview and Scrutiny Committee and Cabinet.

If a potential issue was identified during the periodic monitoring of the risk, the responsible officer would be required to identify the risk and note the actions needed to mitigate the level of risk.

## 4. THE CURRENT RISK REGISTER

- 4.1 The council has reviewed and continues to monitor the council's corporate risks. This quarter the council has added a new risk to the corporate risk register – focused on the financial vulnerability of the borough's leisure assets.

The corporate risks as categorised at the end of quarter 4 are as follows:

	Quarter 4 2020/21
Low	1
Medium	9
High	3

#### 4.2 The corporate risks rated as 'red' are as follows:

Risk 2 – Sustainability of the Medium Term Financial Strategy (MTFS)

Risk 12 – Response and recovery to Covid-19 pandemic

Risk 13 – Impact of Covid-19 on the financial sustainability of council owned leisure assets.

4.2.1	<b>Corporate Risk 2</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall risk</b>	<b>Status</b>
	Sustainability of the Medium Term Financial Strategy	B	2	B2	<b>RED</b>

The Covid-19 pandemic has placed additional pressure on the council's MTFS, however the Government has provided the council with several grants to assist with delivering the extra services required and to mitigate the impact of the lost income. The legal claims arising from the Empty Homes Scheme are also having an adverse impact on the MTFS, officers are monitoring the scheme closely and managing the risks and challenging the claims where possible.

4.2.2	<b>Corporate Risk 12</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall risk</b>	<b>Status</b>
	Response and recovery to Covid-19 pandemic sustainability of the County Council budget	A	1	A1	<b>RED</b>

The Council continues to react to Government policy and guidance changes related to COVID-19 and how this impacts on the local community and the council. This often occurs at short notice. Day-to-day services have been well maintained and overall staff absence related to COVID-19 has remained at a low level in quarter 4. The Council dealt with a small-scale Covid outbreak with its own staff in Q4. The business continuity plan was reviewed in quarter 4. Due to the rapidly changing and evolving nature of the pandemic the decision has been to maintain this as a 'red' risk but we would hope this status will change next quarter as restrictions ease.

4.2.3	<b>Corporate Risk 13</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall risk</b>	<b>Status</b>
	Impact of Covid-19 on the financial sustainability of council owned leisure assets.	A	2	A2	<b>RED</b>

Facilities are due to re-open in April 2021 in full compliance with Covid-19 regulations. A report was agreed by Council in February 2021 which set out a package of support and amalgamated CLAW and Whitaker facilities with the Trust. The Council has agreed to provide funding of £100k from its Covid-19 LA support grant to the Trust. The Council was successful in its application to the Government's Leisure Recovery Fund, resulting in an additional £140k grant support for the Trust. It is also likely that an additional £115k will be available through Covid-19 funding to reimburse the Trust for costs incurred in supporting Rossendale Connected. The financial situation remains precarious and the Council continues to work closely with the Trust to support their financial recovery over the coming years.

4.3 The risks will continue to be monitored by Management Team.

## 5. RISK

5.1 All the issues raised and the recommendations in this report involve risk considerations as set out above.

## 6. FINANCE

6.1 Any financial implications related to specific risks are noted in this report and detailed in the appendices.

## 7. LEGAL

7.1 There are no immediate legal considerations attached to the recommendations in this report.

## 8. POLICY AND EQUALITIES IMPLICATIONS

8.1 Effective risk management is very important to the council, and the council is committed to improving on an on-going basis how it manages and mitigates risk. A very important part of this process is robust and transparent scrutiny and taking timely, corrective action to improve risk management.

## 9. CONCLUSIONS

9.1 The Corporate Risk Register is dynamic. The updates to the risks demonstrate active mitigation of the existing risks. The Committee will want to explore the implications of each corporate risk in the appendices.

<b>Background Papers</b>	
Document	Place of Inspection
Corporate Risk Register	Appendix 1
Risk Management Strategy updated March 2016	<a href="https://www.rossendale.gov.uk/downloads/download/10836/risk_management_strategy">https://www.rossendale.gov.uk/downloads/download/10836/risk_management_strategy</a>

## Corporate Risks

## Appendix 1

Risks are those things which might present a barrier to us delivering the things we have undertaken to achieve. Each year the council reviews the potential risks it is facing and looks at what it might do to minimise the occurrence of such risks. This information is then regularly monitored and reviewed. This quarter the council has added a new risk to the corporate risk register. This is focused on the financial vulnerability of the borough's leisure assets and classified as Risk 13.

