

## Detailed Strategic Risk Register

No	Risk	Sub No.	Sub-Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigation	Net Risk Score			New / Developing Controls	Risk Manager	CLT Risk Owner	Target Date	Corporate Priority
						I	L	GS		I	L	NS					
1	Lack of Resilience	1a	Lack of individual resilience to work in a changing environment.	Workplace stress.		4	4	16	Health and safety arrangement for managing work related pressure, supported by an online stress work tool.	4	3	12	Robust workforce planning.	Head of Organisation and Workforce Development	Chief Executive	Ongoing	Organisational Resilience
				Decreased staff morale.			A range of training courses in place to help build individual resilience skills.										
						Absence management procedures in place.											
						Workforce planning iPool module in place.											
						People Strategy in place.											
						Access to an employee assistance programme.											
		1b	Lack of capacity to deliver Council services.	Inability to deliver an effective service.	Employee commitment.	4	5	20	Development programmes implemented such as coaching, mentoring and aspiring managers programme.	4	4	16	Effective people planning with a view to more generic roles to reduce the burden on key officers.	Head of Organisation and Workforce Development	Chief Executive	Ongoing	Organisational Resilience
					Unable to recruit into difficult to recruit roles.	Change organisation form / increase joint working arrangements to deliver services with reduced resource.				Development programmes for specific areas of recruitment problems such as social care and teaching.	Head of Corporate Development, Engagement and Communication		Chief Executive	Ongoing			
					Loss of corporate memory.				Manage relationships with the Trade Unions in order to embrace employee change.	Head of Commissioning	Director of People		Ongoing				
1c	Over reliance on public sector services.	Unable to deliver core services / statutory duties to residents.	Build a more resilient community to reduce reliance on the public sector.	4	5	20	Five Year Council Plan in place.	4	4	16	Delivery and implementation of the Council Plan.	Head of Corporate Development, Engagement and Communication	Chief Executive	Ongoing	Communities		
									Implementation of a robust performance management framework to ensure adequacy of internal service provision.								
2	Service Failure	2a	Failure of a service provider in high risk contracted areas such as social care and waste management.	Increased costs.		5	4	20	Procurement procedures in place which cover business continuity arrangements.	4	4	16	Ensure adequate business continuity plans are in place with service providers as part of the procurement and contract management process.	Head of Procurement and Development	Director of Resources	Ongoing	Communities
				Reputational damage to the Council.													
		2b	Loss of key infrastructure which results in Council services not being delivered such as ICT and Property.	Inability to deliver critical services.	Build a resilient organisation.	5	4	20	Business continuity programme in place.	4	3	12	Ensure all services have up to date business continuity plans in place.	Chief Internal Auditor	Director of Resources	Ongoing	Organisational Resilience
Corporate business continuity plan in place supported by a critical activity list.	Develop a corporate / thematic business continuity plan for property.								Head of Property and Asset Management				Director of Resources	Ongoing			
Corporate ICT business continuity guidance in place.	Look for provisions for data centre refresh in the coming years to continue to provide resilience.								Head of ICT Services				Director of Resources	Ongoing			

