

<b>Report to:</b>	<b>AUDIT COMMITTEE</b>
<b>Relevant Officers:</b>	Steve Thompson, Director of Resources, and Karen Smith, Director of Adult Services
<b>Date of Meeting</b>	16 June 2022

## STRATEGIC RISK REGISTER DEEP DIVE– REPUTATION

**1.0 Purpose of the report:**

1.1 To consider a progress report on individual risks identified in the Council’s Strategic Risk Register.

**2.0 Recommendation(s):**

2.1 To consider the controls being implemented to manage the strategic risk relating to reputation.

**3.0 Reasons for recommendation(s):**

3.1 To enable the Audit Committee to consider an update and progress report in relation to an individual risk identified on the Strategic Risk Register.

3.2 Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.3 Is the recommendation in accordance with the Council’s approved budget? Yes

**4.0 Other alternative options to be considered:**

4.1 None.

**5.0 Council priority:**

5.1 The risk impacts on all the Council’s priorities.

**6.0 Background information**

6.1 At its meeting in March 2022, the Audit Committee agreed to continue to invite Strategic Risk Owners to attend future meetings to provide updates and progress reports in relation to the individual risks identified on the Strategic Risk Register.

6.2 Does the information submitted include any exempt information? No

**7.0 List of Appendices:**

7.1 Appendix 3(a) - Strategic Risk Register Deep Dive – Reputation

**8.0 Financial considerations:**

8.1 The controls being implemented will be done so within current budget constraints.

**9.0 Legal considerations:**

9.1 Risks need to be effectively managed in order to comply with relevant legislation.

**10.0 Risk management considerations:**

10.1 To enable the Audit Committee to gain assurance that strategic risks are being effectively managed.

**11.0 Equalities considerations:**

11.1 Equality analysis should have been undertaken, where necessary, when decisions were made in relation to the identification of the actions identified in this document. As this report presents monitoring against pre-agreed actions no further equality analysis has been undertaken as part of this report.

**12.0 Sustainability, climate change and environmental considerations:**

12.1 Sustainability, climate change and environmental matters should have been considered, where necessary, when decisions were made in relation to the identification of the actions identified in this document. As this report presents monitoring against pre-agreed actions no further analysis has been undertaken as part of this report.

**13.0 Internal/external consultation undertaken:**

13.1 The progress report has been prepared in conjunction with risk owners and was considered by CLT on the 30 May 2022.

**14.0 Background papers:**

14.1 N/a

**Risk Category: Reputational****Risk: a) Inability to deliver council services.****Risk Owner: Director of Resources**

<b>Gross Risk Score</b>	<b>20</b>	Impact - 4	Likelihood - 5
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**What impact does this have?**

- Lack of resilience results in services not being delivered.

**What opportunities does this create?**

- Services able to adapt and be flexible to maintain critical services regardless of the incident.

**What controls do we already have in place?**

- Business continuity programme in place which links to the Council's Major Emergency Plan.
- Corporate business continuity plan in place supported by a critical activity list.
- 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.
- iPool training course in place for employees to learn about business continuity planning.
- Business Continuity Framework 2021/25 in place.
- Requirement for services to test their business continuity plan on an annual basis as part of the review process.

<b>Net Risk Score</b>	<b>12</b>	Impact - 4	Likelihood - 3
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**What are we doing to further manage the risk?****Complete the roll-out of the revised service level business continuity plan template and update the Corporate Business Continuity Plan.**

The Risk and Resilience Team continue to work with services in order to transfer them onto the new Business Continuity Plan Template. The position at the time of preparing this report was as follows:

**Adult Services (12)**

<b>Updated</b>	<b>Updated Template</b>
Home Care	Yes
Phoenix Centre	Yes
Adult Social Care	Yes
ARC	Yes
Coopers Way	Yes
Extra Support	Yes

Gloucester Avenue	Yes
Keats	Yes
New Langdale	Yes
Shared Lives	Yes
Vitaline	Yes
Volunteers	Yes

### Chief Executive (3)

Updated	Updated Template
Human Resources	In Progress
Corporate Delivery	Yes
Housing Options	Yes