We profile our risks using a matrix (shown below) which is based on our making two judgments about each potential risk faced by the council.

### The Council's Risk Matrix

Likelihood	A					
	B					
	C					
	D					
	E					
	F					
		5	4	3	2	1
	Impact					

#### Likelihood

How likely is it that the risk may occur (rated A-F, A being the most likely)

#### Impact

How serious might the consequences of the impact be (rated 1-5, 1 being the highest consequence).

Therefore, a risk rated A1 is the highest risk rating and a risk of F5 is the lowest risk rating.

Risk RAG (Red, Amber and Green) rating status indicators	
Risk Status	Status description
<b>GREEN</b>	The likelihood and impact of the risk is low
<b>AMBER</b>	The likelihood and impact of the risk is medium
<b>RED</b>	The likelihood and impact of the risk is high

# Corporate Risks

**Risk 1 - Sustainability of the Medium Term Financial Strategy** **Responsible Officer - Karen Spencer**

	Likelihood	Impact	Overall	Status
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>B</b>	<b>2</b>	<b>B2</b>	<b>RED</b>

**Description**  
 The Council's latest Medium Term Financial Strategy (MTFS) update published February 2021 indicates an underlying funding gap of c.£400k per annum.  
 The Council must take appropriate action in order to balance its annual expenditure in future years against its available annual income and other revenue resources.

**Risk Consequence**  
 The Council has a legal obligation to publish an annual balanced budget; this means its budget expenditure must equal its available income and any available reserves.  
 Council reserves are limited and equate to only circa 3 years given the anticipated funding gap. Therefore, additional income must be identified or annual costs reduced in future years.  
 For 2021/22 the Council is restricted to a maximum 1.99% annual increase in Council Tax in order to avoid triggering a referendum.

**Mitigation**  
 The MTFS does not indicate a significant narrowing of the gap in the next four years, however, the deficits in future years are less than previous MTFS cycles.  
 New income generating opportunities will need to be identified to generate additional revenue, along with improved efficiency and effectiveness of service delivery. Departments across the Council will need to be challenged to become more effective.

	Likelihood	Impact	Overall Risk	Status
<b>Quarter 4 risk assessment RAG status</b>	<b>B</b>	<b>2</b>	<b>B2</b>	<b>RED</b>

**Update**  
 The COVID-19 pandemic has placed additional pressure on the MTFS, however the Government has provided the Council with several grants to assist with delivering the extra services required and to mitigate the impact of lost income. The legal claims arising from the Empty Homes scheme are also having an adverse impact on the MTFS, officers are monitoring the scheme closely and managing the risks and challenging the claims where possible.

Risk 2 – Major disaster affecting the delivery of council services			Responsible Officer - Clare Law	
Initial risk assessment RAG status (without mitigation)	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>C</b>	<b>1</b>	<b>C1</b>	<b>AMBER</b>
<b>Description</b>				
<p>The council has statutory duties under the Civil Contingencies Act (2004) and to carry out Emergency Planning and Business Continuity management activities to minimise the impact of a civil emergency or business interruption on people living, working and visiting the borough.</p>				
<b>Risk Consequence</b>				
<p>Failure to have robust contingency plans in place could result in the failure to deliver council services, such as, the collection of residential and trade waste, burial services and payment of suppliers and benefits.</p>				
<b>Mitigation</b>				
<p>Robust Rossendale Borough Council (RBC) Emergency and Business Continuity Plans are in place. The Plans are updated and tested regularly through a quarterly Emergency Planning Meeting. The Plans are embedded with the Corporate Management Team as critical working documents to support the continued delivery of essential council services. All managers have a copy of the Plans and keep them under review.</p> <p>RBC is a member of Lancashire County Council (LCC) Local Resilience Forum (LRF), officers attend meetings and undertake regular training exercises. Rossendale Borough Council Plans are available on the Resilience Direct website exercises. Mutual Aid agreements are in place with all Local Authorities across Lancashire.</p>				
Quarter 4 risk assessment RAG status	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>C</b>	<b>1</b>	<b>C1</b>	<b>AMBER</b>
<b>Update</b>				
<p>Throughout the COVID-19 pandemic the Council has continued to review risk assessments and safe systems of work to ensure effective delivery of council services. The council is now in the recovery stage of the COVID-19 pandemic and with the exception of site visits (to be re-instated at stage 2 of the governments recovery plan – 12th April 2021) service areas are operating as normal and dealing with any backlogs of work.</p> <p>There has been minimum disruption of council services during quarter 4, government funding has supported additional work due to COVID-19 and temporary staff have been recruited eg Business Advisor Officer, Trace and Trace Officer, COVID-19 Compliance Officers etc.</p> <p>The risk status has reverted to AMBER (C1) level the status pre-covid.</p>				

