

Detailed Strategic Risk Register

No	Risk	Sub No.	Sub-Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigation	Net Risk Score			New / Developing Controls	Risk Manager	CLT Risk Owner	Reporting Corporate Risk Management Representative	Target Date	Corporate Priority		
						I	L	GS		I	L	NS								
1	Lack of Resilience	1a	Lack of individual resilience to work in a changing environment.	Workplace stress.		4	4	16	Attracting external funding through partnership working. And contracts to create more sustainable services.	4	3	12	Corporate marketing support for new business and business development.	Head of Corporate Development, Engagement and Communication	Deputy Chief Executive	Annabel Southern	Ongoing	Deliver quality services		
				Decreased staff morale.				A range of training courses in place to help build individual resilience skills. Absence management procedures in place.				Robust workforce planning.	Head of Organisation and Workforce Development	Deputy Chief Executive	Annabel Southern	Ongoing				
							Audit undertaken to review resilience and governance given continuing staff reductions.													
		1b	Lack of capacity to deliver Council services.	Inability to deliver an effective service.	Employee commitment.	4	5	20	Development programmes implemented such as coaching, mentoring and aspiring managers programme.	4	4	16	Explore the potential of partnership working with, for example, health, to address issues with recruitment.	Head of Organisation and Workforce Development	Deputy Chief Executive	Annabel Southern	Ongoing	Deliver quality services		
					Change organisation form / increase joint working arrangements to deliver services with reduced resource.				Development programmes for specific areas of recruitment problems such as social care and teaching.				Effective people planning with a view to more generic roles to reduce the burden on key officers.	Deputy Chief Executive	Chief Executive	Annabel Southern	Ongoing			
					Loss of corporate memory.				Manage relationships with the Trade Unions in order to embrace employee change.				Transformation process to ensure that the Council becomes an agile organisation.	Deputy Chief Executive	Chief Executive	Annabel Southern	Ongoing			
									Deliver a programme of commissioning / service reviews to explore alternative delivery models.					Deputy Chief Executive	Chief Executive	Annabel Southern	Ongoing			
		1c	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		4	5	20	Development and implementation of Council Plan from 2015 onwards.	Deputy Chief Executive	Chief Executive	Annabel Southern	Ongoing	Improving health and wellbeing		
		2	Service Failure	2a	Failure of a service provider in high risk contracted areas such as social care and waste management.	Increased costs.		5	4	20	Procurement procedures in place which cover business continuity arrangements.	4	4	16	Ensure adequate business continuity plans are in place with service providers as part of the procurement and contract management process.	Head of Procurement and Development	Director of Resources	Val Watson	Ongoing	Deliver quality services
						Reputational damage to the Council.														
2b	Loss of key infrastructure which results in Council services not being delivered such as ICT and Property.			Inability to deliver critical services.	Build a resilient organisation.	5	4	20	Business continuity programme in place.	4	3	12	Revise corporate business continuity plan and agree corporate priorities in the critical activity list with CLT.	Chief Internal Auditor	Director of Resources	Val Watson	October 2015	Deliver quality services		
													Ensure all services have up to date business continuity plans in place.	Director of Resources	Chief Executive	Val Watson	Ongoing			
													Develop a corporate / thematic business continuity plan for property.	Head of Property and Asset Management	Director of Resources	Paul Jones	March 2016			
	Keep the corporate / business continuity plan for ICT up to date.	Head of ICT Services	Deputy Chief Executive	Annabel Southern	March 2016															

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		2c	Over reliance on income generation through the delivery of traded services.	Dilution of the effectiveness of internal service provision.	Ability to recruit staff based on the funding received from income generation.	5	4	20	Business cases in place for trading services.	4	3	12	Implementation of a robust performance management framework to ensure adequacy of internal service provision.	Head of Corporate Development, Engagement and Communication	Deputy Chief Executive	Annabel Southern	March 2016	Deliver quality services
3	Sustainability of the Council	3a	Insufficient funding to deliver services.	Erosion of reserves.	Income generation opportunities.	5	5	25	Downsizing of the Council to meet budget constraints. Priority led budgeting process. Medium term financial strategy in place.	4	4	16	Ongoing financial modelling to assess the impact of funding cuts.	Chief Accountant	Director of Resources	Val Watson	Ongoing	Deliver quality services
		3b	Services fail to operate within revised budgets.	Unplanned overspends.		5	5	25	Monthly financial monitoring including achievement of saving targets.	4	4	16	Robust reporting of recovery plans to Audit Committee.	Chief Accountant	Director of Resources	Val Watson	Ongoing	Deliver quality services
		3c	Further devolution of services and increased partnership working.	Increased financial risk.		5	4	20	Effective relationships with partners / external agencies.	4	4	16	Ensure robust governance arrangements are in place for new working arrangements.	Head of Demographic Governance	Director of Governance and Regulatory Services	Val Watson	Ongoing	Deliver quality services
		3d	Insufficient central government funding for Care Act reforms in addition to current constraints on cash limited budgets.	Council unable to balance budget.  Council unable to meet statutory duties and deliver reforms.	Consider options for shared services and opportunities for flexible use of new funding streams.	5	4	20	Robust budgetary control mechanisms.  Member led priority based budgeting and financial planning.	5	3	15	Participate in financial modelling exercises to challenge government assumptions and support lobbying for resource.	Deputy Director of Adult Services	Director of People	Hilary Shaw	Dec-15	Safeguarding and Protecting
4	Failure to Keep People Safe	4a	Death, serious injury or harm of a vulnerable adult / child.	Inspection failure (Ofsted / CCQ).		5	5	25	Safeguarding processes and procedures.	5	3	15	Review all safeguarding procedures and constant auditing.	Deputy Director of Adult Services / Deputy Director of Children's Services	Director of People	Hilary Shaw	Ongoing	Safeguarding and Protecting
				Trauma for family of the victim.	Training and professional development.													
				Potential criminal charges for staff involved.	Contract monitoring.													
				Significant liability claim received.	Risk assessments.													

