

Appendix 9(a) - Strategic Risk Register 2024-25

Net Risk Score Map

		Impact				
		1	2	3	4	5
Likelihood	5					
	4			12a) Poor performance impacting on reputation of the Council. 6c) Increased fraud and error impacting on public funds and the Council's reputation.	1b) Poor Health and Wellbeing Outcomes. 1c) Poor educational attainment. 1d) Lack of quality housing property across the town. 3b) Lack of provision for children with special educational needs and disabilities (SEND). 3d) Impact of National Waste Strategy on delivery of statutory service. 4a) Legal challenge to procurement arrangements. 7a) Lack of employment opportunities / skills. 7d) Failure to deliver efficient transport network across the town. 8a) Lack of capacity and capability. 12b) Reputational damage due to failure to appropriately mitigate against climate change.	6a) Insufficient funding to deliver services. 6b) Insufficient central government funding for Social Care. 9a) Cyber Threats.
	3				1a) Cost of Living Crisis. 2a) Failure of wholly owned companies and key strategic partnerships. 7c) Reduced visitor economy. 10a) Non-compliance with data protection legislation.	3a) Failure of Children's Social Care. 3c) Failure of Adult Social Care. 5a) Property failure due to poor maintenance or lack of inspection regime. 5b) Failure to meet statutory obligations as a significant housing landlord across the town. 7b) Failure to regenerate the town. 9b) Inability to carry out business critical activity due to unsupported hardware or software systems. 11a) Terrorism related act at major events and in publicly accessible locations. 11b) Pandemic infection / health security concern (human and animals). 11c) Climate breakdown causes an increase in sea levels and severe adverse weather events.
	2				8b) Poor employee health and wellbeing.	4b) Increased employer liability claims. 4c) Increased public liability claims. 11d) Inability to respond to a Major Emergency / Business Continuity Incident
	1					

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Strategic Risk Register (by Risk Category)

1. Strategy

Risk Appetite:	Open
Council Priority:	Communities: Creating stronger communities and increasing resilience

Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks																			
			I	L	GS		I	L	NS		I	L	TS																						
1a) Cost of Living Crisis.	Impact on health and wellbeing outcomes.	Offer support to residents to help them during the difficult time.	4	5	20	Cost of Living grants scheme set up to support Voluntary, Community and Faith Sector (VCFS) organisations deliver schemes to support the community through the cost of living crisis and winter. The Cost of Living work, through Blackpool Together is now a standing agenda item at the Fairness Commission. This ensures strategic oversight, priority setting and facilitates delivery through a task and finish working group as required. Cost of Living workshops / roadshows delivered offering advice and support to the public. Liaison with different agencies to ensure that residents can be signposted to the appropriate services for support. Various discretionary support schemes in place which residents can access if they are struggling financially. Links in place with key organisations such as the Citizens Advice Bureau. Warm Hubs in place during the colder months. Support for the Blackpool Foodbank Initiative. Communication campaigns running to provide information to residents about support available.	4	3	12	Continued work through the VCFS group to discuss community needs, agree ways to address these and review progress with the current focus being on the cost of living crisis.	4	2	8	Director of Public Health	March 2025	Operational Reputation Finance																			
																	Inability to pay bills.	Mitigate the risk faced by most vulnerable residents.																	
																			1b) Poor Health and Wellbeing Outcomes.	Increased demand for statutory services.	Build a more resilient community to reduce reliance on the public sector.	4	5	20	Preventative and Harm Reduction services are in place to improve health outcomes and reliance on public services. Service provision includes Tobacco Addiction, Homelessness, Multiple Disadvantage, Sexual Health, Drug and Alcohol Addiction, Healthy Weight, Mental Health, COVID Vaccination Programme, Health Protection Strategy and the Healthy Child Programme.	4	4	16	Ensure that all current work is subject to the new ICS, PBP arrangements and the Population Health Management Team Work Programmes and aims to improve outcomes for residents.	4	3	12	Director of Public Health	March 2025	Finance Operational Security Programme

