

APPENDIX 3(a)

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								
1	Sustainability of the Council	1a	Insufficient funding to deliver services.	30%	Insufficient capacity to deliver stretched budget savings plans, income recovery and external funding applications.	Income generation opportunities.	5	5	25	Medium Term Financial Sustainability Strategy in Place.	5	4	20	Ongoing financial modelling to assess the impact of funding cuts particularly given the level of uncertainty beyond 2021/22 such as the review of the Fair Funding Formula, Business Rate Retention and New Homes Bonus.	Chief Accountant	Director of Resources	March 2022	Organisational Resilience		
					Unplanned overspends for a variety of reasons including demographic pressures, political and /or economic factors such as interest rate rises.	Partnership working.				Statutory requirement to balance the budget.										
					Erosion of working balances and earmarked reserves.	Mid-year budget reviews.				Financial assurance processes set out in the Medium Term Financial Plan. Priority led budgeting process including investment of resources where needed.										
					Impact on staff morale and recruitment and retention.				The impact on the Council's finances due to Covid-19 has been identified, and planning for the financial implications continues. Monthly financial monitoring including achievement of saving targets and collection of income. Financial governance including Statutory Finance Officer, Corporate Leadership Team, Treasury Management Panel, Executive, Scrutiny Committee, Audit Committee and Full Council.											
1b	Insufficient central government funding for Social Care.		40%	Council unable to balance budget.	Consider options for shared services and opportunities for flexible use of new funding streams.	5	5	25	Priority led budgeting process including investment of resources where needed.	5	4	20	Participate in financial modelling exercises to challenge government assumptions and support lobbying for resource.	Heads of Services	Director of Adult Services / Director of Children's Services	March 2022	Organisational Resilience			
				Council unable to meet statutory duties and deliver reforms.					Head of Service reports budget issues to the Directors so that these can be addressed.				Ensure delivery of the medium term financial plan for Children's Services to stabilise expenditure across the service.							
				External care market becomes unsustainable.					Heads of Services actively contribute to commissioning reviews and potential service developments.											
				Lack of clarity around the Adult Social Care Green paper which has yet to be issued.					Performance and quality impact information is accurate and kept up to date to ensure a comprehensive view of actual performance. National association of Directors of Children's Services and Directors of Adult Services lobbying government for additional funding. New social care grant, however this is paid on an annual basis and carries a level of uncertainty. Participation in national reviews, such as the children's care review, to consider wider system issues with the care service.											
									Use of the CIPFA predictive financial model for Adult and Children's Services to help budget setting.											
1c	The Council's wholly owned companies are no longer financially viable.		20%	Failure of the Councils Wholly Owned Companies.	Effectively supporting Council companies during the pandemic to enable them to continue to make a positive contribution to Blackpool.	5	4	20	Five year recovery plans in place which are reviewed and authorised by the Council's Director of Resources.	5	3	15	Continued robust conversations between the Council and its companies to ensure that recovery plans are deliverable.	Chief Accountant	Director of Resources	March 2025	Organisational Resilience			
				Negative financial impact on the Council.					Regular meetings between the Director of Resources and relevant company directors to discuss the financial position.				Regular review of company financial performance by the Council.							
				Companies debts underwritten by the Council, and Council loans issued default.					Cash flow loans issued by the Council to support the companies in the short to medium term.				Continue to learn lessons from issues between other Councils and their companies which have lead to significant financial risks.							

