

Strategic Risk Register Progress Report

Strategic Risk: Lack of Resilience

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	I	L	NS	I	L	NS			
8	Lack of Resilience	8a	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	3	12	Improved succession planning across the Council.		Head of HR	Chief Executive	March 2019	Organisational Resilience
					Unable to recruit into difficult to recruit roles.	Change organisational structure / increase joint working arrangements to deliver services with reduced resource.	Annual IPA system linked to learning and development needs.			Full employee survey to be undertaken.			Head of HR	Chief Executive	March 2019	Organisational Resilience					
					Loss of corporate memory.	Workforce Strategy in place.			Explore the potential of building capacity in front line social care roles through the Health and Social Care Academy.			Head of Adult Care and Support	Director of Adult Services	March 2019	Organisational Resilience						
					Launch of new jobs portal and new preferred agency in place.			Business planning process links to resource requirements with planned objectives and outcomes.			Leadership survey undertaken and charter in place.			Promotion of the apprenticeship levy across the Council.							
					Manage relationships with the Trade Unions in order to embrace employee change.			A package of health and wellbeing support in place including an annual health check survey for social workers.			Transition / handover and leavers checklist in place.			A promotion of the apprenticeship levy across the Council.							
					Targeted marketing campaigns in place for difficult to recruit to posts, new Next Step Blackpool portal developed.			Leadership survey undertaken and charter in place.			A promotion of the apprenticeship levy across the Council.			A promotion of the apprenticeship levy across the Council.							
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Appendix 3(a)

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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	I	L	NS				
8	Lack of Resilience	8b	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.		4	3	12	Delivery and implementation of the current Council Plan. Development of timeline and process in place for refreshed Council Plan (post 2019).	Head of Delivery and Performance	Director of Strategy	October 2018	Communities and Economy

Appendix 3(a)

Strategic Risk Register Progress Report

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					
8	Lack of Resilience	8c	Lack of individual resilience to work in a changing environment.	20%	Workplace stress. Decreased staff morale.	Motivated workforce.	4	4	16	Arrangements for managing work related pressure, supported by an online stress work tool, iPool module and face to face training.	4	3	12	Results of the Leadership Survey to be reported and action plans developed.	Head of HR	Chief Executive	June 2018	Organisational Resilience
										A range of training courses in place to help build individual resilience skills.				Development of systems and processes to improve attendance management.	Head of HR	Chief Executive	March 2019	Organisational Resilience
										Absence management procedures in place.				Employee survey to be developed and undertaken.	Head of HR	Chief Executive	March 2019	Organisational Resilience
										Leadership Charter and survey conducted to ensure employees are well led.				Upskill the workforce in key areas such as project management.	Head of HR	Chief Executive	March 2019	Organisational Resilience
										Annual staff conference and awards ceremony.								
										Workforce planning iPool module in place.								
										Workforce Strategy in place.								
										Change management e-learning package in place.								
										Access to an employee assistance programme.								
											Overall Nett Risk Score			12.0				

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Sub-Risk: Lack of capacity to deliver Council services (weighting 50%)	Gross Risk Score	Nett Risk Score
	20	12
<i>Risk Score in 2017/18</i>	20	16

Risk Owner: Chief Executive / Director of Adult Services**Existing Controls in Place:**

- Development programmes implemented such as coaching, mentoring and aspiring managers programme.
- Annual IPA system linked to learning and development needs.
- Workforce Strategy in place.
- Launch of new jobs portal and new preferred agency in place.
- Manage relationships with the Trade Unions in order to embrace employee change.
- Targeted marketing campaigns in place for difficult to recruit to posts, new Next Step Blackpool portal developed.
- Business planning process links to resource requirements with planned objectives and outcomes.
- Leadership survey undertaken and charter in place.
- Promotion of the apprenticeship levy across the Council.
- A package of health and wellbeing support in place including an annual health check survey for social workers.
- Transition / handover and leavers checklist in place.

Progress on new controls:

Control	Risk Manager	Current Position	Outcomes / Results
Improved succession planning across the Council. (Target Date: March 2019)	Head of HR	<ul style="list-style-type: none"> • At a strategic level steps are being taken to implement appropriate succession measures. The Corporate Leadership Team are aware of the areas of the greatest risk and will review structures as appropriate to ensure the right levels of skills are in place to facilitate effective succession arrangements. • Better use of expertise in the wholly owned companies and wider partnerships is also being utilised to increase resilience. • A Workforce Strategy is in place and this is underpinned by individual succession 	<ul style="list-style-type: none"> • The removal of layers of senior managers across the Council has ensured that the Corporate Leadership Team are closer to operational activity therefore improving customer service in a number of areas. • Increased numbers of qualified staff in high risk areas such as social worker evidenced by an average