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Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks
			I	L	GS		I	L	NS		I	L	TS			
	Lack of government policy on preventative measures.	Healthy and empowered residents.			20	Director of Public Health publishes annual report setting out the current position in Blackpool.			16	Continue to deliver the Digital Blackpool programme which is focused on reducing isolation and increasing digital awareness and access.			12	Director of Public Health	March 2025	
	Pressures in the health service.		Access to various support groups through the leisure service with a focus on the health and wellbeing of residents.				Deliver the actions identified in the Green and Blue Infrastructure Strategy for the year as such initiatives are shown to have a positive impact on health and wellbeing.				Director of Community and Environmental Services	March 2025				
	Funding cuts.		Continued work with grass root community groups to offer advice / signpost them to support that enables them to support their communities.													
	Low life expectancy across the town.		Suicide prevention initiatives in place and signposted to support such as the Orange Button if someone is at risk.													
						Fairness Commission looks at areas needing focus and attention and agrees how to take these forward.										
						Dementia Action Alliance in place.										
						Various Charters in place including Gambling and Healthy Weight.										
						Monthly VCFS / Communities catch up meeting established and meets regularly.										
1c) Poor educational attainment.	Increased exclusions and children missing education.	Use of Schools Improvement Funding to target areas of poor attainment.	4	5	20	Education 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 given that all secondary schools are academies.	4	3	12	Director of Children's Services	March 2025	Operations Commercial
		Statutory requirement for local authority to ensure the adequate provision of school places in local area would not be met. Increased deprivation due to inability to access the employment market.	Resilient children and residents.				Links with the Regional Schools Commissioner and OFSTED embedded.				Further develop a school led system which improves attainment at Key Stage 3 and 4 whilst holding individual Trusts to account.				Director of Children's Services	

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			I	L	GS		I	L	NS		I	L	TS			
	Poor school attendance.				20	Ten year School Improvement Strategy in place which is challenged through the school improvement governance structure. Inclusion Strategy in place. Reviewed the 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. Implemented the Pupil Referral Unit Policy. School Organisation Plan in place to predict requirements for school places so that provision can be made as demand increases. Checks on elective home education over and above statutory requirements.			16			8				
1d) Lack of quality housing property across the town.	Negative impact on local economy.	Create an attractive new residential offer by the seaside.	4	5	20	Maximise available powers to regulate the private rented sector.	4	4	16	Assist Blackpool Housing Company to expand the reach of its work and tackle poor quality properties through the use of grant funding utilising the Registered Provider status for Lumen Housing.	4	2	8	Director of Strategy (Assistant Chief Executive)	March 2025	Property Finance
	Perpetuation of poor social outcomes for residents. Poorly managed HMO's detracting from the quality housing on offer.	Support town centre businesses and drive economic resurgence.				Arrangements in place to reduce the risk of homelessness across the town.				Work with Blackpool Housing Company to build upon the properties already completed to a good standard with a revised target of 900 good quality homes by 2025. This is against the backdrop of a very challenging housing market and therefore there is a need to allow the market to settle down and monitor the impact that this will have on targets.				Director of Strategy (Assistant Chief Executive)	March 2025	
		Enable people to stabilise their lives in quality homes.				Quality affordable rented offer, with more new Council / Housing Association homes.				Complete the Foxhall Village development following the collapse of the contractor by commissioning the completion of building the Phase Three quality homes.				Director of Strategy (Assistant Chief Executive)	March 2025	
						Undertaken a multi-disciplinary pilot project to improve the quality and value for money of supported housing across the town.				Monitor provision of supported housing locally and maintain focus on this area and liaise with government regarding regulatory change. The Council have agreed a 3 year extension to the Supported Housing Pilot, benefiting from £1m of funding support from the Department for Levelling Up, Housing and Communities (DLUHC), announced in Summer 2022.				Director of Strategy (Assistant Chief Executive)	March 2026	

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			I	L	GS		I	L	NS		I	L	TS			
					20	The use of selective licensing in key locations across the town to improve standards in the private sector market.			12	Engage with DLUHC around the new Levelling Up White Paper and housing opportunities for Blackpool, working closely with Homes England on plans for new investment in the inner areas.			8	Director of Strategy (Assistant Chief Executive)	June 2024	
					20	Blackpool Housing Company delivering better quality private rented housing.			12	Undertake compliance inspections against the Blackpool Standard and future Decent Homes Standard for the Private Sector Housing.			8	Director of Community and Environmental	March 2025	
					20	Delivered hundreds of new council homes at Queens Park and Troutbeck.			12				8			