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3	<b>Sustainability of the Council</b>	3a	Insufficient funding to deliver services.	Erosion of reserves.	Income generation opportunities.	5	5	25	Downsizing of the Council to meet budget constraints.	4	4	16	Ongoing financial modelling to assess the impact of funding cuts. Unplanned in-year budget cuts such as for Public Health services which need to be addressed plus future significant cuts proposed.	Chief Accountant	Director of Resources	Ongoing	Organisational Resilience
				Priority led budgeting process.					Monthly financial monitoring including achievement of saving targets and collection of income.								
		Unplanned overspends.															
	3b	Further devolution of services and increased partnership working.	Increased financial risk.		5	4	20	Effective relationships with partners / external agencies.	4	4	16	Ensure robust governance arrangements are in place for new working arrangements.	Head of Demographic Governance	Director of Governance and Partnerships	Ongoing	Organisational Resilience	
	3c	Insufficient central government funding for new burdens in Adult Social Care in addition to current constraints on cash limited budgets.	Council unable to balance budget.	Consider options for shared services and opportunities for flexible use of new funding streams.	5	4	20	Robust budgetary control mechanisms.	5	3	15	Participate in financial modelling exercises to challenge government assumptions and support lobbying for resource.	Director of Adult Services	Director of People	Ongoing	Organisational Resilience	
			Council unable to meet statutory duties and deliver reforms.					Member led priority based budgeting and financial planning.				Actively participate in system transformation planning with Health					
			External care market becomes unsustainable														
	3d	Unmanageable level of insurance claims relating to historic abuse / negligence in children's social care.	Unplanned overspends.		5	4	25	External legal advice sourced to ensure appropriate expertise.	4	4	16	Review of insurance coverage and excess on this type of claim; training to be provided on how to mitigate the risks going forward.	Deputy Director of Children's Services	Director of People	Ongoing	Organisational Resilience	
4	<b>Failure to Keep People Safe</b>	4a	Death, serious injury or harm of a vulnerable adult / child.	Inspection failure (Ofsted / CCQ).		5	5	25	Safeguarding processes and procedures.	5	3	15	Review all safeguarding procedures and constant auditing.	Director of Adult Services / Deputy Director of Children's Services	Director of People	Ongoing	Communities
				Trauma for family of the victim.					Training and professional development.								
				Potential criminal charges for staff involved.				Contract monitoring.									
				Significant liability claim received.				Risk assessments.									
	4b	Death or injury to a member of staff or the public.	Trauma for family of the victim.		5	5	25	Full suite of health and safety arrangements and guidance notes available on the Hub.	5	3	15	Addition of health and safety roles and responsibilities in job descriptions.	Chief Internal Auditor	Director of Resources	Ongoing	Communities	
			Corporate manslaughter changes, prosecution with unlimited fines and potential prison sentences for those in control.					Programme of health and safety management system audits in place.				Support and assistance from CLT to embed the monitoring process.					
			Civil compensation claims.					Suite of health and safety training available for all employees.									
			Reputational damage.					Team of qualified health and safety professionals.									
5	<b>Inadequate Change Management</b>	5a	Unpredictability of legal rulings requiring an unexpected change.	Inability to effectively adapt to the required change.		5	4	20	Anticipation work to assess potential impacts.	4	4	16	Oversight of legal rulings which may have an impact on the Council.	Chief Corporate Solicitor	Director of Governance and Partnerships	Ongoing	Organisational Resilience
				Use of court appeals process when appropriate to do so.													

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		5b	Unfunded new burdens which the Council is required to deliver.	Increased financial obligations.  Policy decisions create expectations for residents.		5	4	20	Analysis of previous patterns and trends.	4	4	16	Policy research to identify and communicate potential trends.	Head of Corporate Development, Communication and Engagement	Chief Executive	Ongoing	Organisational Resilience
6	Reputational Damage	6a	Ineffective measurement of the reputation of the Council and Blackpool.	Perception of poor reputation is not quantified / supported.	Rebuilding reputation can suggest a high achieving organisation and generate momentum.	4	4	16	Daily summary of media interest in Blackpool circulated.	4	3	12	Continue to liaise with the media to present positive news stories about Blackpool.	Head of Corporate Development, Communication and Engagement	Chief Executive	Ongoing	Communities and Economy
		6b	Residents negative image of Blackpool.	Lack of investment due to poor image of Blackpool.	Potential to attract external investment to Blackpool.	4	4	16	Different methods of engagement used such as the Council Couch.	4	3	12	Implement corporate framework for engagement supported by an engagement toolkit.	Head of Corporate Development, Communication and Engagement	Chief Executive	Ongoing	Communities and Economy
				Lack of partner engagement.	Generate local pride in Blackpool.				Increased use of new communication channels such as social media and newsletters.				Implementation of the Corporate Branding toolkit.				
Loss of community support.		Increased commitment to one brand for the Blackpool resident.															
		6c	Visitors negative image of Blackpool.	Local economy impacted due to reduced jobs.  Inability to underwrite tourism initiatives due to reduced resources.		4	4	16	Identification of potential external funding streams to assist with the tourism offer for Blackpool.	4	3	12	Promote a positive image of Blackpool to encourage private sector investment in the tourism industry.	Head of Visitor Economy	Director of Place	Ongoing	Communities and Economy
7	Ineffective Governance	7a	Non-compliance with statutory requirements and internal procedures.	External challenge.		4	5	20	Statutory legal and financial officers in place.	3	4	12	Raise awareness of standards / required and awareness of the consequence of failure.	Head of Demographic Governance	Director of Governance and Partnerships	Ongoing	Organisational Resilience
				Quality of service compromised.					Policy team research / proactive consultation response.				Consistent use of disciplinary / capability procedures across the Council for serious instances on non-compliance.				
									Assurance mechanisms such as internal audit, external audit, peer review and external assessments.								
								Constitution and Financial Regulations in place.									
								Disciplinary procedures in place.									
		7b	Lack of effective risk management embedded across the Council.	Ineffective decision making.  Increased insurance claims.	Potential to make savings through effectively managing risks.	5	4	20	Risk management framework and toolkit in place.	4	3	12	Revisit each risk management group to ensure that it is working effectively and following the requirements of the risk management framework.	Chief Internal Auditor	Director of Resources	Ongoing	Organisational Resilience
		7c	Increased risk of fraud.	Erosion of internal controls and less resource to tackle fraud.	Increased use of Proceeds of Crime Act.	5	4	20	Anti-fraud and corruption policy in place.	5	3	15	Focus on high risk areas of fraud.	Chief Internal Auditor	Director of Resources	Ongoing	Organisational Resilience
									Annual internal audit plan in place.				Increase fraud awareness training Council wide.				

