APPENDIX 3(a)

No	Risk	Sub No.	Sub-Risk	% Overall Weighting	Impact / Consequences	Opportunity		oss Ri	2		ett Risk Score	Further Actions	Risk Manager	CLT Risk Owner	Target Date	Council Priority
1	Sustainability of the Council		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	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							
					Impact on staff morale and recruitment and retention.				investment of resources where needed. 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.							
			Insufficient central government funding for Social Care.	40%	Council unable to balance budget. Council unable to meet statutory duties and deliver reforms. External care market becomes unsustainable. Lack of clarity around the Adult Social Care Green paper which has yet to be issued.	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. Head of Service reports budget issues to the Directors so that these can be addressed. Heads of Services actively contribute to commissioning reviews and potential service developments. 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.	5	4 20	Participate in financial modelling exercises to challenge government assumptions and support lobbying for resource. Ensure delivery of the medium term financial plan for Children's Services to stabilise expenditure across the service.	Heads of Services Assistant Director of Children's Social Care	Director of Adult Services / Director of Children's Services Director of Children's Services	March 2023	Organisational Resilience
		1c	The Council's wholly owned companies are no longer financially viable.	20%	Wholly Owned Companies. Negative financial impact on the Council.	Effectively supporting Council companies during the pandemic to enable them to continue to make a positive contribution to Blackpool.		4	Five year recovery plans in place which are reviewed and authorised by the Council's Director of Resources. Regular meetings between the Director of Resources and relevant company directors to discuss the financial position.	5	3 15	Continued robust conversations between the Council and its companies to ensure that recovery plans are deliverable. Regular review of company financial performance by the Council.	Chief Accountant	Director of Resources Director of Resources	March 2025 March 2022	Organisational Resilience
					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.	Company Secretary	Director of Governance and Partnerships	March 2022	

		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.	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	March 2022 March 2022	Organisational Resilience
							Overall Nett Risk Score	1	19					
2	Service Failure	2a	Removal of Children's Services from the Council's control.	40%		Implementation of robust 5 5 working practices in a Council run Children's Services.	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.	5 4	20	Plans continue to align with the OFSTED recommendations and will continue to reference them until the point of a re- inspection.	Children's Social Care	Director of Children's Services	March 2022	Organisational Resilience
					Increased insurance premiums.		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.			Continue to work with the DfE Improvement Advisor to continue to embed changes in practice.	Assistant Director of Children's Social Care	Director of Children's Services	March 2022	
					Recruitment and retention issues.		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.			Appoint a new Director of Children's Services to continue to lead the improvement journey.	Head of Organisational and Workforce Development	Chief Executive	June 2021	
					Reputational damage.		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.			Implement robust transition arrangements until the new Director of Children's Services is appointed.	Head of Organisational and Workforce Development	Chief Executive	April 2021	
		2b	Failure of a service provider in high risk contracted areas for statutory services.	15%	Increased costs.	Robust service provision. 5 5	25 Robust procurement procedures in place to help ensure appropriate due diligence of potential contractors.	5 3	3 19	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.	Head of Waste and Environmental Operations	Director of Community and Environmental Services	September 2021	Organisational Resilience
					Possible loss of capacity in the market place.	Added value delivered through contracted services.	Corporate procurement team in place to support the procurement process and tender evaluation.			Strengthen contract management across the Council through addressing the recommendations made in the internal audit report 2019/20.	Head of Procurement	Director of Resources	March 2022	
					Legal challenges resulting in contract award being delayed.		Contract management guide in place to advise responsible officers how to undertake contract management.							
					Contracts are not effectively managed resulting in inadequate service provision / unnecessary costs.		Intelligent clients who have oversight of the market, high level contingency planning, and staff experienced in dealing with service failure.							
					Reputational damage to the Council.		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.							