Risk 3 - Incident resulting in death or serious injury or HSE investigation			Responsible Officer - Clare Law	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER
<b>Description</b>				
Under the Health and Safety at Work Act 1974, the council has a duty of care towards the health, safety and wellbeing of its employees.				
<b>Risk Consequence</b>				
Failure to have robust health and safety processes and procedures in place could result in sanctions from the health and safety potentially impacting on the council services.				
The Health and Safety Executive has placed additional reporting measures on employers relating to cases of, or deaths from, COVID-19 under Reporting Incidents Disease and Dangerous Occurrences Regulations (RIDDOR) apply only to occupational exposure, that is, as a result of a person's work.				
<b>Mitigation</b>				
The council has robust health and safety policies and procedures in place, including a Health and Safety Manual, Safe Systems of Work and Risk Assessments, training matrix, Health and Safety incident reporting procedure, Health and Safety audit schedule operating on a two year rolling cycle (annually in Operations).				
Quarter 4 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER
<b>Update</b>				
Additional measures introduced to support the COVID-19 pandemic remain in place, the council has experienced one COVID-19 outbreak during quarter 4 and the risk assessments and safe systems of work for working practices and staff have been reviewed in-line with government guidance. Rapid lateral flow tests have been introduced for all staff, and officers have been trained to facilitate the tests, staff are encouraged to have two tests per week as per government advice.				

<b>Risk 4 - Sustainability of the County Council budget</b>			<b>Responsible Officer - Karen Spencer</b>	
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>3</b>	<b>B3</b>	<b>AMBER</b>
<b>Description</b>				
Like all local authorities, Lancashire County Council (LCC) has to maintain a balanced budget. This will mean making budget reductions of over £120m in the next few years.				
<b>Risk Consequence</b>				
The County Council's 2019 approved budget included £120m savings over the period 2019/20 to 2022/23. This level of budget reductions is likely to have an impact on service provision for our residents. There is also a risk of cost shunting to district councils.				
<b>Mitigation</b>				
RBC will continue to work with County Council to find ways of reshaping services to reduce costs whilst ensuring shared outcomes are achieved. The Council will support joint leadership and Chief Executive meetings to find new ways of working together for the benefit of our residents The Council will interrogate Council savings proposals and identify risks to our residents and to our services.				
<b>Quarter 4 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>3</b>	<b>B3</b>	<b>AMBER</b>
<b>Update</b>				
In February 2021 the County Council announced that the elements of their savings plan, originally agreed in February 2019, which were yet to be implemented, had been delayed by a year as a result of the Covid pandemic and could slip further. However the savings programme will continue to be implemented post Covid.				
This Council continues to suffer from increased fly tipping and the associated costs, which has in the main resulted from the implementation of the reduced opening hours of the Household Waste Recycling Centres savings proposal.				



Risk 5 - Non-delivery of the borough's economic development strategy			Responsible Officer - Cath Burns	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
<b>Description</b>				
<p>The Council has put in place an ambitious Economic Development Strategy and Action Plan to implement the economic growth elements of its Corporate Strategy.</p>				
<b>Risk Consequence</b>				
<p>The investment based revenue generation schemes identified within the economic development strategy will underpin the Medium Term Financial Strategy (MTFS). In addition, sweating or realising existing assets will underpin the MTFS. Failure to deliver would lead to the inability to support the delivery of the Medium Term Financial Strategy.</p>				
<b>Mitigation</b>				
<ul style="list-style-type: none"> <li>• Development and delivery of identified revenue growth projects at Spinning Point and Futures Park.</li> <li>• Review of rentals on industrial estates underway.</li> <li>• Bringing forward Council owned land for development or sale, for example, Dark Lane, Haslingden Baths, Pennine Road, Cowtoot Lane, Park Avenue and Rosso Depot.</li> </ul>				
Quarter 4 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
<b>Update</b>				
<p>Following the completion of construction works at the Bagel 'Grab and Go', our first occupant at the Spinning Point Bus Station opened in January 2021. End user interest remains in the three retail/food and beverage units. Construction work on Plot 1 is proceeding to plan.</p>				