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		7d	Data theft and leakage.	Significant fines from the Information Commissioner.	The serious nature of the risk and its consequences will encourage departments to work with ICT to implement robust processes.	4	5	20	Working with services to undertake risk assessments against the Information Asset Register to identify opportunities to identify areas where effort must be focused to reduce the likelihood of a data breach.	4	3	12	Ensure documents and equipment are disposed of appropriately as part of the programme of office moves.	Head of ICT Services	Director of Resources	Ongoing	Organisational Resilience
				Data risk assessments.					Promotion and adoption of data risk assessments.								
									Continued development of robust processes regarding starters / leavers and retrieval of kit.								
		7e	Cyber Threat - Phishing E-mails.	Fraud	Improve knowledge and awareness across departments on identifying phishing emails. Report anything that is opened.	5	5	25	Investing in Sandbox technology.	4	5	20	Continue to develop and refine technologies to provide proactive altering and monitoring of the changing threats.	Head of ICT Services	Director of Resources	Ongoing	Organisational Resilience
				Reputational damage.					Investigating in SEIM (Security Information Event Management) to proactively monitor activity on the network.				Review use of white listing to mitigate risk of being hijacked and introduce SPF (Sender Policy Framework) to check against spoofing.				
				Loss of compliance. Monetary penalties / fines.					Participate in training and knowledge gathering opportunities. Increase cyber defences and use blacklist / reputation to authenticate email.								
		7f	Cyber Threat - Distributed Denial of Service Attack	Issues with access to the Council website and also potentially the Council network overwhelming the network with unwanted traffic.		5	3	15	Watching what other organisations do to combat the threat.	5	2	10	Continue to investigate enterprise products that combat the issue (however these are currently limited in their effectiveness)	Head of ICT Services	Director of Resources	Ongoing	Organisational Resilience
				Loss of confidence in using Council online services including an impact on Channel Shift.					Maintain two internet connections to provide resilience to switch between connections.								
8	Unsustainable Local Economy / Increased Deprivation.	8a	Lack of good quality affordable housing.	Negative impact on local economy.	Key in the regeneration of Blackpool.	4	4	16	ALMO Stock.	4	3	12	Complete the build of the provision of 400 new family homes on the Rigby Road site and progress Queens Park Development.	Strategic Head of Development	Director of Place	Ongoing	Communities and Economy
				Potential criminal activities.	Revitalise areas in the town.				Regulation of private sector / link with RSLs. Creation of Blackpool Housing Company to help transform private sector housing.								
				Inability to regenerate Blackpool.				Expansion of affordable housing programme.									
		8b	Increased deprivation and unemployment.	Dependency on Council services.		4	4	16	Introduction of living wage for Council staff and promoting this with contractors.	4	3	12	Delivery of the Framework for Growth and Prosperity.	Strategic Head of Development	Director of Place	Ongoing	Communities and Economy
									Commitment to use local suppliers where possible.				Completion of the Central Business District Project.				

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		8c	Lack of appropriate transport infrastructure.	Loss of trade, reputation and confidence from residents.		4	4	16	Road Asset Management Strategy in place.	4	3	12	Appropriate work undertaken to maintain the condition of the highways infrastructure.	Head of Highways and Traffic Services	Director of Community and Environment	Ongoing	Communities and Economy
9	Inability to Respond to a Major Incident.	9a	Reduced capacity across the Council to respond to an emergency.	May not be able to provide all the resources required as a Category One Responder.	Corporate approach to responding to incidents.	5	4	20	Major Emergency Plan in place outlining roles and responsibilities.	4	4	16	Establish a control centre at Bickerstaff House for dealing with a major incident.	Chief Internal Auditor	Director of Resources	Ongoing	Communities and Economy
				Potential public enquiry if the incident was not dealt with effectively.					Community risk register in place.				Undertake a major incident exercise, as least annually, to ensure that arrangements are adequate.				
				Disruption to community, services and businesses.					Planning for potential incidents through the Lancashire Resilience Forum.				Utilise training opportunities for those involved in dealing with a major incident.				
		9b	Injury / death to members of the public or staff.	Trauma faced by families and work colleagues.		5	4	20	Emergency response group in place to provide humanitarian support in a major emergency.	4	4	16	Maintain the number of volunteers on the emergency response group at adequate levels and attend the Lancashire Resilience Forum Humanitarian Assistance Group.	Director of Adult Services	Director of People	Ongoing	Communities and Economy