		2c	Loss of key infrastructure and resource which results in Council services not being delivered.	15%	Inability to deliver critical services. Deterioration of Council	Build a resilient and agile 5 5 organisation.	25 Business continuity programme in place which links to the Council's Major Emergency Plan. Corporate business continuity plan in	5 3	1	Look for provisions for data centre refresh in the coming years to continue to provide resilience. Implement the new HR and Payroll system	Head of ICT Services Head of Organisational	Director of Resources Chief Executive /	March 2022 April 2022	Organisational Resilience
					assets beyond economic repair.		place supported by a critical activity list.			across the Council.	and Workforce Development / Chief Accountant	Director of Resources		
							Corporate ICT and Property business continuity guidance in place.			Implement the new finance system across the Council.	Chief Accountant	Director of Resources	April 2023	

		2d	Cyber Threats	30%	Cyber fraud.	Improved knowledge and	5 5	Annual review of planned property maintenance undertaken and agreed with the Corporate Asset Management Group. Vehicle maintenance and inspection programme in place. Business continuity is included for discussion at the various risk management groups. Links with the Lancashire Resilience Forum to consider business continuity in the local government sector. Ongoing review of vehicle usage, and the vehicle replacement programme, to increase resilience and efficiency.	5 4 2	Complete the roll-out of the revised service level business continuity plan template. ENVECO Phase 2 proposal to integrate fleets to result in increased vehicle efficiency and sustainability. Consider lessons learned from the pandemic in terms of ways of working, and seek to maximise opportunities to increase better use of technology and rationalisation of the property portfolio.	Head of Waste and Environmental Operations Head of Property Services / Head of ICT	Director of Resource Director of Community and Environmental Services Director of Resources	September 2021 September 2021 June 2021 March 2022	Organisational
					Reputational damage. Loss of compliance with security regimes. Loss of confidence in using Council on-line services. Monetary penalties / fines.	awareness across departments on identifying phishing emails. Participate in training and knowledge gathering opportunities. Robust cyber security controls in place.		SEIM (Security Information Event Management) implemented to proactively monitor activity on the network. The use of blacklists / reputation to authenticate emails received. Proactive engagement with regional and national cyber security agencies. ICT Security Policy in place supported by mandatory Cyber Awareness Training. Contracted specialist third party cyber breach advice in place. Two internet connections maintained to provide resilience. Artificial intelligence being used to further detect and reduce the amount of SPAM e-mails. Cyber inclient exercises undertaken with partner organisations. Cyber policy in place with reputable insurer providing breach response and liability cover. Full Sender Policy Framework (SPF) checking in place and adherence to the NCSC guidelines for Securing Government email. Cyber risk wavenesse sessions held at the various risk management groups across the Council		technologies to provide proactive altering and monitoring of the changing threats. Review use of white listing to mitigate risk of being hijacked.		Director of Resources	March 2022	Resilience
								Overall Nett Risk Score	18.5					
3	Inadequate Change Management	3a	Preventative / early intervention services are unfunded or need to be made sustainable.	30%	Increased financial obligations.	Transformed ways of working.	4 5	Commissioning reviews undertaken where appropriate.	4 4 1	Deliver the sustainably phase of the HeadStart Resilience Revolution, increasing mental health resilience amongst 10-16 years olds across the town, which is being supported by 12 months funding.	Head of HeadStart	Director of Children's Services	March 2022	Communities
					Policy decisions create expectations for residents.	Improved service provision for residents.		Headstart, Better Start and Opportunity Area projects in place to help improve opportunities for early vears and build resilience in young people aiming to prevent the need for children to move into care. The Chief Executive and Director of Adult Services are part of the Fylde Coast Executive which helps promote coordination between the Council and Health.		Implement and embed learning from HeadStart project. Ensure appropriate arrangements are in place regarding the sustainability of key services due to Troubled Families funding ending. Continue to implement the NSPCC led Better Start initiative, improving life chances for 0-3 year olds. Continue to work with partners to deliver the Opportunity Area programme, raising attainment and aspirations of our young people.	Head of Commissioning, Performance and Corporate Development Head of Targeted Intervention Services Better Start Director Head of Adult Learning / Senior Programme Manager (Opportunity Areas)	Director of Children's Services Director of Children's Services Director of Children's Services Director of Communication and Regeneration	March 2022 March 2022 March 2022 March 2022	