Risk 6 - Non-delivery of the Local Plan			Responsible Officer - Mike Atherton	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
<b>Description</b>				
<p>The Local Plan is a plan for the future development of the local area, drawn up by the Local Planning Authority. It guides decisions on whether or not planning applications can be granted. In law it is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004.</p> <p>The Local Plan is due to be adopted in late 2020. There is not considered to be a risk that it will not be adopted, however the risk is that the adoption of the plan will be seriously delayed or that the process will be taken out of the council's hands and that the Government will intervene.</p>				
<b>Risk Consequence</b>				
<p>Risk of the Local Plan not being delivered is extremely low. The risk of the plan being slightly delayed is moderate. The risk of delay includes a reputational issue; there may be short term criticism from elected members and MP's, and developers.</p> <p>There may also be an environmental risk if planning appeals are being allowed on development sites which the Local Authority does not consider suitable for development. The risk of this increases the longer it takes to adopt the plan.</p>				
<b>Mitigation</b>				
<p>Measures are in place to reduce the risk include the Local Plan Action Plan which outlines the actions required following the hearing sessions into the examination of the Local Plan. This is updated and sent to the Planning Inspectorate on a regular basis. The Local Plan Steering Group meets on a regular basis to keep members informed of issues and the timetable. Monthly meetings also take place between the Planning Manager and the Portfolio Holder and also separately the Planning Manager and Director. A barrister has been retained to provide expert advice as required.</p>				
Quarter 4 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
<b>Update</b>				
<p>Further work as required by the Planning Inspectors following the Local Plan Examination Hearing Sessions has been undertaken and sent to the Planning Inspectors. This work has also been consulted upon with interested parties. The Council should receive the Post Examination Hearing Letter from the Planning Inspectorate in May with an indication as to whether we can progress to the next stage which is Main Modifications to the Plan.</p>				

<b>Risk 7 - Changes to Government policy on the delivery of the council's services</b>			<b>Responsible Officer - Neil Shaw</b>	
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>C</b>	<b>2</b>	<b>C2</b>	<b>AMBER</b>
<b>Description</b>				
Like all local authorities the council is a statutory body that is subject to changes being consulted upon and or implemented by central government that might affect how we operate and serve our residents/businesses.				
<b>Risk Consequence</b>				
The risk that the council fails to react and be prepared for any changes being proposed or implemented by central government.				
<b>Mitigation</b>				
The council is a member of the Local Government Association and District Councils Network who keep us informed of government policy and consultations and lobby on behalf of councils to mitigate the impact of any change. The Council is also signed up to receive daily emails from Local Government Information Unit who provide daily government news and other Local Government Information Unit (LGiU) policy briefings.				
The Chief Executive and Leader of the Council meets regularly with our two MPs. The Councils Corporate Management Team monitor and assess government's position on funding to be distributed to local authorities and other Government announcements that impact funding.				
<b>Quarter 4 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>C</b>	<b>3</b>	<b>C3</b>	<b>AMBER</b>
<b>Update</b>				
The council continues to react to Government policy changes related to Covid and how this impacts on the local community and the council. This includes the impact of the lockdown restrictions and their easing in Q4. No wider Government policy changes impacted on the council in quarter 4.				

<b>Risk 8 - Sustainable Workforce</b>			<b>Responsible Officer - Clare Law</b>	
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>3</b>	<b>D3</b>	<b>AMBER</b>
<b>Description</b>				
There is a requirement to have a sustainable workforce to deliver the council services to residents and customers.				
<b>Risk Consequence</b>				
Failure to have a fully resourced, trained staff could result in the failure to deliver statutory and non-statutory service in a safe and professional manner to residents and customers. Currently there are significant challenges due to the loss of senior professional officers in Finance and vacancies in the Corporate Management Team. The additional measures put into place has mitigated an increase in the risk status during the pandemic.				
<b>Mitigation</b>				
The council has robust HR policies and procedures, an agreed Authorised Establishment, performance management framework, Service Area Business Continuity Plans in place.				
<b>Quarter 4 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>3</b>	<b>D3</b>	<b>AMBER</b>
<b>Update</b>				
The impact of the pandemic has continued to be monitored on an exceptions basis throughout quarter 4. Staff absences (COVID-19 symptomatic and non-symptomatic) have remained less than 10% with one COVID-19 outbreak at Futures Park during quarter 4.				
The HR Manager continues to attend a monthly LRF HR Task and Finish subgroup to support best practice and consistency with other Lancashire Authorities dealing with staff issues throughout the pandemic, during quarter 4 the group has been focusing specifically on long COVID-19 absences and working arrangements post COVID-19.				
There have been a number of staff loss as off recently in key positions, this will be monitored.				

