

No	Risk	Sub No.	Sub-Risk	% Overall Weighting	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigation	Nett Risk Score			New / Developing Controls	Risk Manager	CLT Risk Owner	Target Date	Corporate Priority
							I	L	GS		I	L	NS					
1	Inadequate Change Management	1a	Unfunded new burdens which the Council is required to deliver.	60%	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 Delivery Unit	Chief Executive	Ongoing	Organisational Resilience
		1b	Unpredictability of legal rulings requiring an unexpected change.	40%	Inability to effectively adapt to the required change.		5	4	20	Anticipation work to assess potential impacts. Use of court appeals process when appropriate to do so.	4	4	16	Oversight of legal rulings which may have an impact on the Council.	Head of Legal	Director of Governance and Partnerships	Ongoing	Organisational Resilience
		Overall Nett Risk Score											16.0					
2	Lack of Resilience	2a	Lack of capacity to deliver Council services.	50%	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	New Business Planning process to link resource requirements with planned objectives and outcomes.	Head of HR	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.				Annual IPA system linked to learning and development needs. Workforce Strategy in place.				Transformation process and targeted marketing campaigns in place for difficult to recruit to posts, new Next Step Blackpool portal developed.				
					Loss of corporate memory.					Launch of new jobs portal - Greater Jobs. New preferred agency in place - Reed. Recruitment and retention plan in Children's Social Care. Effective use of Apprenticeship levy to aid succession planning and hard to fill vacancies. Learning and development opportunities to build capacity. Manage relationships with the Trade Unions in order to embrace employee change. Transition / handover document in place. Leavers checklist in place.				Deliver a programme of commissioning / service reviews to explore alternative delivery models.				
		2b	Over reliance on public sector services.	30%	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. Workforce Strategy in place.	4	4	16	Delivery and implementation of the current Council Plan. Development of timeline and process in place for refreshed Council Plan (post 2019). Refreshed three year business planning cycle developed. Refined performance management framework to in place to ensure adequacy of internal service provision.	Head of Corporate Delivery Unit	Chief Executive	Ongoing	Communities and Economy
		2c	Lack of individual resilience to work in a changing environment.	20%	Workplace stress. Decreased staff morale.		4	4	16	Arrangements for managing work related pressure, supported by an online stress work tool and iPool module. A range of training courses in place to help build individual resilience skills. Absence management procedures in place.	4	3	12	Robust workforce planning. Development of invest to save proposal to improve attendance management. Leadership Charter and Leadership Development programme being developed to ensure employees are well led and supported.	Head of HR	Chief Executive	Ongoing	Organisational Resilience

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									Workforce planning iPool module in place. Workforce Strategy in place. Access to an employee assistance programme.											
Overall Nett Risk Score										15.2										
3	Failure to Keep People Safe	3a	Death or injury to a member of staff or the public.	60%	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. Civil compensation claims. Reputational damage.					Programme of health and safety management system audits in place. Suite of health and safety training available for all employees. Team of qualified health and safety professionals.				Support and assistance from CLT to embed the monitoring process.						
		3b	Death, serious injury or harm of a vulnerable adult / child.	40%	Inspection failure (Ofsted / CCQ).	Continuous Improvement Plan.	5	5	25	Safeguarding processes and procedures.	5	3	15	Review all safeguarding procedures and constant auditing.	Director of Adult Services / Director of Children's Services	Director of Adult Services / Director of Children's Services	Ongoing	Communities		
					Trauma for family of the victim. Potential criminal charges for staff involved. Significant liability claim received.					Training and professional development. Contract monitoring. Risk assessments.										
Overall Nett Risk Score										15.0										
4	Service Failure	4a	Failure of a service provider in high risk contracted areas such as social care and waste management.	30%	Increased costs. Reputational damage to the Council.		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		
					Loss of key infrastructure and resource which results in Council services not being delivered.					Inability to deliver critical services.				Build a resilient organisation.					Business continuity programme in place. Corporate business continuity plan in place supported by a critical activity list. Corporate ICT and Property business continuity guidance in place.	Ensure that business continuity plans link to the Councils Major Emergency Plan to enable risks outside of the Council's control to be managed. Look for provisions for data centre refresh in the coming years to continue to provide resilience.
					Cyber Threat - Phishing E-mails.					Fraud				Improve knowledge and awareness across departments on identifying phishing emails. Report anything that is opened. Reputational damage.					Participate in training and knowledge gathering opportunities.	Investing in Sandbox technology. Investigating in SEIM (Security Information Event Management) to proactively monitor activity on the network.

