

Strategic Risk Register Progress Report

No	Risk	Sub No.	Sub-Risk	% Overall Weighting	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigation			Nett Risk Score			Further Actions	Risk Manager	CLT Risk Owner	Target Date	Council Priority
							I	L	GS	I	L	NS								
6	Unsustainable Local Economy / Increased Deprivation.	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 quality 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										

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							I	L	GS		I	L	NS					
6	Unsustainable Local Economy / Increased Deprivation.	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.	Growth and Prosperity Programme Director	Director of Communication and Regeneration	November 2022	Economy
											£4.5million 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.	Head of Highways and Traffic Management	Director of Community and Environmental Services	March 2022				
											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				
											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				

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6	Unsustainable Local Economy / Increased Deprivation.	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.	Schools Improvement Funding.	4	5	20	School Improvement Board in place.	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.	Head of Schools, Standards and Effectiveness	Director of Children's Services	August 2021	Economy		
					Increased exclusions and children missing education.					Links with the Regional Schools Commissioner and OFSTED embedded.				Refine the Inclusion Plan for schools.						
					Statutory requirement for local authority to ensure the adequate provision of school places in local area would not be met.					School improvement strategy in place which is challenged through the school improvement 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.						
										Ten year strategy in place for 2020 to 2030 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.						
										School Organisation Plan in place to predict requirements for school places so that provision can be made as demand increases.				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.						
Overall Nett Risk Score										14										

Strategic Risk Register Progress Report

Sub-Risk: Increased deprivation and unemployment. (weighting 30%)		Gross Risk Score	Nett Risk Score
		20	16
		<i>Risk Score in 2020/21</i>	12
Risk Owner: Director of Communication & Regeneration			
Existing Controls in Place:			
<ul style="list-style-type: none"> • 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. • Commitment to use local suppliers where possible. • Secured the status of the Blackpool Airport Enterprise Zone. 			
Actions:			
Actions	Risk Manager	Current Position	Outcomes / Results
Implement the annual targets from the Blackpool Enterprise Zone Delivery Plan 2030, facilitating the growth of energy, aviation and other sectors. (Target Date: March 2022)	Growth and Prosperity Programme Director	<ul style="list-style-type: none"> • EZ lifetime target is 5,000 jobs. • First major new build will complete and open in December 2021 – this is in the emerging medical technologies sector. • Strong pipeline of enquiries at feasibility stage. • Energy sector originally focussed on the Shale Gas sector – switched to green energy and energy consultancy. • Emerging data/ digital sector on the back of the new Transatlantic and local connectivity which is attracting strong interest. • Aviation sector badly hit by the pandemic and EU Exit for past 18 months. • Food and Drink sector showing resilience to negative economy. • Work ongoing to provide annual update and revision to delivery plan for presentation to Executive in September. • EZ delivery team complement now increased to 4 plus finance support which will give increased capacity to ramp up pace of delivery as obstacles to progression are overcome. 	<ul style="list-style-type: none"> • 1,649 gross jobs to date on target to achieve EZ lifetime. • Encourage economic growth and job opportunities across the Fylde Coast.