### Children's Services (18)

Updated	Updated Template
167 Hornby Road	No
Adoption	No
Blackpool Young People's Service	No
Business Support and Resources	No
Duty, MASH, Awaken	No
EDT	No
Families In Need	No
Family Time/Together Workers	No
Fostering	No
Grange Park	No
School Standards and Effectiveness	No
SEND	No
SQR	No
Supporting and Strengthening Families	No
Supporting Our Children	No
TAB	No

### Communications and Regeneration (14)

Updated	Updated Template
Adult Learning	Yes
Arts and Heritage	Yes
Beach Patrol	Yes
Blackpool Museum Project	Yes
Business Support / Managed Workspaces	No
Growth and Prosperity	No
Leisure Assets	Yes
Libraries	Yes
Parking	Yes

Positive Steps	Yes
Communications	Yes
Illuminations	Yes
Print Blackpool	Yes
Visit Blackpool	Yes

### Community and Environmental Services (15)

Updated	Updated Template
Catering	Yes
Coastal and Environmental Services	No
Community Safety	Yes
Environmental Protection	Yes
Food Control and Health and Safety Enforcement	Yes
Highways and Traffic Management	Yes
Housing Enforcement	Yes
Integrated Transport	No
Leisure	Yes
Parking Services	Yes
Parks Development	Yes
Planning Enforcement	Yes
Security	No
Trading Standards and Licensing	No
Track Services	Yes

### Governance and Partnerships (3)

Updated	Date of Last Update
Customer Engagement and Life Events	Yes
Democratic Governance	Yes
Legal	Yes

### Public Health (1)

Updated	Date of Last Update
Public Health	Yes

### Resources (7)

Updated	Date of Last Update
Accountancy	No
Revenues, Benefits and Customer First	In Progress
ICT	Yes
Property Services	In Progress
Procurement, Exchequer, Energy and Payroll	Yes

Audit and Risk	Yes
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Once all of the service level business continuity plans have been transferred onto the new template the Corporate Business Continuity Plan will be updated to ensure that the critical activities list remains current.

**What will these additional actions achieve?**

The actions will ensure that robust and consistent service level business continuity plans are in place across the Council. These will then better inform the Corporate Business Continuity Plan which Chief Officers can utilise in a major incident to ensure that critical services can continue to be delivered.

It should be noted that all services do have a business continuity plan and a corporate business continuity plan is in place. The purpose of this action is to continue to develop the robustness of the arrangements.

**What barriers do we face?**

Services having the resource to update their business continuity plans and the Risk and Resilience Team having the capacity to support services to develop the new plans have been the biggest barriers to fully implementing the action. However, good progress is now being made and as a mitigating control all services do have a business continuity plan in place albeit some of these are not as up to date as they need to be to ensure maximum effectiveness.

**Do these actions contribute to the sustainability of the Council?**

Conducting a Business Impact Analysis and Risk Assessment enables the Council to identify critical functions and put in place the appropriate prevention, containment and recovery strategies to protect the services from a variety of impacts and enable the Council to deliver sustainable services in adverse circumstances.

**Do these actions impact on the Council's finances?**

Robust business continuity planning helps ensure that the Council is prepared to continue to deliver critical services within existing resource when a business continuity incident occurs. Longer term business continuity events could result in an impact on Council finances if it is necessary to sustain different ways of working for a prolonged period of time.

**How does this contribute to the Council Plan?**

Having a robust business continuity plan in place contributes to the organisational resilience priority in the Council Plan.

**Any additional changes to this strategic risk?**

There are no specific changes to the risk which need to be reported. However, there is a need to consider events outside of the Council's control which may have an impact on the Council's ability to deliver services such as the move to 'Living with Covid' and the conflict in Ukraine.

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**Risk: b) Inability to respond to a Major Incident in Blackpool.**

**Risk Owner: Director of Resources and Director of Adult Services**

**Gross Risk Score** 15 Impact - 5 Likelihood - 3

**What impact does this have?**

- May not be able to provide all the resources required as a Category One Responder.
- Potential public inquiry if the incident was not dealt with effectively.
- Disruption to community, services and businesses.
- Loss of community cohesion and potential reputational damage.
- Trauma faced by families and work colleagues.