		1d	The Council fails to reduce carbon emissions and proactively take action to address the climate emergency.	10%	Global warming and rising sea levels. Reputational damage to the Council if it does not take robust action to reduce carbon.	Strong policies to cut emissions have associated health, wellbeing and economic benefits. Preserve Blackpool's ecological and environmental heritage.	5	5	25	Establishment of four work streams to consider how the Council can reduce emissions, change organisational culture, engage the town, and influence national policy. Climate Emergency Working Group established to consider emerging solutions and funding bids, and ensure the systematic consideration of potential change impact of each area of the Council's activities.	5	4	20	Implement robust plans in order to make the Council's activities net-zero carbon by 2030. Establish a Climate Change Partnership group to consider strategies and actions being developed by the Council and other partner organisations. Ensure that the Council's energy management arrangements are robust.	Head of Commissioning, Performance and Corporate Development Head of Commissioning, Performance and Corporate Development Head of Procurement	Director of Strategy (Assistant Chief Executive) Director of Strategy (Assistant Chief Executive) Director of Resources	January 2030 March 2022 March 2022	Organisational Resilience
Overall Nett Risk Score																		
									19									
2	Service Failure	2a	Removal of Children's Services from the Council's control.	40%	Loss of direct managerial and financial control. Increased insurance premiums. Recruitment and retention issues. Reputational damage.	Implementation of robust working practices in a Council run Children's Services.	5	5	25	Recommendations made by OFSTED have been articulated in clear plans which have driven the work of the senior leadership team in Children's Social Care. Plans are being monitored through the "Getting to Good" board and regularly reviewed by the Chief Executive, lead member for Children's Services and Leader of the Council. Since the inspection the Council has been subject to scrutiny from the DfE appointed commissioner who confirmed that the authority was leading the required change effectively. In August 2019 and December 2019, OFSTED have undertaken monitoring visits to review progress and have noted areas of improvement against their recommendations, particularly with reference to the Multi Agency Safeguarding Hub; the "front door" to children's social care services.	5	4	20	Plans continue to align with the OFSTED recommendations and will continue to reference them until the point of a re-inspection. Continue to work with the DfE Improvement Advisor to continue to embed changes in practice. Appoint a new Director of Children's Services to continue to lead the improvement journey. Implement robust transition arrangements until the new Director of Children's Services is appointed.	Assistant Director of Children's Social Care Assistant Director of Children's Social Care Head of Organisational and Workforce Development Head of Organisational and Workforce Development	Director of Children's Services Director of Children's Services Chief Executive Chief Executive	March 2022 March 2022 June 2021 April 2021	Organisational Resilience
		2b	Failure of a service provider in high risk contracted areas for statutory services.	15%	Increased costs. Possible loss of capacity in the market place. Legal challenges resulting in contract award being delayed. Contracts are not effectively managed resulting in inadequate service provision / unnecessary costs. Reputational damage to the Council.	Robust service provision. Added value delivered through contracted services.	5	5	25	Robust procurement procedures in place to help ensure appropriate due diligence of potential contractors. Corporate procurement team in place to support the procurement process and tender evaluation. Contract management guide in place to advise responsible officers how to undertake contract management. Intelligent clients who have oversight of the market, high level contingency planning, and staff experienced in dealing with service failure. Commissioning Team in place to work with the marketplace to ensure access to appropriate services. The domestic waste service has been brought back under the umbrella of the Council's wholly owned companies portfolio.	5	3	15	Implement the new Lancashire and Blackpool Waste Strategy that the Lancashire Waste Partnership are currently producing which will be out to consultation early Spring. Key elements relate to a non-landfill solution for residual waste, disposal, markets sustainability, and food waste collection. Strengthen contract management across the Council through addressing the recommendations made in the internal audit report 2019/20.	Head of Waste and Environmental Operations Head of Procurement	Director of Community and Environmental Services Director of Resources	September 2021 March 2022	Organisational Resilience
		2c	Loss of key infrastructure and resource which results in Council services not being delivered.	15%	Inability to deliver critical services. Deterioration of Council assets beyond economic repair.	Build a resilient and agile organisation.	5	5	25	Business continuity programme in place which links to the Council's Major Emergency Plan. Corporate business continuity plan in place supported by a critical activity list. Corporate ICT and Property business continuity guidance in place.	5	3	15	Look for provisions for data centre refresh in the coming years to continue to provide resilience. Implement the new HR and Payroll system across the Council. Implement the new finance system across the Council.	Head of ICT Services Head of Organisational and Workforce Development / Chief Accountant Chief Accountant	Director of Resources Chief Executive / Director of Resources Director of Resources	March 2022 April 2022 April 2023	Organisational Resilience