Strategic Risk Register Progress Report

<p>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.</p> <p>(Target Date: March 2022)</p>	<p>Head of Economic & Cultural Services</p>	<p>The Positive Steps into Work Service delivers a number of employment support programmes offering one-to-one support from an Employment Adviser including:</p> <ul style="list-style-type: none"> • Journey2Work - 12 months support programme for those with at least one barrier to employment. • More Positive Together – in partnership with BCH offers employment support to private rented and social housing tenants – for those with multiple barriers to employment. • Individual Placement and Support Programmes – offers employment support for those in drug and alcohol recovery services, and, in NHS Early Intervention in Psychosis services – Blackpool & Lancashire respectively. • Young People’s NEET Team – in partnership with Blackpool Young People’s service, offers employment support to young people aged 16-17, and 18-24 year old Care Leavers (new post), to move them into work, training or internships. • Chance2Shine – work placement programme which brokers opportunities with local businesses to help people upskill, gain confidence, and move into paid work after completing a 4 week unpaid work placement. • Kickstart – new government funded job creation scheme to support young people aged 16-24 to access a 6 month paid work placement – currently under development. • Redundancy Support – information, advice and guidance for Council staff at risk of redundancy to support them to move into work with alternative employers. • Restart – 5-year contract secured to deliver employment support to long term unemployed adults in Blackpool. • Youth Hub – two bids submitted to secure c£1m to create a youth employment centre (aged 16-24) in partnership with Jobcentre Plus. To be located at Bickerstaff House (ground floor unit). 	<p>Across all programmes:</p> <p>2019/20 Achieved</p> <ul style="list-style-type: none"> • 505 people offered employment support. • 194 supported into paid employment. <p>20/21 Targets</p> <ul style="list-style-type: none"> • 484 people to be offered employment support. • 168 people supported into paid employment. <p>2020/21 Achieved</p> <ul style="list-style-type: none"> • 444 people offered employment support. • 160 people supported into paid employment. <p>2021/22 Targets</p> <ul style="list-style-type: none"> • 1,091 people offered employment support. • 553 people supported into paid employment.
<p>Support local businesses to grow, expand and recover post pandemic by maximising take up of</p>	<p>Head of Economic & Cultural Services</p>	<ul style="list-style-type: none"> • The Blackpool Council Business Loans Fund has been in place for a number of years. In February 2017, Full Council approved a decision to offer a further £90 million of loans in addition to the existing £10 million, through a new Business Loans Fund. The provision was further extended on the 27th February 2019, when Full Council agreed to approve a decision to extend 	<p>As at the end of March 2021 the fund had committed:</p> <ul style="list-style-type: none"> • £120m committed funds • No of loans approved – 30 • Jobs Created – 647

Strategic Risk Register Progress Report

<p>the Business Loan Fund and available grants.</p> <p>(Target Date: March 2022)</p>		<p>the Business Loans Fund scheme by a further £100million bringing the total fund to £200million.</p> <ul style="list-style-type: none"> • The fund has twin aims: to promote economic development in Blackpool in a sustainable manner in line with the Council’s priorities; and, to generate a return on investment as a source of income for the Council. • The Council’s loan fund is to enable growth and regeneration rather than as a last resort for external businesses during the pandemic. • Council Wholly Owned Companies have had access to 5 year recovery loans. • Government business loan schemes have been made available such as Bounce Back and CBILS for this purpose. It is not known how much funding has been loaned to Blackpool businesses; this information is not publicly available. • Value of all COVID grants distributed to Blackpool businesses: £100,962,031 administered by the Council. 	<ul style="list-style-type: none"> • Jobs Safeguarded – 1,099 <p>Investments Supported:</p> <ul style="list-style-type: none"> • 4 hotel developments • 4 hospitality/restaurant businesses • 4 leisure/attractions businesses • 2 manufacturing businesses • 1 health organisation • 1 Publishing/Marketing business • 5 Council Companies – BTS, BHC, BAOL, BOCL, BECL
<p>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.</p> <p>(Target Date: March 2022)</p>	<p>Growth and Prosperity Programme Director</p>	<ul style="list-style-type: none"> • The Developer submitted a planning application for the Blackpool Central Scheme in June. This will be presented at Planning Committee on 12th October, following the formal statutory planning and consultation period. • Subject to planning consent being granted and other conditions of the Land Sale Agreement being met, the developer is anticipating construction to start on site in the following months, with delivery of the Enabling Phase (multi-storey car park). • This initial phase will take approximately 15 months to deliver, with Phase 1 (Leisure attractions) to follow. 	<ul style="list-style-type: none"> • Regeneration of the town. • Creation of job opportunities. • Increased visitor offer.
<p>Complete development of 21st Century conference offer at the Winter Gardens and increase numbers of new</p>	<p>Head of Strategic Leisure Assets</p>	<ul style="list-style-type: none"> • The Conference Centre is due to practically complete on the 27th November 2021 with a view to being fully operational early in 2022. • We would hope to run test events in advance of a full operational opening. • The first major event is the Conservative Party Spring Conference in March 2022. 	<ul style="list-style-type: none"> • Provision of a modern conference centre facility in the town. • Increased number of business visitors.