2. Governance

Risk Appetite	Cautious
Council Priority:	Organisational Resilience

Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks
			I	L	GS		I	L	NS		I	L	TS			
2a) Failure of wholly owned companies and key strategic partnerships.	Ineffective decision making and oversight resulting in company failure and subsequent reputational damage.	Innovative solutions for delivering services and attractions for residents and visitors.	4	5	20	Long term recovery plans in place which are reviewed and authorised by the Council's Director of Resources.	4	3	12	Keeping the governance framework under review and liaising with company Boards.	4	2	8	Director of Governance and Partnerships / Chief Executive	March 2025	Property Finance Commercial
	Financial impact on the Council due to companies debts underwritten by the Council.	Ability to deliver solutions with private and public sector partners to increase service offers to residents and visitors.			20	Informal and formal meetings between the Council and its companies to monitor financial performance.			12	Introduce reporting from the Shareholder Committee through to the Council's Audit Committee to provide assurance that company risks are being effectively mitigated.			8	Director of Governance and Partnerships	June 2024	
	Companies are no longer financially viable.				20	Shareholder Committee in place to oversee the activity of the companies.			12				8			
	Inability to access additional funding through the creation of a Combined Authority for Lancashire.				20	Annual review of Register of Existing Partnerships so that governance arrangements can be assessed.			12				8			
	Change of political leadership / direction.				20	Boards in place for each of the companies, with independent members, supported by a Company Secretary.			12	Assess the outcome of the devolution consultation exercise and prepare the final proposal in conjunction with the other upper			8	Chief Executive	October 2024	
				20	Updated Governance Framework rolled out to all company Boards to ensure			12				8				

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			I	L	GS		I	L	NS		I	L	TS			
					25	consistency of approach with regards to governance and decision making. Annual reporting from key commercial partners to the Shareholder Committee to increase democratic oversight. The Government announced it would be willing to enter into a devolution deal with Lancashire County Council, Blackburn with Darwen Council and Blackpool Council for a level 2 non-mayoral Combined County Authority. The draft proposal was agreed by the Full Council at the three upper tier authorities.			15	tier authorities for consideration by Central Government.			10			

3. Operations

Risk Appetite :	Minimalist
Council Priority:	Communities: Creating stronger communities and increasing resilience

Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks	
			I	L	GS		I	L	NS		I	L	TS				
3a) Failure of Children's Social Care.	Preventable death / injury to a child.	Consider options for shared services and opportunities for flexible use of new funding streams.	5	5	25	Recommendations made by OFSTED are articulated in clear plans which drive the work of the Senior Leadership Team in Children's Social Care.	5	3	15	Continue to reduce numbers of Looked After Children in a safe, sustainable way through improvements of the social care system.	5	2	10	Director of Children's Services	March 2025	Strategy Finance Legal	
	Unsustainable costs for looked after children.	Implementation of robust working practices in a Council run Children's Services.				Performance and quality impact information is accurate and kept up to date to ensure a comprehensive view of actual performance and financial position.				Continue to develop the children's care market to ensure adequate and quality provision in the town and develop sufficiency.				Director of Strategy (Assistant Chief Executive)	March 2025		
	Disjointed external market reducing access to suitable and cost effective care packages.	Focus on preventative work to avoid the need for Child Protection interventions.				Regular engagement with OFSTED and the Department for Education (DfE). Participation in national reviews, such as the children's care review, to consider wider system issues with the care service.											
						Early Help Strategy in place which aims to prevent children entering into the care system. Better Start Partnership Board in place to help improve opportunities for early years.											

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			I	L	GS		I	L	NS		I	L	TS			
					20	Safeguarding processes and procedures in place based on a local footprint including regular audit. Getting to Good Board in place to drive improvement. Robust supervision, training and personal development for social workers and managers. Contract monitoring and quality assurance procedures in place for commissioned services. Commissioning Team in place to work with the marketplace to ensure access to appropriate services for social care. Strategic Children and Family's Partnership Board in place, governing and monitoring improvement across the whole system.			16			12				
3b) Lack of provision for children with special educational needs and disabilities (SEND).	Lack of support for children with special educational needs and disabilities.	Improved opportunities for all children.	4	5	20	SEND Board and partnership governance is in place.	4	4	16	Continue to ensure the effective and efficient movement of young people with special needs to adulthood.	4	3	12	Director of Children's Services	March 2025	Strategy Finance Legal
	Failure to fulfil our statutory responsibility to get SEND children to school with some children unable to travel using the Council's fleet due to their needs.	Efficient use of resources through better access to provision in Blackpool.			20	Professional SEND Team in place which provides a range of support and services to children and their parents / carers.			16	Enhance the special school estate and develop the offer around Education Other Than In A School (EOTAS).			12	Director of Children's Services	March 2025	
	Lack of available placements for children with complex needs.				20	Developed and submitted the Safety Valve funding bid to improve special education provision locally.			16	Develop mainstream school provision for children with special educational needs.			12	Director of Children's Services	March 2025	
	Integrated Transport fleet unable to be replaced due to lack of funding and also unavailability of vehicles/parts (supply chain issues).				20	Subject to OFSTED oversight to provide assurance of quality of provision. Undertaken financial planning for the high needs block included in the Dedicated School Grant.			16	Explore alternative ways to maintain the Integrated Transport fleet to ensure statutory transport needs can be met.			12	Director of Community and Environmental Services	March 2025	