								Business continuity plans in place across the Council. Arrangements in place for the storage of protective equipment if needed. Multi-agency working via the Lancashire Resilience Forum.										
Overall Nett Risk Score														15.0				
5	Failure to Keep People Safe	5a	Death or injury to a member of staff.	25%	Trauma for family, colleagues and victim. Corporate manslaughter charges, prosecution with unlimited fines and potential prison sentences for those in control. Civil compensation claims. Reputational damage.	Creation of a safe working environment. Safe and useable property portfolio in place.	5	4	20	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. Significant work has been undertaken to ensure that the Council is a Covid Secure workplace to enable those staff who need to be in work to undertake their roles safely. 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.	5	3	15	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. A process to undertake property compliance audits at the Council's wholly owned companies to be implemented particularly in light of the Social Housing White Paper which could see further responsibility fall to the Council.	Head of Audit and Risk Head of Property Services	Director of Resources Director of Resources	March 2022 March 2022	Organisational Resilience
		5b	Death, serious injury or harm of a vulnerable adult / child.	25%	Inspection failure (Ofsted / CCQ). Trauma for family and victim. Potential criminal charges for staff involved. Significant liability claim received.	Continuous Improvement Plan.	5	4	20	Safeguarding processes and procedures in place including regular audit. Pan Lancashire children's safeguarding assurance governance in place. Robust supervision, training and personal development for social workers and managers. Contract monitoring and quality assurance procedures in place for commissioned services.	5	3	15	Maintain the improvement made since Ofsted inspection and proactively engage with re-inspection of the service. Use the DFE advisor support which is available. Engage in independent external challenge to validate improvements. Continued support to the care home sector to help ensure that Covid Secure arrangements are working and minimise outbreaks.	Heads of Service Heads of Service Heads of Service Head of Adult Care and Support	Director of Children's Services Director of Children's Services Director of Children's Services Director of Adult Services	March 2022 March 2022 March 2022 March 2022	Communities
		5c	Death or injury to a member of the public.	25%	Trauma for family and victim. Civil compensation claims.	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. Documented site inspection regimes for playgrounds and sporting areas.	5	3	15	Blackpool's first Tree Management and Maintenance Strategy is out for public consultation for formal agreement in May 2021.	Head of Leisure, Parks & Catering Services	Director of Community and Environmental Services	May 2021	Communities

				Reputational damage.				Daily checks of life saving equipment on the promenade undertaken by the Beach Patrol Service.			The current system for playground equipment is robust, however a new electronic systems will be place for Summer 2021.	Head of Cleansing and Environmental Operations	Director of Community and Environmental Services	August 2021				
								Health and Safety Management framework in place covering risk assessments, safe systems of work, accident / incident reporting and investigations, and enforcement activity relating to shop signage, canopies and swimming pools safety prioritised in the Public Protection business plan.										
								Funding arrangements for the Public Protection Service have been reviewed on an ongoing basis. Resources are being considered in light of national guidance in terms of the multi-training of staff, which is helping in terms of resilience and service sustainability, to ensure adequate resource to effectively undertake enforcement activity.										
								Council drivers assessed for driving competency, and a programme of driving licence checks is in place.										
	5d	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	Proposal in relation to the replacement of CCTV in the Town Centre and relocation of the team to the Municipal Buildings has been completed. Funding is currently being considered and identified in order to make progress.	Head of Public Protection	Director of Community and Environmental Services	March 2022	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.	Consultant in Public Health	Director of Public Health	March 2022		
				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								
6	Unustainable Local Economy / Increased Deprivation.	6a	Increased deprivation and unemployment.	30%	Over dependency on Council services.	Better opportunities for Blackpool residents.	4	5	20	Introduction of Joseph Rowntree living wage for Council staff, Council wholly owned companies, and promoting this with contractors.	4	4	15	Implement the annual targets from the Blackpool Enterprise Zone Delivery Plan 2030, facilitating the growth of energy, aviation and other sectors.	Growth and Prosperity Programme Director	Director of Communication and Regeneration	March 2022	Economy
									Social value an integral part of the Council's procurement process and includes opportunities such as job creation for local people.				Get hundreds of people back into work via job schemes for the most vulnerable, young people, disadvantaged and those who have lost their job due to the pandemic through various employment schemes delivered via HealthWorks and outreach provision.	Head of Economic & Cultural Services	Director of Communication and Regeneration	March 2022		
									Commitment to use local suppliers where possible.				Support local businesses to grow, expand and recover post pandemic by maximising take up of the Business Loan Fund and available grants.	Head of Economic & Cultural Services	Director of Communication and Regeneration	March 2022		
									Secured the status of the Blackpool Airport Enterprise Zone.				Commence delivery of the Central Leisure Quarter through the delivery of the first key milestones including seeking planning permission and obtaining agreements for the initial stage of the development.	Growth and Prosperity Programme Director	Director of Communication and Regeneration	March 2022		
													Complete development of 21st Century conference offer at the Winter Gardens and increase numbers of new conferences and events.	Head of Strategic Leisure Assets	Director of Communication and Regeneration	March 2022		