**What opportunities does this create?**

- Corporate approach to responding to incidents.
- Ability to effectively support people during a major incident.

**What controls do we already have in place?**

- Major Emergency Plan in place outlining roles and responsibilities.
- Annual major incident exercise takes place to test the Council's arrangements.
- 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.
- Emergency response group in place to provide humanitarian support in an emergency or major incident.
- Arrangements in place for staff to work collaboratively with emergency services, and familiarisation with supporting mechanisms which are on offer.
- Employee Assistance Programme in place.
- Lancashire Volunteer Agreement and Mutual Aid Agreements in place to support with the Emergency Response Group.
- Partnership working arrangements in place via the Lancashire Resilience Forum.

*NB: please note that risks associated with a terrorism threat are considered in a separate sub-risk on the strategic risk register under the security risk category and therefore will be covered in a future deep dive.*

**Net Risk Score** 10 Impact - 5 Likelihood - 2

**What are we doing to further manage the risk?**

**Undertake a full review of the Major Emergency Plan.**

The Major Emergency Plan (MEP) will be reviewed this year in full but some actions taken/taking place are:

- Steps have been taken to update the contacts list to ensure that this is current.
- The short guide version of the MEP is currently being fully updated however is still fit for purpose should it be required.

Further work is required to consider the format of the new Major Emergency Plan and once this has been agreed work will progress to develop the plan. A key part of this will be to reaffirm roles and responsibilities across the Council in terms of individual services roles in dealing with a major incident.

**Regular check of Emergency Response Group members to ensure continued support, training, checking contact information is correct, and ensuring access to enough volunteers.**

We have worked in partnership with LCC and BwD to develop a suite of training for ERG volunteers and consistent support tools (such as grab bags, action cards etc) so that people volunteering for the ERG in any area can expect to be asked to do the same sort of role if turning out in any area – so that mutual aid is robust. We are working with LCC and BwD to arrange face to face training post pandemic – but are also exploring the benefits of online and video training and awareness raising for volunteers to maintain skills and knowledge.

The focus of the Emergency Response Group is in relation to setting up Rest Centres with less of a focus on Survivor Receptions and Family and Friends Centres. An exercise is planned later this year which will help the Council assess how prepared it is and will be useful learning to help identify any potential gaps which need to be addressed going forward.

Consideration is being given to further engagement and training of the Emergency Response Group volunteers at Blackpool to help ensure that they are prepared should they be asked to respond to a major incident. There are also plans in place for a recruitment drive to increase the current 27 volunteers identified as part of the Emergency Response Group and Vitaline will be undertaking an exercise to refresh current member details.

Across health and social care there are a number of staff who can be called upon to support residents when a major incident is declared which do not form part of the Emergency Response Group volunteers so additional capacity can also be created by realigning services as appropriate to deal with the longer term impact of an incident (trauma related support). This approach proved effective as part of the Council's response to the pandemic.

**What will these additional actions achieve?**

As an upper tier authority the Council is a Category One Responder in terms of the Civil Contingencies Act and must be in a position to provide effective support should a major incident occur. Tried and tested arrangements are in place, however the ongoing development of these plus resetting now that we are 'Living with Covid' are important to ensure that we continue to have a robust approach.

**What barriers do we face?**

One of the main barriers to effectively dealing with a major incident is capacity and skills to respond, particularly out of hours. It is not possible to resource up for events which do not happen on a regular basis however have a significant impact when they do. Therefore it is important to consider how best to utilise Council resource when an incident occurs.

**Do these actions contribute to the sustainability of the Council?**

Having enough resilience in the Council in order to effectively respond to a major incident is a key risk when considering sustainability and major incidents.

**Do these actions impact on the Council's finances?**

Whilst the actions being taken to be prepared for an emergency do not impact on the Council's finances, any additional resource required to deal with the incident and recovery after an incident could have an impact.

**How does this contribute to the Council Plan?**

The Council's ability to respond to a major emergency effectively impacts on all of the Council's priorities including community, economy and organisational resilience.

**Any additional changes to this strategic risk?**

Continued liaison with the Lancashire Resilience Forum will identify any new risks for the local area for which specific emergency plans need to be written for. Examples include specific plans for flooding, reservoirs and site clearance.