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					Loss of compliance. Monetary penalties / fines.					Increase cyber defences and use blacklist / reputation to authenticate email.									
		4e	Cyber Threat - Distributed Denial of Service Attack	15%	Issues with access to the Council website and also potentially the Council network overwhelming the network with unwanted traffic. Loss of confidence in using Council online services including an impact on Channel Shift.		5	3	15	Watching what other organisations do to combat the threat. Maintain two internet connections to provide resilience to switch between connections.	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	
		4f	Inadequate staffing to deliver internal and external services.	10%	Inability to deliver critical services.		4	4	16	Business case put in place for the delivery of external services.	4	3	12	Management monitoring of service performance internally and externally.	Heads of Services	Chief Executive	Ongoing	Organisational Resilience.	
Overall Nett Risk Score											14.5								
5	Sustainability of the Council	5a	Insufficient funding to deliver services.	30%	Erosion of reserves. Increased interest rates. Unplanned overspends. Unable to recover loan debt.	Income generation opportunities.	5	5	25	Downsizing of the Council to meet budget constraints. Priority led budgeting process. Six Year Financial Sustainability Strategy in Place. Statutory requirement to balance the budget. Treasury Management Panel in place. Monthly financial monitoring including achievement of saving targets and collection of income.	4	2	8	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. Robust reporting of recovery plans to Scrutiny Committee. Implement robust due diligence processes for business loans.	Chief Accountant	Director of Resources	Ongoing	Organisational Resilience	
		5b	Increasing number of Looked After Children and child protection cases.	30%	Unplanned overspends.		5	5	25	Robust demand strategy to be implemented underpinned by resilience model.	4	5	20	Implement new initiatives such as Pulse, Crashpad and the Hub to generate savings. Engage with external providers to look at other models of working.	Head of Social Care	Director of Children's Services	Ongoing	Organisational Resilience	
		5c	Insufficient central government funding for new burdens in Adult Social Care in addition to current constraints on cash limited budgets.	20%	Council unable to balance budget. Council unable to meet statutory duties and deliver reforms. External care market becomes unsustainable	Consider options for shared services and opportunities for flexible use of new funding streams.	5	4	20	Robust budgetary control mechanisms. Member led priority based budgeting and financial planning.	5	3	15	Participate in financial modelling exercises to challenge government assumptions and support lobbying for resource. Actively participate in system transformation planning with Health.	Head of Social Care	Director of Adult Services	Ongoing	Organisational Resilience	
		5d	Further devolution of services and increased partnership working.	10%	Increased financial risk.		5	4	20	Effective relationships with partners / external agencies.	4	3	12	Ensure robust governance arrangements are in place for new working arrangements.	Head of Services	Director of Governance and Partnerships	Ongoing	Organisational Resilience	