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		<p>planning by service areas utilising the Individual Performance Appraisal process (IPA).</p> <ul style="list-style-type: none"> • The greatest area of risk relates to roles which require technical skills. Options which are being used to address this include increased use of the apprenticeship scheme (including graduate level) and combining services together to increase resilience such as merging the Communications and Marketing Team with Visit Blackpool. • A Leadership Charter and survey are also in place to measure current leadership performance/capacity the results of which are analysed and acted upon. 	<p>vacancy rate this year of less than 8% which compares very favourably nationally.</p> <ul style="list-style-type: none"> • Increased resilience across Council services and its broader partnerships and wholly owned companies. • Good results from the Leadership survey undertaken in 2017/18.
Full employee survey to be undertaken. (Target Date: March 2019)	Head of HR	<ul style="list-style-type: none"> • The preparation of the survey is almost complete and it will be shared with the Corporate Leadership Team for final approval during October 2018. 	<ul style="list-style-type: none"> • The results of the employee survey will help inform the health and wellbeing of our employees together with levels of motivation/morale. This will enable us to review health and wellbeing initiatives and to consider/respond to any changes which may be proposed relating to policies, procedures, reward and recognition. • In actioning the above we will have greater insight into recruit and retention across the Council.
Explore the potential of building capacity in front line social care	Head of Adult Care and Support	<ul style="list-style-type: none"> • The Health and Social Care Career Academy had its formal launch in April 2018, and now 	<ul style="list-style-type: none"> • There has been good engagement from all

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<p>roles through the Health and Social Care Academy.</p> <p>(Target Date: March 2019)</p>	<ul style="list-style-type: none"> • has a new visible base on the ground floor of No.1 Bickerstaffe Square. • Website development and publicity programme are underway. • The website contains recruitment and training portals, as well as information showing health and social care careers as a positive choice. The website can be found at www.hscacademy.org.uk. 	<ul style="list-style-type: none"> • partners, which is being built on. • While it is still early for full outcomes to be reported, an introductory course on Health Care work saw 18 of the 21 students offered jobs through an interview process at the end of the course.
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Sub-Risk: Over reliance on public sector services (weighting 30%)	Gross Risk Score	Nett Risk Score
	20	12
	<i>Risk Score in 2017/18</i>	20
Risk Owner: Director of Strategy / Director of Public Health		
Existing Controls in Place: <ul style="list-style-type: none"> • Five Year Council Plan in place. • Refreshed three year business planning cycle developed. • The Fairness Commission has succeeded in making Blackpool a Fairtrade Town and achieving Dementia Friendly town status through focused work within communities. • Blackpool Youth Council held a Youth Summit bringing together the Youth of Blackpool to discuss the issues brought up through their consultation program which saw feedback from approximately 4,000 young people across Blackpool. • Engagement with the Armed Forces communities through key activities throughout Armed Forces week, additional support with housing and work issues, and dedicated support through the Armed Forces email address. • Integration 2020 project, which involves multi-agency working to encourage connecting people and organisations in a coordinated approach to solution focused community engagement and development, in order to improve people's health and wellbeing. • Work being undertaken to encourage and support greater levels of community engagement and development in neighbourhoods, pushing health and social care services to consider factors that influence people's health and wellbeing beyond the medical model of intervention. 		

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Progress on new controls:			
Control	Risk Manager	Current Position	Outcomes / Results
Delivery and implementation of the current Council Plan. Development of timeline and process in place for refreshed Council Plan (post 2019). (Target Date: October 2018)	Head of Delivery and Performance	<ul style="list-style-type: none"> • The Council Plan has been reviewed and the first draft is out for consultation with key partners. • The Council Plan is on schedule to be approved by the Executive in December therefore ensuring that it is ready for 2019 onwards. • There are a number of initiatives which link to the Council Plan specifically aimed at reducing reliance on public services. Examples including moving to Community Hub model in Children's Services and initiatives to ensure the sustainability of projects currently funded by the Big Lottery Fund. • There are also lessons which can be learned by the Council which are key elements of the Big Lottery Funded projects. An example would be the co-producing of services where we design what we do, how we deliver it and where it is delivered from based on input from professionals and the people we want to help. 	<ul style="list-style-type: none"> • The Council Plan provides an expression of the Council's strategic intent and purpose. • The priorities and actions identified in the plan form a key part in service decisions for the budget setting process. • The delivery of robust support mechanism which enable Blackpool residents increasing support themselves thus reducing reliance on public services.
Refined performance management framework in place to ensure adequacy of internal service provision. (Target Date: August 2018)	Head of Delivery and Performance	<ul style="list-style-type: none"> • A headline Performance Management Framework is now in place for the Council with reporting of the key performance indicators to the Corporate Leadership Team on a quarterly basis. • A Performance Management Framework has also been developed for the Council's wholly owned companies which are managed through the Shareholders Advisory Board. 	<ul style="list-style-type: none"> • Enables high level performance monitoring of the Council and its companies.