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5	Inadequate Change Management	5a	Unpredictability of legal rulings requiring an unexpected change.	Inability to effectively adapt to the required change.		5	4	20	Anticipation work to assess potential impacts. Use of court appeals process when appropriate to do so.	4	4	16	Oversight of legal rulings which may have an impact on the Council.	Chief Corporate Solicitor	Director of Resources	Val Watson	Ongoing	Deliver quality services
		5b	Unfunded new burdens which the Council is required to deliver.	Increased financial obligations. Policy decisions create expectations for residents.		5	4	20	Analysis of previous patterns and trends.	4	4	16	Policy research to identify and communicate potential trends.	Deputy Chief Executive	Chief Executive	Annabel Southern	Ongoing	Deliver quality services
6	Reputational Damage	6a	Ineffective measurement of the reputation of the Council and Blackpool.	Perception of poor reputation is not quantified / supported.	Rebuilding reputation can suggest a high achieving organisation and generate momentum.	4	4	16	Daily summary of media interest in Blackpool circulated.	4	3	12	Undertake and feedback on the outcomes of resident satisfaction surveys to help inform the development of the Council plan.	Head of Corporate Development, Communication and Engagement	Deputy Chief Executive	Annabel Southern	September 2015	Deliver quality services
		6b	Residents negative image of Blackpool.	Lack of investment due to poor image of Blackpool.	Potential to attract external investment to Blackpool.	4	4	16	Different methods of engagement used such as the Council Couch.	4	3	12	Implement corporate framework for engagement supported by an engagement toolkit.	Head of Corporate Development, Communication and Engagement	Deputy Chief Executive	Annabel Southern	March 2016	Attracting suitable investment
				Lack of partner engagement. Loss of community support.	Generate local pride in Blackpool.				Increased use of new communication channels such as social media and newsletters. Increased commitment to one brand for the Blackpool resident.				Implementation of the Corporate Branding toolkit.	Head of Corporate Development, Communication and Engagement	Deputy Chief Executive	Annabel Southern	March 2016	
6c	Visitors negative image of Blackpool.	Local economy impacted due to reduced jobs. Inability to underwrite tourism initiatives due to reduced resources.		4	4	16	Identification of potential external funding streams to assist with the tourism offer for Blackpool.	4	3	12	Promote a positive image of Blackpool to encourage private sector investment in the tourism industry.	Head of Visitor Economy	Director of Place	Philip Welsh	Ongoing	Expanding and promoting tourism, arts, heritage and cultural offer		