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		5e	Unmanageable level of insurance claims relating to historic abuse / negligence in children's social care.	10%	Unplanned overspends.		5	4	20	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.	Head of Social Care	Director of Children's Services	Ongoing	Organisational Resilience	
Overall Nett Risk Score											13.0								
6	Unsustainable Local Economy / Increased Deprivation.	6a	Increased deprivation and unemployment.	40%	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.					Head of Property Services
		6b	Lack of good quality affordable housing.	30%	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	
										Regulation of private sector / link with RSLs.				Lobby for changes to the Housing Benefits Act to enable a local policy to be set.					
										Creation of Blackpool Housing Company to help transform private sector housing.									
										Expansion of affordable housing programme.									
		6c	Lack of appropriate transport infrastructure.	15%	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	
										Investment in the public transport infrastructure.				Strategic Head of Development					Director of Place
		6d	Lack of Educational attainment / appropriate training to suit the economy.	15%		Schools Improvement Funding.	5	4	20	School Improvement Board in place.	4	4	16	Continuous review of educational attainment to improve results.	Head of Schools, Standards and Effectiveness	Director of Children's Services	Ongoing	Communities and Economy	
										Ongoing work with training providers to ensure that training offers meets Blackpool's needs.									
Overall Nett Risk Score											12.6								
7	Ineffective Governance	7a	Non-compliance with statutory requirements and internal procedures.	60%	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 Democratic Governance	Director of Governance and Partnerships	Ongoing	Organisational Resilience	
										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.									
		7b	Lack of effective risk management embedded across the Council.	20%	Ineffective decision making.	Potential to make savings through effectively managing risks and reviewing the insurance programme on an annual basis.	5	4	20	Risk management framework and toolkit in place.	4	3	12	Ensure each risk management group is working effectively, is adequately represented and chaired, and following the requirements of the risk management framework.	Chief Internal Auditor	Director of Resources	Ongoing	Organisational Resilience	
										Service and strategic level risk registers in place.									
7c	Increased risk of fraud.	10%	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.	10%	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. Data risk assessments.	4	3	12	Ensure documents and equipment are disposed of appropriately as part of the programme of office moves. Promotion and adoption of data risk assessments. Implement the requirements of the General Data Protection Regulations. Continued development of robust processes regarding starters / leavers and retrieval of kit.	Head of Legal / Head of ICT	Director of Governance and Partnerships / Director of Resources	Ongoing	Organisational Resilience	
Overall Nett Risk Score											12.3								
8	Reputational Damage	8a	Visitors negative image of Blackpool.	40%	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. Community Safety Team in place.	4	3	12	Promote a positive image of Blackpool to encourage private sector investment in the tourism industry. Continue to explore retail and leisure opportunities to improve the offer available in Blackpool. Continue enforcement activity to reduce the number of beggars and street drinking evident in the town.	Head of Visitor Economy Strategic Head of Growing Places Head of Public Protection	Director of Place Director of Community and Environmental	Ongoing	Communities and Economy	
		8b	Residents negative image of Blackpool.	40%	Lack of investment due to poor image of Blackpool. Lack of partner engagement. Loss of community support.	Potential to attract external investment to Blackpool. Generate local pride in Blackpool.	4	4	16	Different methods of engagement used. Increased use of new communication channels such as social media and newsletters. Increased commitment to one brand for the Blackpool resident.	4	3	12	Finalise and implement the new framework for community engagement. Ensure that all Council services follow the corporate brand guidelines to ensure that customers are clear that they are receiving a service from the Council. Explore the potential of shared services for communications with other public sector bodies in Blackpool.	Community Engagement Team Head of Corporate Delivery Unit	Director of Public Health Chief Executive	Ongoing	Communities and Economy	
Overall Nett Risk Score											12.0								

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9	Inability to Respond to a Major Incident.	9a	Reduced capacity across the Council to respond to an emergency.	60%	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.	3	4	12	Implement the shared service arrangement for the delivery of an emergency planning service.	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.	40%	Trauma faced by families and work colleagues.		5	4	20	Emergency response group in place to provide humanitarian support in a major emergency.	3	4	12	Maintain the number of volunteers on the emergency response group at adequate levels and attend the Lancashire Resilience Forum Humanitarian Assistance Group.	Service Manager Adult Care and Support	Director of Adult Services	Ongoing	Communities and Economy	
Overall Nett Risk Score											12.0								