Strategic Risk Register Progress Report

<p>conferences and events.</p> <p>(Target Date: March 2022)</p>			
<p>Commence delivery of the projects identified in the £40 million Towns Fund programme.</p> <p>(Target Date: March 2023)</p>	<p>Growth and Prosperity Programme Director</p>	<ul style="list-style-type: none"> • Blackpool Council was invited to create a Town Deal Board in September 2020 and to develop a Town Investment Plan. • This secured a ring-fenced allocation of £39.5m of Town Deal funding towards seven key interventions, with an additional £1m approved immediately in fast track spend which has supported the acquisition of the Devonshire Road former Hospital site. • By bringing together existing and new commitments, the Town Deal enables the town and stakeholders to work with Government to provide a strong, holistic response to the needs and opportunities of one of the country's most deprived, high profile towns and to deliver on its levelling up agenda. • The current position is that 7 Green Book standard Business Cases are under development which need to be submitted to MHCLG by November 17th 2021. • Before submission, these need to be the subject of an initial review of the Town Deal Investment Panel (a sub group of the Town Deal Board) and then an independent appraisal undertaken by an appointed consultant. • This appraisal will then be reviewed by the TDIP panel and assuming no issues, provide a recommendation to Blackpool Council and the Town Deal Board to approve the project and allow it to be submitted to MHCLG with appropriate additional paperwork. • Substantial officer time and resource is being expended in the creation of these 7 business cases now working alongside consultancy support such as AMION Consulting, whom were appointed to specifically support the "economic case" making element of the business cases. • The Council also has bids in for c19million Levelling up Fund for a Town Centre Access Scheme, development of a hotel at the old Post Office site and the Winter Gardens frontage. A further c3million has also been bid for as part of the Community Regeneration Fund. 	<ul style="list-style-type: none"> • Anticipated approval is expected by end December 2021/January 2022. • Most projects are due to commence activity from March 2022 over a 5 year programme life. • The projects combined will work to support the growth of the economy of the town and provide opportunities for the local community. Inwards investment, skills development, job creation, employment support, health benefits and new business accommodation are all typical outcomes.

Strategic Risk Register Progress Report

<p>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.</p> <p>(Target Date: March 2022)</p>	<p>Growth and Prosperity Programme Director</p>	<ul style="list-style-type: none"> • Works have now commenced on site with in terms of cabling and utilities. • The Management Agent is working to deliver new tenants at the Hounds Hill. Each case is being considered on its own merit with the ability to generate footfall in the Hounds Hill and town centre. 	<ul style="list-style-type: none"> • Will reduce disruption in the centre when the contractors punch through into the existing shopping centre. • An increase in leisure use in the centre to diversify away from pure retail is a key priority.
<p>Deliver phase two of the Central Business District at Talbot Gateway and obtain the necessary commissions for phase three of the project.</p> <p>(Target Date: November 2022)</p>	<p>Growth and Prosperity Programme Director</p>	<ul style="list-style-type: none"> • Talbot Gateway Phase 2 total project value - £35m. • Holiday Inn (4 *equivalent) 144-room hotel (including Marco's New York Italian restaurant) with retail units on the lower ground floor. • Wide interconnecting underpass under Hotel and High Street between the new tramway terminus and Blackpool North Station. • Talbot Gateway Phase 3 total project value c. £99.75m approved by Executive in May 2021. • 20,300 sq m Grade 'A' office development in Town Centre for end user. Hybrid planning application approved 16th November 2020. 	<ul style="list-style-type: none"> • Increased footfall in the town centre. • Enhanced accommodation offer for visitors.