		3b	Unpredictability of legal rulings requiring an unexpected change / change to risk environment.	20%	Inability to effectively adapt to the required change. Unmanageable level of insurance claims. Impact of ongoing employment law rulings.	More efficient working practices within all Council departments to mitigate the risk of legal action. Reduced number of civil claims.	4	4 11	Anticipation work undertaken to assess potential impacts including sharing learning from case law. Use of court appeals process to reconsider decisions when appropriate to do so. Self Insurance Panel in place to monitor claims and provisions on a quarterly basis. External legal advice sourced to ensure appropriate expertise when dealing with complex employment law or significant insurance claims. A review of the Council's Legal Services Team has been undertaken to ensure that an appropriate structure is in place. Corporate Legal Services function in place to provide advice and guidance to Council services on managing legal risks. Weekly review of on-line legislation briefings with findings reported to the wider Legal Services and clients as appropriates.		3	12 Further embed legal services into the risk management process to ensure that all services are aware of legal risks and can take action to mitigate against them.	Head of Legal Services	Director of Governance and Partnerships	March 2022	Organisational Resilience
		Зс	Increasing number of looked after children and child protection cases resulting in a need to change the Council's approach.	50%	Unplanned overspends.	Opportunities to apply for alternative funding streams.	5	5 2	Effective relationships with key stakeholders. Participated in Dartington research, and	5	4	20 Finalise the review of the Sufficiency Strategy and Commissioning Framework and ensure these are implemented. Continue to reduce numbers of Looked	Head of Commissioning, Performance and Corporate Development	Director of Children's Services Director of Children's	March 2022	Communities
			аррговси.		duties.	services and for the use of flexible funding streams.			continue to implement learning from the project.			After Children in a safe, sustainable way through improvements of the social care system.	Children's Social Care	Services	Walcii 2022	
					Inability to balance the Children's Services budget.	Opportunities for other statutory services to contribute to high care costs.			Embedded into practice across the partnership is the recently launched working well with families and Blackpool families rock model of practice. Medium term financial plan project board meets monthly and monitors oversight of plan to include commissions sufficiency and budgets.	-		Monitor the effectiveness of recently developed Edge of Care service.	Head of Targeted Intervention Services	Director of Children's Services	March 2022	
									Strategic children and families partnership board in in place, governing and monitoring improvement across the whole system.							
4	Pandemic Infection	4a	Impacts on the Council's	100%	Unable to provide	Increased momentum to	5	5 2	Overall Nett Risk Score Links in place between the Public Health	5	17.2 3	15 Ongoing liaison with Public Health England	Public Health	Director of Public	March 2022	Communities
			ability to deliver critical services and wider impacts on the Town.		adequate staffing to provide critical Council services.	ensure that robust business continuity arrangements are in place.			Team and Public Health England including liaison with the Chief Medical Officer.	3		to assess emerging risks and ensure appropriate mitigating actions are taken.	Consultant	Health		
					Impact on the tourism economy due to people not wanting to travel to destinations where crowds gather.	Redeployment of suitable staff to support response.			Staff signposted to advice provided by Public Health England.			Long term impact and consequences of Covid 19 on the health and wellbeing of ou vulnerable residents is uncertain and we wil need to be able to respond to different demands.	Head of Adult Social Care	Director of Adult Services	March 2022	Communities
					Impact on local economy due to businesses not being able to operate.	Increasing skill set of staff.			The Council took on new responsibilities due to Covid-19 in relation to paying urgent grants to small businesses and has provided support to local businesses to help them to access the grants that they are entitled to.			Continued monitoring of staffing levels as employees test positive for Covid-19, are required to self-isolate, or are extremely clinically vulnerable.	Head of Organisational and Workforce Development	Chief Executive	March 2022	Organisational Resilience
					Impact on the supply chain as goods sourced internationally can not be obtained.				Extensive targeted support to the community was provided by establishing Community Hubs and working with voluntary sector agencies in the provision of a range of services such as befriending services for residents in isolation.	1		Delivery of any national programmes required as part of the response e.g. PCR testing, Lateral Flow Testing, Vaccination programmes.	Public Health Consultant	Director of Public Health	March 2022	Communities
												Undertake a lessons learned exercise to determine how the Council's response to the current pandemic can inform how the Council responds to future medium / long term incidents.	Head of Audit and Risk	Director of Resources	March 2022	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	Sa Death or injury to a member of staff.	25%		Creation of a safe working environment.	4 20	Full suite of health and safety arrangements and guidance notes available on the Hub.	5	3 1	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 2022	Organisational Resilience
				Corporate manslaughter changes, prosecution with unlimited fines and potential prison sentences for those in control.			Production of an Annual Health and Safety Report with recommendations outlining actions which CLT need to undertake to further embed health and safety.			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 Property Services	Director of Resources	March 2022	
				Civil compensation claims.			Programme of health and safety management system audits in place.							
				Reputational damage.			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.							