6c	Lack of appropriate transport infrastructure.	20%	Loss of trade, reputation and confidence from residents.	Improve transport infrastructure for the benefit of residents and visitors.	4	5	20	Road Asset Management Strategy in place which sets out budget requirements based on whole life costs, and the Department for Transport Code of Practice. Highways Investment Group in place to review network capacity and regeneration of the town. Highways Risk Management Group in place which meets quarterly. A review of parking undertaken and a strategy in place. Blackpool Transport Services ticketing app with live travel information in place. Significant investment has taken place in Highways with upgrading works including upgrading of bridges, Yeadon Way and Quality Corridors.	4	3	12	Complete the tram extension at Blackpool North Station and start delivering a service up the new track. E4.5million has been awarded recently to Blackpool to deliver Project Amber, which will provide significant investment in the highways going forward and there is a need to deliver this project. Deliver the programme of road works around the Enterprise Zone to improve access to the area. Commission and consider a feasibility study into possible improvements to the South Fylde line.	Growth and Prosperity Programme Director Head of Highways and Traffic Management Growth and Prosperity Programme Director Growth and Prosperity Programme Director	Director of Communication and Regeneration Director of Community and Environmental Services Director of Communication and Regeneration Director of Communication and Regeneration	November 2022 March 2022 March 2022 March 2022	Economy	
6d	Lack of educational attainment / appropriate training to meet the needs of the economy.	20%	Loss of, or lack of, talent to take up employment in Blackpool. Increased exclusions and children missing education. Statutory requirement for local authority to ensure the adequate provision of school places in local area would not be met.	Schools Improvement Funding.	4	5	20	School Improvement Board in place. Links with the Regional Schools Commissioner and OFSTED embedded. School improvement strategy in place which is challenged through the school improvement governance structure. Ten year strategy in place for 2020 to 2030 and Inclusion Strategy in place. School Organisation Plan in place to predict requirements for school places so that provision can be made as demand increases.	4	4	16	Further enhance the tracking system for school performance and work in conjunction with the Regional Schools Commissioner to hold schools to account. Refine the Inclusion Plan for schools. Review Medical Admission Policy to ensure the right young people receive specialist support and maintain a good understanding of academies as admissions authorities to prevent delay in school allocation. Further develop a school led system which improves attainment at Key Stage 3 and 4 whilst holding individual Trusts to account. Continue to gatekeep the process for making referrals to the Pupil Referral Units and ensure a robust Admissions Policy and Right of Appeal is in place.	Head of Schools, Standards and Effectiveness Head of Schools, Standards and Effectiveness Head of Schools, Standards and Effectiveness Head of Schools, Standards and Effectiveness Head of Schools, Standards and Effectiveness	Director of Children's Services Director of Children's Services Director of Children's Services Director of Children's Services Director of Children's Services	August 2021 September 2021 August 2021 March 2022 August 2021	Economy	
Overall Nett Risk Score											14						
7	Lack of Resilience	7a	Lack of capacity to deliver Council services.	50%	Inability to deliver an effective service. Unable to recruit into difficult to recruit roles. Loss of corporate memory.	Employee commitment. Change organisational structure / increase joint working arrangements to deliver services with reduced resource.	4	4	16	4	3	12	Analyse the results of the employee survey and act on any findings arising from this.	Head of HR	Chief Executive	March 2022	Organisational Resilience
													Development programmes implemented such as coaching and mentoring. Annual IPA system linked to learning and development needs. Workforce Strategy in place underpinned by individual succession planning by service areas utilising the Individual Performance Appraisal process. 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.				