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7	Ineffective Governance	7a	Non-compliance with statutory requirements and internal procedures.	External challenge.			4	5	20	Statutory legal and financial officers in place.	3	4	12	Raise awareness of standards / required and awareness of the consequence of failure.	Head of Demographic Governance	Director of Governance and Regulatory Services	Val Watson	Ongoing	Deliver quality services			
				Quality of service compromised.						Policy team research / proactive consultation response.				Consistent use of disciplinary / capability procedures across the Council for serious instances on non-compliance.								
				Health and safety compromised.						Assurance mechanisms such as internal audit, external audit, peer review and external assessments.												
										Constitution and Financial Regulations in place.												
										Disciplinary procedures in place.												
										Health and safety procedures in place.												
		7b	Lack of effective risk management embedded across the Council.	Ineffective decision making.	Potential to make savings through effectively managing risks.	5	4	20	Risk management framework and toolkit in place.	4	3	12	Increased accountability and challenge of the strategic risk register to ensure appropriate action is being taken to reduce risks.	Chief Internal Auditor	Director of Resources	Val Watson	September 2015	Deliver quality services				
				Increased insurance claims.					Service and strategic level risk registers in place.				Revisit each risk management group to ensure that it is working effectively and following the requirements of the risk management framework.									
		7c	Increased risk of fraud.	Erosion of internal controls and less resource to tackle fraud.	Increased use of Proceeds of Crime Act.	5	4	20	Anti-fraud and corruption policy in place.	5	3	15	Focus on high risk areas of fraud such as insurance fraud.	Chief Internal Auditor	Director of Resources	Val Watson	March 2016	Deliver quality services				
									Participation in the National Fraud Initiative.				Embed process for investigating Council Tax Reduction Scheme Fraud.						Chief Internal Auditor	Director of Resources	Val Watson	September 2015
									Annual internal audit plan in place.				Increase fraud awareness training Council wide.						Chief Internal Auditor	Director of Resources	Val Watson	March 2016
		7d	Data theft and leakage.	Significant fines from the Information Commissioner.	The serious nature of the risk and its consequences will encourage departments to work with ICT to implement robust processes.	4	5	20	Working with services to undertake risk assessments against the Information Asset Register to identify opportunities to identify areas where effort must be focused to reduce the likelihood of a data breach.	4	3	12	Ensure documents and equipment are disposed of appropriately as part of the programme of office moves.	Head of ICT Services	Deputy Chief Executive	Ian Ridsdale	Ongoing	Deliver quality services				
Reputation damage to the Council.	Mandatory ICT Security Training.																					
Intrusion into personal data which should not have been shared.																						

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8	Unsustainable Local Economy / Increased Deprivation.	8b	Lack of affordable housing.	Negative impact on local economy.	Key in the regeneration of Blackpool.	4	4	16	ALMO Stock.	4	3	12	Embed the new Housing Regeneration Company to help transform private sector housing.	Head of Strategic Housing	Director of Place	Philip Welsh	September 2015	Improve housing standards		
				Potential criminal activities.	Revitalise areas in the town.	4	4	16	Regulation of private sector / link with RSLs.	4	3	12	Complete the build of the provision of 400 new family homes on the Rigby Road site.	Head of Strategic Housing	Director of Place	Philip Welsh	Ongoing			
				Inability to regenerate Blackpool.	Expansion of affordable housing programme.				Continue with the refurbishment of 400 homes under the Decent Homes initiative.				Head of Strategic Housing	Director of Place	Philip Welsh	Ongoing				
		8b	Increased deprivation and unemployment.	Dependency on Council services.		4	4	16	Introduction of living wage for Council staff and promoting this with contractors.	4	3	12	Delivery of actions in the Local Economy Action Plan.	Head of Economic Development	Director of Place	Philip Welsh	Ongoing	Encouraging responsible entrepreneurship		
									Commitment to use local suppliers where possible.				Completion of the Central Business District Project.	Head of Property and Asset Management	Director of Resource	Paul Jones	Ongoing			
		8c	Lack of appropriate transport infrastructure.	Loss of trade, reputation and confidence from residents.		4	4	16	Highways Asset Management Plan in place.	4	3	12	Appropriate work undertaken to maintain the condition of the highways infrastructure.	Highways Lead Officer	Director of Community and Environment	John Hawkin	Ongoing	Deliver quality services		
						Potential public enquiry if the incident was not dealt with effectively.								Establish a control centre at Bickerstaffe House for dealing with a major incident.	Chief Internal Auditor / Head of Property and Asset Management	Director of Resources	Val Watson	September 2015		
															Arrangements need to be agreed and implemented for public health incidents such as Pandemic or Infectious Outbreaks. A decision needs to be taken as to whether this is a separate plan or whether a section is included in all business continuity plans.	Public Health Practitioner / Chief Internal Auditor	Director of Public Health	Denise Jackson	Dec-15	
						9b	Disruption to community, services and businesses.	Loss of community cohesion and potential reputational damage.		5	4	20	Planning for potential incidents through the Lancashire Resilience Forum.	4	4	16	Undertake an exercise on dealing with a major incident in Blackpool and establish what additional controls need to be put in place based on lessons learned.	Chief Internal Auditor	Director of Resources	Val Watson
Community risk register in place.	Roll-out a training programme for those involved in providing a tactical response in a major incident.												Chief Internal Auditor				Director of Resources	Val Watson	March 2016	
9c	Injury / death to members of the public or staff.					Trauma faced by families and work colleagues.		5	4	20	Emergency response group in place to provide humanitarian support in a major emergency.	4	4	16	Increase the number of volunteers on the emergency response group and attend the Lancashire Resilience Forum Humanitarian Assistance Group.	Deputy Director Adult Services	Director of People	Hilary Shaw	Ongoing	Safeguarding and protecting