		5b Death, serious injury or harm of a vulnerable adult / child.	25%	Inspection failure (Ofsted / CCQ).	Continuous Improvement 5 4 Plan.	4 20	Safeguarding processes and procedures in place including regular audit.	5	3 1	Maintain the improvement made since Ofsted inspection and proactively engage with re-inspection of the service.	Heads of Service	Director of Children's Services	March 2022	Communities
				Trauma for family and victim.			Pan Lancashire children's safeguarding assurance governance in place.			Use the DfE advisor support which is available.	Heads of Service	Director of Children's Services	March 2022	
				Potential criminal charges for staff involved.			Robust supervision, training and personal development for social workers and managers.			Engage in independent external challenge to validate improvements.	Heads of Service	Director of Children's Services	March 2022	
				Significant liability claim received.			Contract monitoring and quality assurance procedures in place for commissioned services.			Continued support to the care home sector to help ensure that Covid Secure arrangements are working and minimise outbreaks.	Head of Adult Care and Support	Director of Adult Services	March 2022	
		5c Death or injury to a member of the public.	25%	Trauma for family and victim.	A safe environment for residents to enjoy.	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 1	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
				Civil compensation claims.			Documented site inspection regimes for playgrounds and sporting areas.							

					Reputational damage.			Daily checks of life saving equipment on the promenade undertaken by the Beach Patrol Service. 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 prioritized in the Public Protection business plan. Funding arrangements for the Public Protection Service have been reviewed on a nongoing basis. Resources are being considered in light of national guidance in terms of the multi-training of saff, 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.			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	
		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 Consultant in Public	Director of Community and Environmental Services	March 2022	Communities
					increased anti-social behaviour across communities. Inability to relocate the CCTV from its current location at the former Police Station. Increased incidents of crime and antisocial behaviour in parks and green spaces.			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.			Continue to increase numbers accessing drug and alcohol services at an earlier stage and sustaining a positive outcome.	Consultant in Public Health	Health	March 2022	
								Overall Nett Risk Score	14.2						
6	Unsustainable 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. Social value an integral part of the Council's procurement process and includes opportunities such as job creation for local people.	4 4		Implement the annual targets from the Blackpool Enterprise Zone Delivery Plan 2030, facilitating the growth of energy, aviation and other sectors. 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.	Growth and Prosperity Programme Director Head of Economic & Cultural Services	Director of Communication and Regeneration Director of Communication and Regeneration	March 2022	Economy
								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	

										Commence delivery of the projects identified in the £40 million Towns Fund programme. Delivery of the Hounds Hill extension and ongoing recovery planning with the retail sector to ensure that use of space in the Hounds Hill is maximised to improve the retail offer. Deliver phase two of the Central Business District at Tailbot Gateway and obtain the mercessary commissions for phase three of	Growth and Prosperity Programme Director Growth and Prosperity Programme Director Growth and Prosperity Programme Director	Director of Communication and Regeneration Director of Communication and Regeneration Director of Communication and Regeneration	March 2023 March 2022 November 2022	
										the project.				
6b	Poor quality, housing in inner Blackpool continues to drive transience and deprivation.	30%	Negative impact on local economy.	Create an attractive new residential offer by the seaside.	4 4	16	Maximise available powers to regulate the private rented sector.	4 3	12	Restart the Foxhall Village development following the collapse of the contractor by commissioning the completion of building the Phase Three quality homes.	Director of Development (BHC)	Director of Strategy (Assistant Chief Executive)	March 2022	Economy
			Perpetuation of poor social outcomes for residents.	Support town centre businesses and drive economic resurgence.			My Blackpool Home delivering better quality private rented housing.			Assist Blackpool Housing Company to expand the reach of its work and tackle poor qualify properties through the use of grant funding through the newly acquired Registered Provider status.	Managing Director (BHC)	Director of Strategy (Assistant Chief Executive)	March 2022	
			Poorly managed HMO's detracting from the quality housing on offer.	Enable people to stabilise their lives in quality homes.			Delivered 191 new council homes at Queens Park plus approval of the Council Homes Investment Plan.			Work with My Blackpool Home to build upon the 400 properties already completed to a good standard with a revised target of 900 good quality homes.	Managing Director (BHC)	Director of Strategy (Assistant Chief Executive)	March 2024	