							Health and Social Care career academy has been launched.									
							Leadership Charter and survey in place to measure current leadership performance / capacity the results of which are analysed and acted on.									
							Promotion of the apprenticeship levy across the Council.									
							Better use of expertise in the wholly owned companies and wider partnerships.									
							A package of health and wellbeing support in place including an annual health check survey for social workers.									
7b	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	Council Plan in place setting out key priorities and actions supported by a performance management framework.	4	4	16	Implement a new approach to delivering smoking cessation support and initiative in town.	Public Health Consultant	Director of Public Health	March 2022	Communities
							The Fairness Commission has succeeded in making Blackpool a Fairtrade Town and achieving Dementia Friendly town status through focused work within communities.					Continue with regular comms re Covid-19 re: community covid briefings.	Community Engagement Manager	Director of Public Health	March 2022	
							Continued work with grass root community groups to advise / signpost them to support.					Develop partnership working with the third sector via supporting the development and implementation of VCFS grants alongside the CCG.	Community Engagement Manager	Director of Public Health	March 2022	
							Integration 2020 project, which involves multi-agency work to encourage connecting people and organisations in a coordinated approach to solution focused community engagement and development, in order to improve peoples health and wellbeing.					Exploring the development of a local VCFS accord in conjunction with Lancashire County Council.	Consultant in Public Health	Director of Public Health	March 2022	
							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.					Continue to support VCFS leaders board and work alongside VCFS delivering the Covid champions work.	Consultant in Public Health	Director of Public Health	March 2022	
							Channel shift project underway to look at ways to enable residents to contact the Council for services using alternative methods such as the internet.					Focused work with the Primary Care Networks (NHS) to ensure multi agency work continues focused around place based solutions.	Consultant in Public Health	Director of Public Health	March 2022	
												Develop a process for staff volunteering which has been on hold as a result of Covid.	Head of Leisure, Parks & Catering Services	Director of Community and Environment	March 2022	
												Development of a Community Engagement Policy & Strategy to ensure a consistent council wide approach to engagement delivery.	Community Engagement & Partnerships Manager	Director of Public Health	September 2021	
												A quarterly steering group with internal stakeholders will take place to allow overview of community engagement activity.	Community Engagement & Partnerships Manager	Director of Public Health	July 2022	
												Exploring how digital methods can be used to target engagement activity via a channel shift review.	Community Engagement & Partnerships Manager	Director of Public Health	June 2022	
												Develop joint working with the NHS to develop neighbourhoods.	Public Health Consultant	Director of Public Health	May 2022	
7c	Lack of individual resilience to work in a changing environment.	20%	Workplace stress.	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	Roll out the attendance management module of the new HR system which is being implemented.	Head of HR	Chief Executive	April 2022	Organisational Resilience

				Decreased staff morale.					A range of training courses in place to help build individual resilience skills.					
				Increasing workloads impacting on work life balance.					Absence management procedures in place.					
									Leadership Charter and survey conducted to ensure employees are well led.					
									Annual staff conference and awards ceremony.					
									A network of Council wide Health Champions has been established.					
									Corporate Health and Wellbeing Group has been established chaired by the Director of Public Health with a senior representative from each Directorate in attendance.					
									Change management e-learning package in place.					
									Access to an Employee Assistance Programme.					
									Occupational health service in place which provides access to support services such as Cognitive Behaviour Therapy.					