<b>Risk 9 - Insufficient data and cyber security</b>			<b>Responsible Officer - Andrew Buckle</b>	
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>C</b>	<b>1</b>	<b>C1</b>	<b>AMBER</b>
<b>Description</b>				
Cyber security presents one of the most challenging areas for both the public and private sectors. With the proliferation and severity of attacks constantly increasing this represents a major threat.				
<b>Risk Consequence</b>				
Cyber-attack resulting in a complete loss of all systems coupled with malware being spread across the entire network. Data breach resulting in information loss causing reputational damage and resulting in a financial penalty due to non-compliance with statutory requirements such as GDPR (General Data Protection Regulation), PCI DSS (Payment Card Industry Data Security).				
<b>Mitigation</b>				
To protect against a data breach RBC, host all council data in Tier 3 Data Centres located in different geographical regions and are backed up daily. RBC Data Centres hold the following accreditations: ISO27001:2013, PCI-DSS. RBC adopts a Risk Insight approach to determine the threat Landscape and more importantly its evolution. RBC has received notification of meeting the Public Services Network (PSN) which means the councils' infrastructure met all the security requirements to allow connection to the PSN.				
<b>Quarter 4 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>C</b>	<b>1</b>	<b>C1</b>	<b>AMBER</b>
<b>Update</b>				
Penetration testing including both external and internal and vulnerability scanning has been conducted in Q4 as part of our ongoing regime.				

<b>Risk 10 - Poor communications and public relations</b>			<b>Responsible Officer - Clare Law</b>	
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>1</b>	<b>D1</b>	<b>AMBER</b>
<b>Description</b>				
Good communication and public relations is essential to inform, maintain and develop relationships with residents, customers and partners to provide council services.				
<b>Risk Consequence</b>				
Failure to communicate and respond to issues as they develop and inadequately or inappropriately communicating. Could lead to a major loss of reputation for the council on a local, regional and national level. A loss of reputation can damage staff morale, trust between the council and residents and impair the relationship between the council and its partners meaning projects and services delivery is damaged.				
<b>Mitigation</b>				
Communication methods in place to support face to face, mail or electronic communications.				
Developed website and social media channels provide 24/7 service. Experienced communications function to support council officers to deal with communications in a timely manner and promote the work of the council.				
<b>Quarter 4 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>E</b>	<b>1</b>	<b>E1</b>	<b>GREEN</b>
<b>Update</b>				
VivaPR, PR Agency has continued to deliver the agreed communications plan and COVID-19 communications updates, including regular updates to the council's website and social media posts to provide signposts for government updates and local updates testing and vaccination sites, safe working practices for staff and business, business grants etc.				

<b>Risk 11- Non – Delivery of Corporate Projects</b>			<b>Responsible Officer - Neil Shaw</b>	
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>2</b>	<b>D2</b>	<b>AMBER</b>
<b>Description</b>				
The council has agreed the 11 corporate projects for 2020-2021 to support the delivery of Corporate Strategy 2017-2021.				
<b>Risk Consequence</b>				
Failure to deliver the corporate projects would have a detriment impact on the delivery of the council's Corporate Strategy 2017-2021, and result in a reputational risk to the Council's commitment to the residents. The failure to deliver the corporate projects could potentially have a negative impact on the Council's revenue budgets (by failure to deliver income generating projects) and delivery of the medium term financial strategy, and the associated economic and social benefits may not be realised.				
<b>Mitigation</b>				
Each corporate project has a Project Sponsor (member of the Corporate Management Team), a Project Manager and finance officer. Each corporate project will have a robust project plan and live risk register. The Project Sponsor will be responsible for the strategic overview of the corporate project, and the Project Manager will be responsible for the day to day management of the corporate project. Council's Programme Board meets quarterly to review the progress of the corporate projects. The Project Sponsor will be responsible for highlighting any concerns to the Corporate Management Team throughout the life of the corporate project.				
<b>Quarter 4 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>E</b>	<b>2</b>	<b>E2</b>	<b>AMBER</b>
<b>Update</b>				
CMT continues to monitor the progress of all the corporate projects through the Programme Board. None of the live projects were risk RAG rated 'red', and no significant issues were raised by the Project Sponsors and Project Managers. Two of the corporate projects are just starting - Customer Digital Strategy and Future Health and Leisure Facilities and PIDs have been developed for each. All projects are on track at quarter 4 and within budget.				