<p>Sub-Risk: Poor quality, housing in inner Blackpool continues to drive transience and deprivation. (weighting 30%)</p>	<p>Gross Risk Score</p>	<p>Nett Risk Score</p>
	<p>16</p>	<p>12</p>
<p><i>Risk Score in 2020/21</i></p>	<p>16</p>	<p>12</p>
<p>Risk Owner: Director of Strategy (Assistant Chief Executive), Director of Community & Environmental Services</p>		
<p>Existing Controls in Place:</p>		
<ul style="list-style-type: none"> • Maximise available powers to regulate the private rented sector. 		

Strategic Risk Register Progress Report

<ul style="list-style-type: none"> • My Blackpool Home delivering better quality private rented housing. 			
<ul style="list-style-type: none"> • Delivered 191 new council homes at Queens Park plus approval of the Council Homes Investment Plan. 			
<ul style="list-style-type: none"> • Arrangements in place to reduce the risk of homelessness across the town. 			
<ul style="list-style-type: none"> • Quality affordable rented offer, with more new Council / housing association homes. 			
Actions:			
Actions	Risk Manager	Current Position	Outcomes / Results
<p>Restart the Foxhall Village development following the collapse of the contractor by commissioning the completion of building the Phase Three quality homes.</p> <p>(Target Date: March 2022)</p>	<p>Director of Development (BHC)</p>	<ul style="list-style-type: none"> • The site has been made safe and secure and continues to be monitored. • Obstacles to the surrender of the site to the Council have now been overcome with formal surrender anticipated in August 2021 once intellectual properties are released. • Exclusivity agreement entered into with Growing Places Housing Association to work through options for delivering the homes on phase three with extension of time to continue work to be agreed. • Agreement in principle reached with Homes England to vary the grant funding agreement to enable an amended mix of housing and community development to be delivered. 	<ul style="list-style-type: none"> • Good quality housing, and community facilities.
<p>Assist Blackpool Housing Company to expand the reach of its work and tackle poor quality properties through the use of grant funding through the newly acquired Registered Provider status.</p> <p>(Target Date: March 2022)</p>	<p>Managing Director (BHC)</p>	<ul style="list-style-type: none"> • Lumen have now let the first block of accommodation with Home England funding. • Second scheme in pipeline (both inner area). • Also exploring opportunity for acquiring further social housing off new build sites. 	<ul style="list-style-type: none"> • Good quality social housing.
<p>Work with My Blackpool Home to</p>	<p>Managing Director (BHC)</p>	<ul style="list-style-type: none"> • Still pipeline challenges due to pent up demand and market pressures. 	<ul style="list-style-type: none"> • Good quality private sector housing.

