

Strategic Risk Register Progress Report

APPENDIX 4(a)

Strategic Risk: Failure To Keep People Safe

No	Risk	Sub No.	Sub-Risk	% Overall Weighting	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigation	Nett Risk Score			Further Actions	Risk Manager	CLT Risk Owner	Target Date	Council Priority
							I	L	GS		I	L	NS					
5	Failure to Keep People Safe	5a	Death or injury to a member of staff.	25%	Trauma for family, colleagues and victim.	Creation of a safe working environment.	5	4	20	Full suite of health and safety arrangements and guidance notes available on the Hub.	5	3	15	Review the health and safety audit programme to increase visibility of the process and buy-in to the recommendations.	Head of Audit and Risk	Director of Resources	March 2020	Organisational Resilience
					Corporate manslaughter changes, prosecution with unlimited fines and potential prison sentences for those in control.	Safe and useable property portfolio in place.				Production of an Annual Health and Safety Report with recommendations outlining actions which CLT need to undertake to further embed health and safety.				Consider the potential of introducing an integrated health and safety IT system to enable the efficient reporting of accidents, recording of risk assessments and improving the functionality of the corporate warning register.	Head of Audit and Risk	Director of Resources	March 2021	
					Civil compensation claims.				Programme of health and safety management system audits in place.				A process to undertake property compliance audits at the Council's wholly owned companies to be implemented.	Head of Property Services	Director of Resources	September 2019		
					Reputational damage.				A structure of health and safety committee meetings are in place.									
									Suite of health and safety training available for all employees.									
									Team of qualified health and safety advisors in post to advise managers to discharge their duties.									
									In house Occupational Health team and Employee Assistant Programme in place.									
									A Compliance Officer for statutory property inspections is in post.									
		5b	Death, serious injury or harm of a vulnerable adult / child.	25%	Inspection failure (Ofsted / CCQ).	Continuous Improvement Plan.	5	4	20	Safeguarding processes and procedures in place including regular audit.	5	3	15	Senior management audits of safeguarding processes.	Heads of Services (Adult Services)	Director of Adult Services	March 2020	Communities
					Trauma for family and victim.				Pan-Lancashire Multi Agency Adult Safeguarding Polices and Procedures (Tri-X) in place.				Deliver the improvement identified in the recent OFSTED report.	Heads of Service	Director of Children's Services	March 2020		
					Potential criminal charges for staff involved.				Robust supervision, training and personal development for social workers and managers.									
					Significant liability claim received.				Contract monitoring and quality assurance procedures in place for commissioned services.									

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							I	L	GS	I	L	NS								
		Sc	Death or injury to a member of the public.	25%	Trauma for family and victim.	A safe environment for residents to enjoy.	5	4	20	All trees in the borough are inspected and a programme of works is in place to protect against dangerous trees caused by storm damage or disease.	5	3	15	Develop a specific tree care team and implement the work programme to reduce risks associated with trees.	Chief Operating Officer	Director of Community and Environmental Services	March 2020	Communities		
					Civil compensation claims.				Documented site inspection regimes for playgrounds and sporting areas.				Explore options for electronic monitoring system for playgrounds.	Chief Operating Officer	Director of Community and Environmental	March 2020				
					Reputational damage.				Daily checks of life saving equipment on the promenade undertaken by the Beach Patrol Service.				Consider surveillance 24/7 and include electronic maintenance for life saving equipment in situ on the promenade.	Head of Tourism and Communication	Director of Communication and Regeneration	March 2020				
									Health and Safety Management framework in place covering risks assessments, safe system of work, accident incidents reporting and investigations for public facilities such as Leisure Centres.											
									Council drivers assessed for driving competency and a programme of driving licence checks is in place.											
									Enforcement activity relating to shop signage and swimming pools safety prioritised in the Public Protection business plan.											
		Sd	Residents do not feel safe in their communities.	25%	Inadequate funding available to deliver crime reduction projects.	Residents feel safe in their communities and the town centre.	4	4	16	Secure external funding bids for community safety projects.	4	3	12	Prepare and implement a cost effective business case for the relocation and modernisation of the CCTV service.	Head of Community Safety Strategy	Director of Public Health	July 2019	Communities		
					Increased anti-social behaviour across communities.				Multi agency response to close/restrict, enforce and curtail problematic HMO's.				Continue to increase numbers accessing drug and alcohol services at an earlier stage and sustaining a positive outcome.	Head of Community Safety Strategy	Director of Public Health	March 2020				
					Inability to relocate the CCTV from its current location at the former Police Station.				Community involvement providing ownership of parks and green spaces.											
					Increased incidents of crime and antisocial behaviour in parks and green spaces.				Joint working arrangements in place between the Council and the Police.											
									Funding provided for Police Officers dedicated to working in the Town Centre to tackle issues such as anti-social behaviour and begging.											
									Community Safety Team in place.											
Overall Nett Risk Score											14.25									