							Arrangements in place to reduce the risk of homelessness across the town.			Continue with the multi-disciplinary pilot project to improve the quality and value for money of supported housing across the town.	Head of Housing	Director of Strategy (Assistant Chief Executive)	March 2022	
							Quality affordable rented offer, with more new Council / housing association homes.			Deliver the Selective Licensing scheme in Blackpool to regulate private sector housing in the area. Additional Selective Licensing currently being delivered in the Coastal Area to plan, including the introduction of the Blackpool Standard to regulate Private Sector Housing.	Head of Public Protection	Director of Community and Environmental Services	March 2022	
										Prepare for the implementation of any changes to legislation implemented following the Governments White Paper on Social Housing.	Head of Housing	Director of Strategy (Assistant Chief Executive)	March 2023	
										Commence delivery of the Council Home Investment Plan adding 250 new Council homes to the portfolio.	Head of Housing	Director of Strategy (Assistant Chief Executive)	March 2024	

		6c	Lack of appropriate	20%	Loss of trade, reputation	Improve transport	4	5	20 00	oad Asset Management Strategy in	1	3 1	Complete the tram extension at Blackpool	Growth and Prosperity	Director of	November 2022	Economy
		60	transport infrastructure.	2070	and confidence from residents.	infrastructure for the benefit of residents and visitors.	*	9	pla re an of	ace which sets out budget quirements based on whole life costs, and the Department for Transport Code Practice.	*		North Station and start delivering a service up the new track.	Programme Director	Communication and Regeneration		Economy
									re	ghways Investment Group in place to view network capacity and generation of the town.			£4.5 million 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.	Head of Highways and Traffic Management	Director of Community and Environmental Services	March 2022	
						Good parking infrastructure is part of the customer experience.	-			ghways Risk Management Group in ace which meets quarterly.			Deliver the programme of road works around the Enterprise Zone to improve access to the area.	Growth and Prosperity Programme Director	Director of Communication and Regeneration	March 2022	
									str	review of parking undertaken and a rategy in place.			Commission and consider a feasibility study into possible improvements to the South Fylde line.	Growth and Prosperity Programme Director	Director of Communication and Regeneration	March 2022	
									ар	pp with live travel information in place.							
									up	ghways with upgrading works including bgrading of bridges, Yeadon Way and uality Corridors.							
		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.		4	5	20 Sc	hool Improvement Board in place.	4	4 10	Further enhance the tracking system for school performance and work in conjunction with the Regional Schools Commissioner to hold schools to account.	Head of Schools, Standards and Effectiveness	Director of Children's Services	August 2021	Economy
					Increased exclusions and children missing education.				Co	nks with the Regional Schools ommissioner and OFSTED embedded.			Refine the Inclusion Plan for schools.	Head of Schools, Standards and Effectiveness	Director of Children's Services	·	
					Statutory requirement for local authority to ensure the adequate provision of school places in local area would not be met.				wh	hool improvement strategy in place hich is challenged through the school provement governance structure.			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.	Head of Schools, Standards and Effectiveness	Director of Children's Services	August 2021	
										en year strategy in place for 2020 to 030 and Inclusion Strategy in place.			Further develop a school led system which improves attainment at Key Stage 3 and 4 whilst holding individual Trusts to account.	Head of Schools, Standards and Effectiveness	Director of Children's Services	March 2022	
									pro the	hool Organisation Plan in place to edict requirements for school places so at provision can be made as demand creases.			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	Director of Children's Services	August 2021	
										Overall Nett Risk Score		14					
7	Lack of Resilience	7a	Lack of capacity to deliver Council services.	50%	Inability to deliver an effective service.		4	4	su	evelopment programmes implemented ich as coaching and mentoring.	4	3 1	2 Analyse the results of the employee survey and act on any findings arising from this.	Head of HR	Chief Executive	March 2022	Organisational Resilience
					Unable to recruit into difficult to recruit roles.	Change organisational structure / increase joint working arrangements to deliver services with reduced resource.			de	nnual IPA system linked to learning and evelopment needs.							
					Loss of corporate memory.				by se	orkforce Strategy in place underpinned individual succession planning by rvice areas utilising the Individual erformance Appraisal process.							
									pr M	unch of new jobs portal and new eferred agency in place. anage relationships with the Trade nions in order to embrace employee							
									ch Ta fo	lange. Irgeted marketing campaigns in place r difficult to recruit to posts. New Next							
									Bu re:	ep Blackpool portal developed. usiness planning process links to source requirements with planned							
									ob	jectives 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.							