Strategic Risk Register Progress Report

<p>build upon the 400 properties already completed to a good standard with a revised target of 900 good quality homes.</p> <p>(Target Date: March 2024)</p>		<ul style="list-style-type: none"> Progress still being made with BHC currently having 488 completed units, and 556 forecast by end of financial year. 	
<p>Continue with the multi-disciplinary pilot project to improve the quality and value for money of supported housing across the town.</p> <p>(Target Date: March 2022)</p>	<p>Head of Housing</p>	<ul style="list-style-type: none"> Project well embedded with strong focused team. Baseline assessment of existing quality of accommodation and support undertaken. Supply analysis undertaken. Next steps are to develop improvement plans with providers, and complete full needs assessment, based on supply and demand information. Work ongoing with MHCLG to push for more systemic change through changes to legislation/regulation. 	<ul style="list-style-type: none"> Quality and value for money of local supported housing is improved. System is changed to ensure greater control of new supported housing, and more accountability of providers.
<p>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.</p>	<p>Head of Public Protection</p>	<ul style="list-style-type: none"> The selective Licensing Scheme in Central area commenced 24th March 2019 and was approved by the Secretary Of State. As of 18/8/2021– 1,716 properties (2,133 units of accommodation) have applied for a licence. Payments due in total is £948,003 and total discounts of £437,288 have been applied. Discounts are £100 deduction for an early bird discount and 30% reduction by declaring that the property is compliant with the Blackpool Standard. The Blackpool Standard was introduced to enable landlords to get a discount if their properties were are of a higher standard, free from category 1 hazards, and all the management and safety documentation in place. Procedures are currently being updated and letters to be issued to all landlords claiming the Blackpool Standard that if they do not meet the 	<ul style="list-style-type: none"> Investigations are currently ongoing to see if the properties meet the Blackpool Standard, and what legal action can be taken when they do not meet the standard. As of 18.8.21- 1,423 properties have stated they meet the Blackpool Standard. An initial assessment of current EPCs have been checked. Out of 100 EPC checked 20% do not have a current or valid EPC therefore

Strategic Risk Register Progress Report

<p>(Target Date: March 2022)</p>		<p>standards they will be invoiced for the 30% of the licence fee and further enforcement action taken.</p>	<p>will have to pay back the 30% discount.</p> <ul style="list-style-type: none"> • To date, 8 failure to license cases have been processed for prosecution, and summons issued. • In addition, 7 cases have been submitted for civil penalties. • The aim is to improve the quality and safety of accommodation across Blackpool.
<p>Prepare for the implementation of any changes to legislation implemented following the Governments White Paper on Social Housing.</p> <p>(Target Date: March 2023)</p>	<p>Head of Housing</p>	<ul style="list-style-type: none"> • Webinars attended and timescales understood. • Likely to be 3 years until fully implemented due to changes needed in legislation. • Council approach will be to start to develop a framework and monitoring arrangements this year, to be implemented across all housing stock. • BCH and BHC boards both briefed on proposed approach. 	<ul style="list-style-type: none"> • Council has clear oversight and assurance in relation to all the rented housing stock in its ownership. • Council is well prepared for inspection regime.
<p>Commence delivery of the Council Home Investment Plan adding 250 new Council homes to the portfolio.</p> <p>(Target Date: March 2024)</p>	<p>Head of Housing</p>	<ul style="list-style-type: none"> • Progress has been slow due to financial constraints however work is underway with Home England on building a case for affordable rent. • First Home England bid for 10 new homes has been successful, and 6 have been identified. • This will remain challenging due to limited acquisition programme in Home England – new build is favoured. • Also need to make sure we are not competing against Lumen if acquisition funding becomes limited. • Objective is to grow stock of quality affordable homes to rent for local people – may need to review the best vehicles for delivering this. 	<ul style="list-style-type: none"> • Increase stock of quality affordable homes to rent for local people.

Strategic Risk Register Progress Report

Additional Action	Head of Housing	<ul style="list-style-type: none"> The delivery of the additional homes at Troutbeck continues with phase one recently handed over. Tender exercise is underway to appoint a contractor to deliver 131 new Council homes on Grange Park and it is hoped that work will start on site later in 2021. 	<ul style="list-style-type: none"> Delivery of quality, affordable Council housing.
Ensure the delivery of new quality affordable Council homes.			

Sub-Risk: Lack of appropriate transport infrastructure. (weighting 20%)	Gross Risk Score	Nett Risk Score
	20	12
<i>Risk Score in 2020/21</i>	20	12

Risk Owner: Director of Communication & Regeneration, Director of Community & Environmental Services

Existing Controls in Place:

- 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.

