## **Strategic Risk: Reputational Damage**

Reputational Damage	9a	Visitors negative image	50%	Local economy	Growth in the visitor	4 5	20 Identification of potential external	4 3	3 12	Promote a positive image of Blackpool	Head of Visitor	Director of	March 2019	Economy
		of Blackpool.		'	economy market.		funding streams to assist with the			to encourage private sector investment	Economy	Communications		,
		·		reduced jobs.	,		tourism offer for Blackpool.			in the tourism industry. A refreshed	,	and		
				,			· ·			Destination Management Plan from		Regeneration		
										April 2018 will support this.				
							Community Safety Team in place.			Commission a survey in peoples	Growth and	Director of	March 2020	Economy
										attitudes towards Blackpool to help	Prosperity	Communications		
										inform future marketing strategies.	Programme Director	and		
												Regeneration		
				Inability to underwrite			Successful events programme			Reshape the illuminations show and	Head of Visitor	Director of	March 2020	Economy
				tourism initiatives due			including the illuminations.			how this is funded to increase	Economy	Communications		·
				to reduced resources.						sustainability.		and		
										·		Regeneration		
							Advertising campaigns possible			Continue enforcement activity to	Head of Public	Director of	March 2019	Economy
							through strong links with partners			reduce the number of beggars and	Protection	Community and		
							across Blackpool.			street drinking evident in the town.		Environmental		
							·			·		Services		
	9b	Residents negative	50%	Lack of investment due	Potential to attract	4 4	16 Increased use of new communication	4 3	3 12	Full implementation of the Corporate	Head of	Director of	March 2019	Communities
		image of Blackpool.		to poor image of	external investment to		channels such as social media and			Communications Peer Review	Communications	Communications		
				1 '	Blackpool.		newsletters.			recommendations.		and		
				'	'							Regeneration		
				Lack of partner	Generate local pride in		Increased commitment to one brand			Review the funding strategy for a	Head of Economic	Director of	March 2019	Communities
				engagement.	Blackpool.		for the Blackpool resident.			potential museum in Blackpool to share	Development	Communications		
					'		,			heritage and foster local pride.	'	and		
												Regeneration		
							Overell Nett Diel Coore	1'	١٨			_		
							Overall Nett Risk Score	14	2.0					

Sub-Risk: Visitors negative image of Blackpool	Gross Risk	Nett Risk
(weighting 50%)	Score	Score
(weighting 50%)	20	12
Risk Score in 2017/18	16	12

### Risk Owner: Director of Communications and Regeneration / Director of Community and Environmental Services

#### **Existing Controls in Place:**

- Identification of potential external funding streams to assist with the tourism offer for Blackpool.
- Community Safety Team in place.
- Successful event programme including the Illuminations.
- Advertising campaigns possible through strong links with partners across Blackpool.

#### **Actions:**

Actions.							
Actions	Risk Manager	Current Position	Outcomes / Results				
Promote a positive image of Blackpool to encourage private sector investment in the tourism industry. A refreshed Destination Management Plan to be published in March 2019 will support this.	Head of Tourism and Communication	<ul> <li>A Destination Management Plan is in draft form and will be taken to the Corporate Leadership Team for consideration.</li> </ul>	<ul> <li>Visitor satisfaction is measured through a survey three times a year. The results from this show that visitor satisfaction is usually over 90%.</li> </ul>				
(Target Date: March 2019)							
Commission a survey in people's attitudes towards Blackpool to help inform future marketing strategies.  (Target Date: March 2020)	Growth and Prosperity Programme Director	<ul> <li>A gap that was identified was that the Council did not survey people who did not visit Blackpool.</li> <li>Therefore, a marketing company were appointed who carried out a piece of work to understand people's attitudes to Blackpool.</li> </ul>	<ul> <li>The output of the exercise will be used to develop a robust marketing strategy for Blackpool.</li> </ul>				

# Appendix 4(a)

# **Strategic Risk Register Progress Report**

		The data collected as part of this exercise will be used to develop future marketing strategies.	
Reshape Illuminations show and how this is funded to increase sustainability.  (Target Date: March 2020)	Head of Tourism and Communication	<ul> <li>It is recognised that there is a need to make the Illuminations sustainable.</li> <li>A number of options are being considered including funding models and also the potential modernisation of the Illuminations.</li> <li>A consultation exercise is planned to take place to identify what people want from the Illuminations and to understand the scope for maintaining the tradition / nostalgia or modernisation of the show.</li> </ul>	The identification of a sustainable model of delivery.
Continue enforcement activity to reduce the number of beggars and street drinking evident in the town.  (Target Date: March 2019)	Head of Public Protection	<ul> <li>Through the hard work of the Trading Standards Team the Council recovers Proceeds of Crime money which is reinvested in crime reduction initiatives.</li> <li>This money is being invested in funding for two dedicated town centre police officers who should be in post this financial year.</li> <li>The police officers will work with the Public Protection Team and other key services and partner agencies to take a multi-agency approach to tackling the issues.</li> </ul>	<ul> <li>A multi-agency approach to reducing anti-social behaviour in the town centre.</li> </ul>

Sub-Risk: Residents negative image of Blackpool	<b>Gross Risk</b>	Nett Risk
(weighting 50%)	Score	Score
(Weighting 50%)	16	12
Risk Score in 2017/18	16	12

### **Risk Owner: Director of Communications and Regeneration**

### **Existing Controls in Place:**

- Increased use of new communication channels such as social media and newsletters.
- Increased commitment to one brand for the Blackpool resident.

#### **Actions:**

Actions	Risk Manager	Current Position	Outcomes / Results				
Full implementation of the Corporate Communications Peer	Head of Tourism and Communication	<ul> <li>Key changes have taken place including the appointment of a Director responsible for</li> </ul>	<ul> <li>A residents survey has been undertaken and the results</li> </ul>				
Review recommendations.		communications and a revised structure for delivering the service.	of this will be used to inform future plans in terms of				
(Target Date: March 2019)		The delivery of further actions identified in	communications.				
		the review needs to be undertaken however these are restricted in part due to	<ul> <li>The implementation of the recommendations from the</li> </ul>				
		the resource available.	peer review will help ensure that the Council has a robust				
			approach to communication.				
Review the funding strategy for a potential museum in Blackpool to	Head of Economic  Development	<ul> <li>All funding applications for the project have been submitted.</li> </ul>	<ul> <li>Successful funding bids will contribute to the delivery of</li> </ul>				
share heritage and foster local	Bevelopment	The outcome of these applications will be	a Blackpool museum.				
pride.		known by the end of the calendar year which will determine the future of the					
(Target Date: March 2019)		museum.					