Over reliance on public sector services.	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. The Fairness Commission has succeeded in making Blackpool a Fairtrade Town and achieving Dementia Friendly town status through focused work within communities.	4	4 1	Implement a new approach to delivering smoking cessation support and initiative in town. Continue with regular comms re Covid-19 re: community covid briefings.	Public Health Consultant Community Engagement Manager	Director of Public Health Director of Public Health	March 2022 March 2022	Communities
					Continued work with grass root community groups to advise / signpost them to support. 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.			Develop partnership working with the third sector via supporting the development and implementation of VCFS grants alongside the CCG. Exploring the development of a local VCFS accord in conjunction with Lancashire County Council.		Director of Public Health Director of Public Health	March 2022 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. Develop a process for staff volunteering which has been on hold as a result of Covid.	Consultant in Public Health Head of Leisure, Parks & Catering Services	Director of Public Health Director of Community and	March 2022 March 2022	
								Development of a Community Engagement Policy & Strategy to ensure a consistent council wide approach to engagement delivery.		Environment 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	
Lack of individual 20% resilience to work in a changing environment.	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 1	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. Increasing workloads impacting on work life balance.			A range of training courses in place to help build individual resilience skills. 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 thaired by the Director of Public Health with a senior representative from each Directorate in attendance.							
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.	The move to more Cloud based solutions ensures increased security, and reliable storage of data.	5 4	Change management e-learning package in place. Access to an Employee Assistance Programme. Occupational health service in plan which provides access to support services such as Cognitive Behaviour Therapy. Overall Nett Risk Score Dearticipation in planning with the Lancashire Resilience Forum.	13. 5 2		Respond appropriately to the final decision in relation to the sharing of data with the EU.	Head of Information Governance	Director of Governance and Partnerships	September 2021	Organisational Resilience
					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.	Adapt and transform procurement processes.		Regular discussions at various local government meetings. The Council has identified a strategic lead for Brexit.			Revise procurement procedures in line with any changes arising as a result of the current Government consultation.	Head of Procurement	Director of Resources	March 2022	
					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.			A Brexit task and finish group has been established at the Council.							
								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	Identification of potential external funding streams to assist with the tourism offer for Blackpool.			Promote the offer of a 'staycation' in Blackpool in order to assist the tourism economy to recover post pandemic.	Head of Tourism and Communication	Director of Communication and Regeneration	March 2022	Economy
								Successful events programme including the Illuminations.			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	Director of Communication and Regeneration	March 2023	

			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 inhouse 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.		4 4 4	4 16	increased use of new communication channels such as social media and newielters. 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 on enable the Council to effectively plan for its response / communication strategy.	4	3 1	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 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	5 20	Diversification of the sectors where investments are taking place. Market research undertaken to understand peoples attitude towards Blackpool.	4	3 1	Delivery of the Town Fund and Enterprise Zone both of which will attract private sector investment in the town	Growth and Prosperity Programme Director		March 2022	Economy
							Overall Nett Risk Score		12					
0 Ineffective Governance	10a Non-compliance with data protection legislation.	30%	Information Commissioner. Reputational damage. Claims submitted for non-compliance with data	and trust with data	4 5	5 20	Statutory Data Protection Officer appointed. Updated Retention Schedule in place for the Council. Revised Privacy Notices developed and uploaded to the Council's website.	4	3 1:	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	Head of Information Governance Head of Organisationa and Workforce Development Head of Information Governance	Director of Governance and	March 2022 April 2022 March 2022	Organisational Resilience
			protection legislation.	subjects.			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.			Complete the project to transfer currently unstructured shared drives into Microsoft 365 to better facilitate the application of retention periods.	Head of ICT Services	Partnerships Director of Resources	June 2021	
	10b Increased risk of fraud.	20%	Erosion of internal controls and less resource to tackle fraud.	Increased use of forms of sanctions.	4 5	5 20	Fraud Prevention Charter in place and reviewed annually. Robust election procedures in place	4	3 1	Deliver the actions identified in the Fraud Prevention Charter 2021/22.	Head of Audit and Risk	Director of Resources	March 2022	Organisational Resilience

		[]		The risk of procurement fraud is included			
				in the iPool training course relating to			
				procurement.			
				Participation in the National Fraud			
				Initiative.			
				Anti-Money Laundering Policy and			
				Procedure in place supported by an iPool			
				course.			