Actions:

Actions	Risk Manager	Current Position	Outcomes / Results
Complete the tram extension at Blackpool North Station and start delivering a service up the new track. (Target Date: Autumn 2022)	Growth & Prosperity Programme Director	<ul style="list-style-type: none"> The area for the completion of the Tram Extension was handed over to Sisk on 8th April 2021. The track work, OLE installation and part of the platform will be completed by Sisk this calendar year and the testing of the tramway will take place in 2021. Once the trams have been tested, the OLE will be curtailed back as far west as practicably possible during the completion of the construction of the Hotel. 	<ul style="list-style-type: none"> Increased tramway infrastructure to improve connectivity across the town.

Strategic Risk Register Progress Report

		<ul style="list-style-type: none"> • Work to the tram stop and shelter will be completed after the testing but before the completion of the Hotel. 	
<p>£4.5million 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.</p> <p>(Target Date: March 2022)</p>	<p>Head of Highways & Traffic Management</p>	<ul style="list-style-type: none"> • The main focus of the Project Amber framework was to unlock the procurement barrier to smaller SME's who have the latest innovative treatments to repair areas of deterioration before they get too serious, thus sustaining the network for years to come. • To support this there must be some supporting validation, so the framework will see some KPI's that will provide evidence to support this strategy. • These will be around the extended life of the network based on the life of the treatments, carbon reduction, efficiency savings and cost comparisons with traditionalist method. • So by investing now in this way gives much more for less, is shovel ready and gives time to plan strategically across the network, keeps the network open and traffic flowing with less or no disruption and less tripping and vehicle damage claims. • There is also going to be a KPI to demonstrate the local economy savings based on transport of goods and services around the town and the knock-on effect that traditional work with closing roads has on local trade/economy. • The work on Project Amber has already commenced and will be communicated to the DfT. 	<p>The 6 KPI's which will be reported as outcomes are:</p> <ul style="list-style-type: none"> • Area of repair using traditionalist approach vs area of Project Amber Framework Approach. • Life of Project Amber repairs and extended life or life cycle of the entire section. • Environmental benefits. • Carbon Reduction. • Local Economy Benefits. • Reduction of liability claims and efficiency savings. • National efficiency savings if used by other LHA's.
<p>Deliver the programme of road works around the Enterprise Zone to improve access to the area.</p> <p>(Target Date: March 2022)</p>	<p>Growth and Prosperity Programme Director</p>	<ul style="list-style-type: none"> • Work is ongoing to complete submission of Business plan to secure £7.5m Town Deal towards an overall £18m project. This is due for finalisation in August. • External consultants supporting the Transport assessment and BCR assessment. • Highways team leading on design and procurement of construction of the four elements of project. • Planning consent secured in June for first element of works at the Division Lane junction, but LCC imposed planning constraint means work cannot commence until March 2022 at earliest. • Outline planning application for Common Edge, Eastern Gateway access and Amy Johnson Way in preparation for submission target date 	<ul style="list-style-type: none"> • Appropriate transport infrastructure to facilitate economic growth opportunities presented by the Enterprise Zone.

Strategic Risk Register Progress Report

		<p>September 2021- but new issues re Greenbelt and Local Plan part 2 challenge may impact the approval date as has to be referred to Secretary of State for decision.</p> <ul style="list-style-type: none"> Key third party property acquired in May 2021– to enable construction of School Road Junction – negotiations for surrender and renewal of leases to enable other elements of roads progressing and positive conclusion are imminent. 	
<p>Commission and consider a feasibility study into possible improvements to the South Fylde line.</p> <p>(Target Date: March 2022)</p>	<p>Growth and Prosperity Programme Director</p>	<ul style="list-style-type: none"> In late 2020 MPs Scott Benton and Mark Menzies were notified of a successful bid to the Restoring Your Railway (the Ideas Fund). Fylde Council are leading the work on their behalf to submit a Strategic Outline Business Case (SOBC) to the Department for Transport (DfT) for a heavy rail passing loop to allow two trains per hour. The SOBC must also appraise other options for the corridor, including tram and tram/train. Consultant Stantec have been appointed by Fylde Council, assisted by Lancashire Country Council, to develop the SOBC. Blackpool Council is represented on the project group (with all key stakeholders) and was present at the inception meeting with the consultant and other key stakeholders. 	<ul style="list-style-type: none"> SOBC being prepared, to be submitted to the DfT in the autumn. There are synergies with the Fleetwood - Poulton Restoring Your Railway bid, as this brings potential to develop a Fylde Coast rail loop.