<b>Risk 12 – Response and Recovery to COVID-19 Pandemic</b>			<b>Responsible Officer - Neil Shaw</b>	
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>A</b>	<b>1</b>	<b>A1</b>	<b>RED</b>
<b>Description</b>				
COVID-19 is a strain of the coronavirus, the government declared the virus as a pandemic in the UK in March 2020.				
<b>Risk Consequence</b>				
The pandemic causes a potentially risk to the delivery of the council services and the health and wellbeing of the wider community.				
<b>Mitigation</b>				
The council has an Emergency Plan and Service Area Business Plans to support a pandemic emergency. The plans have been activated, regularly reviewed and stress tested throughout the pandemic. Risk Assessments and Safe Systems of Work have been developed and reviewed with staff and Trade Unions throughout the pandemic to provide a safe working environment. Council officers have worked with the Lancashire Resilience Forum and multi-agency partners to mitigate any potential risks throughout the pandemic. The council established and managed a Community Hub to provide support to vulnerable residents.				
<b>Quarter 4 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>A</b>	<b>1</b>	<b>A1</b>	<b>RED</b>
<b>Update</b>				
The council continues to react to Government policy and guidance changes related to COVID-19 and how this impacts on the local community and the council. This often occurs at short notice. Day-to-day services have been well maintained and overall staff absence related to COVID-19 has remained at a low level in quarter 4. The council dealt with a small-scale Covid outbreak with its own staff in Q4. The business continuity plan was reviewed in quarter 4. Due to the rapidly changing and evolving nature of the pandemic the decision has been to maintain this as a 'red' risk but we would hope this status will change next quarter as restrictions ease.				



<b>Risk 13 – Impact of COVID-19 on the Financial Sustainability of Council Owned Leisure Assets</b>			<b>Responsible Officer – Adam Allen</b>	
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>A</b>	<b>2</b>	<b>A2</b>	<b>RED</b>
<b>Description</b>				
National Lockdowns due to COVID-19 result in council owned leisure facilities closing for extended periods. During closure no income is received and outside of lockdown periods, income is significantly reduced.				
<b>Risk Consequence</b>				
If the council owned leisure assets are to be sustained in the longer term, the operators of the facilities have little recourse to additional funding to survive other than through the council. This financial impact will be over £500k but is likely to be considerably higher, depending on the length and severity of lockdowns.				
<b>Mitigation</b>				
The Leisure Trust and Council are currently seeking to consolidate all council owned leisure assets under the umbrella Trust to maximise efficiency. Ski Rossendale has transferred and the transfer of CLAW facilities will be recommended to Council in Q3, the Whitaker is likely merge with the Trust and discussions are on-going. A report on the impact of all facilities has been produced by KKP and recommendations to minimise impact are being implemented. Senior Council Officers are attending the Trust Board to ensure we work together to minimise costs and an intensive monitoring process is in place. Funding through a COVID-19 specific Sport England Fund will be applied for. However, this is not thought to provide retrospective funding for closures and it is unlikely to cover the majority of financial loss. Lobbying of Government for sufficient financial support will continue.				
<b>Quarter 4 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>A</b>	<b>2</b>	<b>A2</b>	<b>RED</b>
<b>Update</b>				
Facilities are due to re-open in April 2021 in full compliance with Covid-19 regulations. A report was agreed by Council in February 2021 which set out a package of support and amalgamated CLAW and Whitaker facilities with the Trust. The Council has agreed to provide funding of £100k from its Covid-19 LA support grant to the Trust. The Council was successful in its application to the Government's Leisure Recovery Fund, resulting in an additional £140k grant support for the Trust. It is also likely that an additional £115k will be available through Covid-19 funding to reimburse the Trust for costs incurred in supporting Rossendale Connected. The financial situation remains precarious and the Council continues to work closely with the Trust to support their financial recovery over the coming years.				