				Joint working arrangements in place			
				between the Council and the Department			
				for Work and Pensions.			
				Annual internal and external audit plans			
				in place.			
				•			
		1		Mandatory fraud awareness training in			
				place for key staff.			

1	1															
		10c	Non-compliance with statutory requirements and internal procedures.	20%	External challenge.	Delivery of good services.	4	5	20 Statutory legal and financial officers in place.	4 3	13	Deliver the action plan arising from the Annual Governance Statement 2020/21.	Good Governance Group	Director of Governance and Partnerships	March 2022	Organisational Resilience
			·		Quality of service compromised.				Assurance mechanisms such as internal audit, external audit, peer review and external assessments. Awareness of standards required and awareness of the consequence of failure					·		
									raised through channels such as DMTs and SLT. Corporate compliance calendar in place and rolled out across the Senior Leadership Team.							
									Constitution and Financial Regulations in place. Good Governance Group in place which oversees the production and delivery of the Annual Governance Statement.							
									Improved HR systems for probation, appraisals, recruitment and safeguarding checks. Suite of mandatory training in place.							
									Developed an information pack for Managers to use with casual and agency staff for CLT approved mandatory training. Programme of audits relating to key governance issues such as executive decisions and corporate compliance.							
		10d	Lack of effective risk management embedded across the Council.	20%	Ineffective decision making. Increased insurance claims.	Potential to make savings through effectively managing risks.	4	5	20 Risk management framework and toolkit in place. Service and strategic level risk registers in place with a quality review in the last 12 months. SharePoint sites for risk management	4 3	12	Embed the new Risk Management Framework across the Council.	Head of Audit and Risk	Director of Resources	March 2022	Organisational Resilience
									shaferoint sites for risk management developed to assist with the sharing of information. Corporate, departmental and thematic risk management groups in place. Risk management considered as part of decision making process.							
		10e	Failure to effectively manage equality and diversity legislation.	10%	Legal challenge due to not adhering to the Equality Act Public Duty.	Fulfil policy objectives for fairness.	4	4	16 Equality and Diversity advice available. Compliance assessments undertaken	4 3	13	Ensure that the wholly owned companies' boards are aware of their responsibilities in relation to the public sector equality duties.	Head of Audit and Risk	Director of Resources	March 2022	Organisational Resilience
					Reputational damage.				Compilative assessments undertaken across directorates. Embedded process for impact assessments. Appropriate HR policies in place. Equality Champions in place. Equality and diversity training in place for managers and employees.							
								_	Overall Nett Risk Score	1	2					
11	Inability to Respond to a Major Incident	11a	Terrorism related act at major events and in crowded places such as the promenade.	30%	Long term damage to the visitor economy.	confidence amongst visitors that Blackpool is a safe place to visit.	5	3	15 Close working with police, counter terrorism units and other agencies via Safety Advisory Group and Lancashire wide safety groups.	5 2		Ensure engagement with the appointed specialist consultant when considering new schemes to ensure that adequate counter terrorism measures are implemented.	Growth and Prosperity Programme Director / Head of Traffic Management and	Director of Communication and Regeneration / Director of	March 2022	Communities
					Negative impact on the local community.	Residents feel safe when in Blackpool Town Centre.			Temporary vehicle mitigation barriers accessible to the Council for major events. Act Aware training rolled out to Council staff. Multi-agency plan in place setting out the options to support a major incident.				Highways	Community and Environmental		
		11b	Reduced capacity across the Council to respond to an emergency.	40%	May not be able to provide all the resources required as a Category One Responder.	Corporate approach to responding to incidents.	5	3	Major Emergency Plan in place outlining roles and responsibilities. Annual major incident exercise takes	5 2	10	Undertake a full review of the Major Emergency Plan .	Head of Audit and Risk	Director of Resources	March 2022	Communities
					the incident was not dealt with effectively.				place to test the Council's arrangements.							

	Disruption to community, services and businesses. Loss of community cohesion and potential reputational damage.	Lancashire wide community risk register in place which the Council contributes to. 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 Ability to effective support people major incident.		10 Ongoing training for Emergency Response Group volunteers to ensure that they have the skills to deliver the role. Regular check of Emergency Response Group members to ensure continued support and to check contact information correct.	Head of Director of Adul Services Performance and Corporate Development Head of Commissioning, Performance and Corporate Development Director of Adul Services Director of Adul Services	Resilience