Sub-Risk: Lack of educational attainment / appropriate training to meet the needs of the economy. (weighting 20%)	Gross Risk Score	Nett Risk Score
	20	16
<i>Risk Score in 2020/21</i>	20	16
Risk Owner: Director of Children’s Services		
Existing Controls in Place:		
<ul style="list-style-type: none"> 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. 		

Strategic Risk Register Progress Report

- School Organisation Plan in place to predict requirements for school places so that provision can be made as demand increases.

Actions:

Actions	Risk Manager	Current Position	Outcomes / Results
<p>Further enhance the tracking system for school performance and work in conjunction with the Regional Schools Commissioner to hold schools to account.</p> <p>(Target Date: August 2021)</p>	<p>Head of Schools, Standards & Effectiveness</p>	<ul style="list-style-type: none"> • A comprehensive tracking system using publicly available education data is in place. • This is used to define the order in which we allocate support to schools and what that support looks like. • GCSE performance is improving, but the agreement not to publicise performance figures until 2022 means that there is no reliable comparator data. • Teacher / Centre assessed grades have not hindered pupil progression onto the next stages of their education, in Blackpool, rather enhancing their opportunities. 	<ul style="list-style-type: none"> • Schools are largely good or better. • Relationships with DFE / RSC are good.
<p>Refine the Inclusion Plan for schools.</p> <p>(Target Date: September 2021)</p>	<p>Head of Schools, Standards and Effectiveness</p>	<ul style="list-style-type: none"> • A renewed version of the inclusion strategy is now available and is integrated into the Education Improvement Strategy 2020-30. 	<ul style="list-style-type: none"> • Pupil Referral Unit (PRU) numbers are down to lowest level since 2003. • Pupils excluded (PEX) are lowest since 2003.
<p>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.</p> <p>(Target Date: August 2021)</p>	<p>Head of Schools, Standards and Effectiveness</p>	<ul style="list-style-type: none"> • The Medical Admissions Policy relates to children who are unable to receive a suitable education at a school because of their medical needs. • It becomes the responsibility of the local authority to arrange a suitable education if one cannot be provided by a school, because the pupil's needs are too complex. • This policy has been reviewed and reissued. 	<ul style="list-style-type: none"> • Fair and equitable system of admission into the hospital schools is in place.

Strategic Risk Register Progress Report

<p>Further develop a school led system which improves attainment at Key Stage 3 and 4 whilst holding individual Trusts to account.</p> <p>(Target Date: March 2022)</p>	<p>Head of Schools, Standards and Effectiveness</p>	<ul style="list-style-type: none"> • A 2020-30 Education Strategy is in place. • Operationalising of this strategy will take place more formally in 2021/22 school year. • A new Literacy Strategy is being launched with schools in September 2021 to further improve performance in this area. • An Education Improvement Board is in place chaired by an independent person which provides critical challenge and scrutiny. 	<ul style="list-style-type: none"> • Strategy has been co-produced and is owned by the partnership.
<p>Continue to gate-keep the process for making referrals to the Pupil Referral Units and ensure a robust Admissions Policy and Right of Appeal is in place.</p> <p>(Target Date: August 2021)</p>	<p>Head of Schools, Standards and Effectiveness</p>	<ul style="list-style-type: none"> • It is considered that a robust admission process is now in place and the process of adhering to the policy is ongoing. • The Director of Children’s Services will be visiting all schools in the new academic year to learn more about each school and there particular needs and requirements. 	<ul style="list-style-type: none"> • PRU numbers are at very low levels.