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<p>Deliver the former CLC (@theGrange) to relaunch the centre and engage the community through a fun day event.</p> <p>(Target Date: April 2018)</p>	<p>Community Engagement and Partnership Manager</p>	<ul style="list-style-type: none"> • The new community centre opened on its doors on Monday 12th March 2018. • A Family Fun day was held on Saturday 14th April to formally launch the centre and over 1,500 people attended the event. • A User Group and Development Group have been established to ensure continued/further development. • A range of activities and events regularly take place at the centre. 	<ul style="list-style-type: none"> • Every opportunity to engage with the community is taken. • Since opening 476 people have been consulted with. • 52 organisations are fully involved with the centre. • In quarter 1, Volunteers have completed 3,274 volunteering hours. • Funding (£17,500 in Q1) has been secured by the Development Manager to deliver events/activities.
<p>A resident's survey to be undertaken.</p> <p>(Target Date: July 2018)</p>	<p>Community Engagement and Partnership Manager</p>	<ul style="list-style-type: none"> • The resident's survey is now complete. • Data analysis is underway and will be reported to the Corporate Leadership Team once concluded. 	<ul style="list-style-type: none"> • It is difficult to comment on outcomes at this stage until the results of the survey have been analysed.

Sub-Risk: Lack of individual resilience to work in a changing environment (weighting 20%)	Gross Risk Score	Nett Risk Score
	16	12
<i>Risk Score in 2017/18</i>	16	12

Risk Owner: Chief Executive

Existing Controls in Place:

- Arrangements for managing work related pressure, supported by an online stress work tool, iPool module and face to face training.
- A range of training courses in place to help build resilience skills.
- Absence management procedures in place.
- Leadership Charter and survey conducted to ensure employees are well led.
- Annual staff conference and awards ceremony.
- Workforce planning iPool module in place.

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<ul style="list-style-type: none"> • Workforce Strategy in place. • Change management e-learning package in place. • Access to an employee assistance programme. 			
Progress on new controls:			
Control	Risk Manager	Current Position	Outcomes / Results
Results of the Leadership Survey to be reported and action plans developed. (Target Date: June 2018)	Head of HR	<ul style="list-style-type: none"> • The 2018/19 Leadership survey has been undertaken and 856 employees responded. • The results have been analysed at both Council and Directorate level. • Reports are currently being prepared to be taken to and shared with the Corporate Leadership Team. 	<ul style="list-style-type: none"> • The results of the Leadership survey will help inform any future leadership development programme and will also enable Directorate Managers to consider any local actions which they may wish to take to further improve Leadership and Management. • Having a well led workforce will support health and wellbeing, resilience, motivation, morale and retention.
Development of systems and processes to improve attendance management. (Target Date: March 2019)	Head of HR	<ul style="list-style-type: none"> • The form for Managers to refer employees to Occupational Health has been reviewed/improved and work is underway to develop a Managers portal between Managers and Occupational Health to automate this process leading to improvements in the quality of referrals and therefore referral outcomes. • Recruit to an Invest to Save Attendance Officer post is underway to support Managers to improve compliance with the Attendance Policy. • Research is underway to consider the 	<ul style="list-style-type: none"> • All improvements to systems and processes will ensure employees are supported to maintain their health and wellbeing thereby enabling them to attend work.

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		<p>procurement of an Attendance Management system which will improve absence recording and monitoring. This would be a significant piece of work to ensure a smooth implementation so the lead time will be fairly lengthy. In the interim the Invest to Save post will undertake this activity manually.</p> <ul style="list-style-type: none"> • A Corporate Health and Wellbeing group has been established chaired by the Director of Public Health with a senior representative from each Directorate in attendance. • A network of Council wide Health Champions has been established 	
Employee survey to be developed and undertaken. (Target Date: March 2019)	Head of HR	<ul style="list-style-type: none"> • See previous comments. 	<ul style="list-style-type: none"> • See previous comments.
Upskill the workforce in key areas such as project management. (Target Date: March 2019)	Head of HR	<ul style="list-style-type: none"> • Access to Project Management Apprenticeships through the apprenticeship levy is being promoted. 	<ul style="list-style-type: none"> • Improvements in project management leading to delivery of successful outcomes within resource constraints.