Overall Nett Risk Score										13.2				
--------------------------------	--	--	--	--	--	--	--	--	--	-------------	--	--	--	--

8	Uncertainty around the impact of Brexit after the transition period.	8a	Hinders the Council's ability to deliver services efficiently or effectively.	100%	IT system contracts and cloud solutions do not adequately support flow of data to and from the UK. EU organisations could refuse to supply information to the Council unless we meet adequacy statement with the EU. Failure to keep abreast of specific areas of law concerning parental responsibility matters, including jurisdiction, recognition and enforcement. Failure to adhere to changes in procurement legislation and custom procedures. Concerns regarding legal status of contracts. Providers are not prepared for the impact on supply chains, budgets, workforce and data availability.	The move to more Cloud based solutions ensures increased security, and reliable storage of data. Adapt and transform procurement processes. Simplification of UK procurement laws.	5	4	20	Participation in planning with the Lancashire Resilience Forum. Regular discussions at various local government meetings. The Council has identified a strategic lead for Brexit. A Brexit task and finish group has been established at the Council.	5	2	12	Respond appropriately to the final decision in relation to the sharing of data with the EU. Revise procurement procedures in line with any changes arising as a result of the current Government consultation.	Head of Information Governance Head of Procurement	Director of Governance and Partnerships Director of Resources	September 2021 March 2022	Organisational Resilience
---	---	----	---	------	--	--	---	---	----	--	---	---	----	---	---	--	------------------------------	---------------------------

Overall Nett Risk Score										12.0				
--------------------------------	--	--	--	--	--	--	--	--	--	-------------	--	--	--	--

9	Reputational Damage	9a	Visitors negative image of Blackpool.	30%	Local economy impacted due to reduced jobs. Growth in the visitor economy market.		4	5	20	Identification of potential external funding streams to assist with the tourism offer for Blackpool. Successful events programme including the Illuminations.	4	3	12	Promote the offer of a 'staycation' in Blackpool in order to assist the tourism economy to recover post pandemic. Deliver the moderation of the illuminations by delivering the actions identified as part of the Town Fund to help ensure onward sustainability.	Head of Tourism and Communication Head of Tourism and Communication	Director of Communication and Regeneration Director of Communication and Regeneration	March 2022 March 2023	Economy
---	----------------------------	----	---------------------------------------	-----	--	--	---	---	----	--	---	---	----	--	--	--	--------------------------	---------