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Sub-Risk: Death or injury to a member of staff (weighting 25%)	Gross Risk Score	Nett Risk Score	
	20	15	
<i>Risk Score in 2018/2019</i>	25	15	
Risk Owner: Director of Resources			
Existing Controls in Place:			
<ul style="list-style-type: none"> Full suite of health and safety arrangements and guidance notes available on the Hub. Production of an Annual Health and Safety Report with recommendations outlining actions which CLT need to undertake to further embed health and safety. Programme of health and safety management system audits in place. A structure of health and safety committee meetings are in place. Suite of health and safety training available for all employees. Team of qualified health and safety advisors in post to advise managers to discharge their duties. In house Occupational Health team and Employee Assistant Programme in place. A Compliance Officer for statutory property inspections is in post. 			
Actions:			
Actions	Risk Manager	Current Position	Outcomes / Results
Review the health and safety audit programme to increase visibility of the process, and buy-in to the recommendations. (Target Date: March 2020)	Head of Audit and Risk	<ul style="list-style-type: none"> The Corporate Leadership Team are now advised of the proposed health and safety audit plan at the beginning of each financial year. General health and safety management and fire safety have been combined into one audit template to enable greater coverage. All reports are now reviewed and issued by the Head of Audit and Risk to ensure consistency. All reports are now issued to the Service Manager, Head of Service, relevant director and the Director of Resources (who has 	<ul style="list-style-type: none"> Greater visibility, transparency and oversight of the health and safety audit process.

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		delegated responsibility for health and safety).	
<p>Consider the potential of introducing an integrated health and safety IT system to enable the efficient reporting of accidents, recording of risk assessments and improving the functionality of the corporate warning register.</p> <p>(Target Date: March 2021)</p>	Head of Audit and Risk	<ul style="list-style-type: none"> • Options are currently being considered by the Health and Safety Team. One such option is to seek functionality in the new HR, payroll and finance system which is currently being scoped prior to a tender exercise being undertaken. • There are a number of bespoke health and safety systems available in the market and the benefits of these are currently being considered. • A cross-directorate task and finish group has been set up to review the functionality of the corporate warning register and look at what improvements can be made. 	<ul style="list-style-type: none"> • Increased efficiency for managing health and safety across all services.
<p>A process to undertake property compliance audits at the Council's wholly owned companies to be implemented.</p> <p>(Target Date: September 2019)</p>	Head of Property Services	<ul style="list-style-type: none"> • Property Services have developed a methodology for undertaking compliance audits with the Council's wholly owned companies. • The delivery of the compliance programme has been hindered due to a lack of resource, however it has now been agreed that the Fire Safety Advisor (currently in the Health and Safety Team) will transfer to Property Services on a permanent basis and will help deliver the audit programme. 	<ul style="list-style-type: none"> • Increased assurance for the Council that properties managed by our wholly owned companies are safe.

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Sub-Risk: Death, serious injury or harm of a vulnerable adult/child. (weighting 25%)		Gross Risk Score	Nett Risk Score
		20	15
		<i>Risk Score in 2018/2019</i>	15
Risk Owner: Director of Adult Services / Director of Children’s Services			
Existing Controls in Place:			
<ul style="list-style-type: none"> • Safeguarding processes and procedures in place including regular audit. • Pan-Lancashire Multi Agency Adult Safeguarding Policies and Procedures (Tri-X) in place. • Robust supervision, training and personal development for social workers and managers. • Contract monitoring and quality assurance procedures in place for commissioned services. 			
Actions:			
Actions	Risk Manager	Current Position	Outcomes / Results
Senior management audits of safeguarding processes. (Target Date: March 2020)	Heads of Services (Adult Services)	<ul style="list-style-type: none"> • Four members of SMT met in September to go through the proposed audit form and have made some suggestions and improvements, whilst also qualitatively reviewing a small number of the cases which have progressed to Further Enquiries (i.e. full safeguarding processes). • The next meeting will be in December, when they will start to use the updated qualitative audit form to complete an in-depth review of 3 - 4 cases each quarter. The audit form is a more intensive look at areas such as recording standards, working in partnership, and making safeguarding personal, as well as ensuring processes have been followed. 	<ul style="list-style-type: none"> • Outcomes will be fed back to relevant practitioners where there are particular areas of either good practice or significant concern. Themes which arise will be addressed through the Safeguarding Leads meeting, in order to improve practice across the teams. • These audits are designed to complement the peer audits completed by staff on a quarterly basis, which give higher numbers of returns and a good general overview of practice.