			Inability to underwrite tourism initiatives due to reduced resources.				Advertising campaigns possible through strong links with partners across Blackpool. Media / filming requests handled by an in-house resource. Awarded World Host Recognised Destination status training 2,500 employees in the tourism sector.			Explore the potential of creating a Tourism Business Improvement District which if implemented will be used to undertake additional marketing of the town.	Head of Tourism and Communication	Director of Communication and Regeneration	July 2021								
9b	Residents negative image of Blackpool.	30%	Lack of investment due to poor image of Blackpool. Lack of partner engagement.	Potential to attract external investment to Blackpool. Generate local pride in Blackpool.	4	4	16	Increased use of new communication channels such as social media and newsletters. Increased commitment to one brand for the Blackpool resident. Merger of the Communications Team and Visit Blackpool to increase overall capacity and resilience in terms of communications. The Council has proactively engaged with residents during the pandemic using a range of channels including social media and it will continue to build on this engagement throughout the rest of the pandemic and going forward. Communications Grid in place which identifies potential stories / events which are coming up over a three month period to enable the Council to effectively plan for its response / communication strategy. Green and Blue Infrastructure Strategy in place.	4	3	12	Deliver the actions identified in the Green and Blue Infrastructure Strategy. Deliver the Blackpool Museum project to share heritage and foster local pride. Continue to grow the Council's communication with residents, particularly through the use of social media and lessons learned during the pandemic.	Head of Leisure, Parks & Catering Services Head of Heritage Head of Tourism and Communication	Director of Community and Environmental Director of Communication and Regeneration Director of Communication and Regeneration	March 2022 June 2022 March 2022	Communities					
9c	No private sector investment to support regeneration due to negative perceptions of Blackpool.	40%	Lack of regeneration in the town.	Improved economy and employment opportunities through regeneration.	4	5	20	Diversification of the sectors where investments are taking place. Market research undertaken to understand peoples attitude towards Blackpool.	4	3	12	Delivery of the Town Fund and Enterprise Zone both of which will attract private sector investment in the town	Growth and Prosperity Programme Director	Director of Communication and Regeneration	March 2022	Economy					
Overall Nett Risk Score										12											
10	Ineffective Governance	10a	Non-compliance with data protection legislation.	30%	Significant fines from the Information Commissioner. Reputational damage. Claims submitted for non-compliance with data protection legislation.	Increased understanding of the Council's information assets. Build a more resilient community to reduce reliance on the public sector. Increased transparency and trust with data subjects.	4	5	20	4	3	12	Statutory Data Protection Officer appointed. Updated Retention Schedule in place for the Council. Revised Privacy Notices developed and uploaded to the Council's website. Information Governance Group in place to share best practice and ensure continued compliance with data protection legislation. Process in place to ensure that all documents and equipment is identified as part of the office moves process to reduce the risk of a data breach. Mandatory GDPR training rolled out. Robust suite of data protection policies and procedures implemented. Data Privacy Impact Assessment process implemented.	4	3	12	Compliance audit programme to be expanded across the Council by the Information Governance Team. All employee groups to be set up in the HR system including agency staff, contractors, NHS staff, students and partners. This will enable the better control of IT kit issued and improve data management. Participation in the consensual audit with the Information Commissioners Office and implementation of any identified actions. Complete the project to transfer currently unstructured shared drives into Microsoft 365 to better facilitate the application of retention periods.	Head of Information Governance Head of Organisational and Workforce Development Head of Information Governance Head of ICT Services	Director of Governance and Partnerships Chief Executive Director of Governance and Partnerships Director of Resources	March 2022 April 2022 March 2022 June 2021	Organisational Resilience
		10b	Increased risk of fraud.	20%	Erosion of internal controls and less resource to tackle fraud.	Increased use of forms of sanctions.	4	5	20	4	3	12	Fraud Prevention Charter in place and reviewed annually. Robust election procedures in place including a risk plan for all elections held.	4	3	12	Deliver the actions identified in the Fraud Prevention Charter 2021/22.	Head of Audit and Risk Director of Resources	March 2022	Organisational Resilience	

			Disruption to community, services and businesses.			Lancashire wide community risk register in place which the Council contributes to.										
			Loss of community cohesion and potential reputational damage.			Planning for potential incidents through the Lancashire Resilience Forum.										
						Training programme in place for staff who could be involved in dealing with a major incident.										
						Shared service arrangement for the delivery of an emergency planning service.										
11c	Injury / death to members of the public or staff.	30%	Trauma faced by families and work colleagues.	Ability to effectively support people during a major incident.	5	3	15	Emergency response group in place to provide humanitarian support in a major emergency.	5	2	10	Ongoing training for Emergency Response Group volunteers to ensure that they have the skills to deliver the role.	Head of Commissioning, Performance and Corporate Development	Director of Adult Services	March 2022	Organisational Resilience
								Arrangements in place for staff to work collaboratively with emergency services, and familiarisation with supporting mechanisms which are on offer.				Regular check of Emergency Response Group members to ensure continued support and to check contact information correct.	Head of Commissioning, Performance and Corporate Development	Director of Adult Services	March 2022	Organisational Resilience
								Employee Assistance Programme in place.								
								Lancashire Volunteer Agreement and Mutual Aid Agreements in place to support with the Emergency Response Group.								
								Partnership working arrangements in place via the Lancashire Resilience Forum.								
Overall Nett Risk Score									10.00							