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Deliver the improvement identified in the recent OFSTED report. (Target Date: March 2020)	Heads of Services (Children’s Services)	<ul style="list-style-type: none"> • A robust improvement plan is in place which is being supported by the Council’s partners. • The Commissioner is satisfied that at this stage an alternative delivery model is not required for Children’s Services. • Department for Education support is being provided to the Council via the Partners in Practice forum. • The key risks to effective delivery of the improvement plan include the ability to recruit, and financial risks. 	<ul style="list-style-type: none"> • Audit activity is evidencing a steady improvement in practice. • OFSTED’s first monitoring visit has identified improvement in delivery.
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Sub-Risk: Death or injury to a member of the public (weighting 25%)	Gross Risk Score	Nett Risk Score
	20	15
<i>Risk Score in 2018/2019</i>	25	15
Risk Owner: Director of Community and Environmental Services / Director of Communication and Regeneration		
Existing Controls in Place:		
<ul style="list-style-type: none"> • All trees in the borough are inspected and a programme of works is in place to protect against dangerous trees caused by storm damage or disease. • Documented site inspection regimes for playgrounds and sporting areas. • Daily checks of life saving equipment on the promenade undertaken by the Beach Patrol Service. • Health and Safety Management framework in place covering risks assessments, safe system of work, accident / incident reporting and investigations for public facilities such as Leisure Centres. • Council drivers assessed for driving competency and a programme of driving licence checks is in place. • Enforcement activity relating to shop signage and swimming pools safety prioritised in the Public Protection business plan. 		
Actions:		
Actions	Risk Manager	Current Position
Outcomes / Results		

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<p>Develop a specific tree care team and implement the work programme to reduce risks associated with trees.</p> <p>(Target Date: March 2020)</p>	<p>Head of Leisure, Parks and Catering</p>	<ul style="list-style-type: none"> • The Parks Services Manager is currently developing a proactive work plan for the tree gang to ensure a planned and documented approach to tree maintenance and management. • A new 30 hour per week post funded by Highways has recently been filled to ensure maintenance of highway trees on a proactive basis. 	<ul style="list-style-type: none"> • Proactive, planned approach ensure risks associated with trees is reduced.
<p>Explore options for electronic monitoring system for playgrounds.</p> <p>(Target Date: March 2020)</p>	<p>Head of Leisure, Parks and Catering</p>	<ul style="list-style-type: none"> • Demo meetings with potential software companies scheduled for November, involving ICT, procurement and health and safety. 	<ul style="list-style-type: none"> • More robust record keeping relating to playground maintenance.
<p>Consider surveillance 24/7 and include electronic maintenance for life saving equipment in situ on the promenade.</p> <p>(Target Date: March 2020)</p>	<p>Head of Tourism and Communication</p>	<ul style="list-style-type: none"> • A Beach Patrol Team is employed all year round and is supplemented by additional staffing in the summer season where risks increase. • Look out points are in place north and south and plans are being considered to introduce a look out point in the central area. • The team are equipped with a range of equipment, including quad bikes, to help them respond quickly. • Lifesaving equipment is subject to a regular and frequent inspection regime by the team. The implementation of an electronic system has not been pursued at this stage due to the high risk of the equipment / cables etc. being stolen due to their low-lying location. • A range of health and safety risk assessments are in place and these are 	<ul style="list-style-type: none"> • Beach Patrol prepare an Annual Report which enables the prevalence of incidents to be monitored.

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		further reviewed and enhanced for individual events that take place.		
Sub-Risk: Residents do not feel safe in their communities (weighting 25%)			Gross Risk Score	Nett Risk Score
			16	12
<i>Risk Score in 2018/2019</i>			n/a	n/a
Risk Owner: Director of Public Health / Director of Community and Environmental Services				
Existing Controls in Place:				
<ul style="list-style-type: none"> • Secure external funding bids for community safety projects. • Multi agency response to close/restrict, enforce and curtail problematic HMO's. • Community involvement providing ownership of parks and green spaces. • Joint working arrangements in place between the Council and the Police. • Funding provided for Police Officers dedicated to working in the Town Centre to tackle issues such as anti-social behaviour and begging. • Community Safety Team in place. 				
Actions:				
Actions	Risk Manager	Current Position	Outcomes / Results	
Prepare and implement a cost effective business case for the relocation and modernisation of the CCTV service. (Target Date: July 2019)	Director of Community and Environmental Services	<ul style="list-style-type: none"> • Responsibility for CCTV has now transferred to the Director of Community and Environmental Services who will be entering into discussions with partner agencies about funding an improved CCTV function. • Once these discussions have been held a business case setting out the feasibility of modernising the system will be prepared. 	<ul style="list-style-type: none"> • Fit for purpose CCTV system implemented. 	
Continue to increase numbers accessing drug and alcohol services at an earlier stage and sustaining a positive outcome. (Target Date: March 2020)	Director of Public Health	<ul style="list-style-type: none"> • Public Health are in the process of preparing a Drug Strategy and an Alcohol Strategy which will inform the actions which need to be taken to address this risk. 	<ul style="list-style-type: none"> • Less drug and alcohol abuse / addiction in the town. 	