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			I	L	GS		I	L	NS		I	L	TS										
3c) Failure of Adult Social Care.	Preventable death / injury to a vulnerable adult.	Options for shared services and greater integration with health via the ICB.	5	5	25	The Chief Executive and Director of Adult Services are part of the Fylde Coast Executive which helps promote coordination between the Council and Health.	5	3	15	Continued participation in the development of integrated care systems to ensure the best health and social care provision for residents.	5	2	10	Director of Adult Services	March 2025	Strategy Finance Legal Security							
	Unsustainable costs for adult social care.	Opportunities for flexible use of new funding streams.				The Director of Adult Services has been appointed as a Director of Integration on the ICB and is accountable to the Council and the ICB.				Continue to monitor and respond to different demands including increased complexity of cases and the impact on the care sector linking to the new ICB arrangements.				Director of Adult Services									
	Fragile external market reducing due to increased costs and recruitment issues.	Robust supervision, training and personal development for social workers and managers.				Continue to work with our partners to manage the hospital discharge process.				Director of Adult Services													
	People who need support that spans nursing and specialist behavioural support have limited options for care provision across the Fylde Coast. This is a shared issue with our Health partners.	Contract monitoring and quality assurance procedures in place for commissioned services.				Robust inspection regime by the Care Quality Commission (CQC).				Strong communication links with care providers through a Provider Forum.				Access to direct payments and personal budgets to give service users a choice as to their care.			Safeguarding processes and procedures in place.	Adult Services Governance Committee in place.	Commissioning Team in place to work with the marketplace to ensure access to appropriate services for social care.	Payment of the Real Living Wage in the care sector.	Continue to support the care sector who face a number of challenges such as increasing costs and recruitment issues.	Director of Adult Services	
																							Director of Adult Services
																							Director of Adult Services
																							Director of Adult Services
																							Director of Adult Services
																							Director of Strategy (Assistant Chief Executive)
3d) Impact of National Waste Strategy on delivery of statutory service.	Unfunded additional costs due to new burdens.	Maximise use, minimise waste and drive up recycling rates.	4	5	20	Ongoing relationship meetings with our wholly owned company who provide the waste collection service about preparing for the changes.	4	4	16	Developed funded plans to meet the new requirements of the Environment Act 2021.	4	2	8	Director of Community and Environmental Services	March 2025	Financial							

4. Legal

Risk Appetite:	Cautious
Council Priority:	Organisational Resilience

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			I	L	GS		I	L	NS		I	L	TS			
4a) Legal challenge to procurement arrangements.	Economic climate creates pressures due to inflation.	Innovative and inclusive procurement policy and procedures to obtain value for money.	4	5	20	Robust procurement procedures in place to help ensure appropriate due diligence of potential contractors including confirmation of business continuity arrangements.	4	4	16	Nominees from the Procurement Team to complete the Cabinet Office Contract Management Capability programme and use this learning to embed good practice across the Council.	4	2	8	Director of Resources	September 2024	Governance Programme Commercial Finance
	Failure of critical commissioned service.	Development of local businesses to tender for Council awards.				Corporate Procurement Team in place to support the procurement process and tender evaluation.				Revise procurement procedures in line with any changes to legislation advised by central government as a result of the EU exit.				Director of Resources	September 2024	
	Supply chain failure due to various external impacts.	Social value embedded in the procurement process.				Intelligent clients who have oversight of the market, high level contingency planning, and staff experienced in dealing with service failure.										
						Access to Cabinet Office Contract Management Capability Programme.										
				Contract management guide in place to advise responsible officers how to undertake contract management.												
4b) Increased employer liability claims.	Death / injury to a member of staff resulting in civil or criminal proceedings.	Safe environment for employees to work.	5	4	20	Full suite of corporate health and safety arrangements and guidance notes available. This is supported by a full suite of health and safety training which staff can access.	5	2	10	Transfer the accident reporting process onto the new HR system and ensure all users and managers are able to effectively use the electronic reporting system.	5	1	5	Director of Resources	July 2024	Property People
						Production of an Annual Health and Safety Report with recommendations outlining actions which CLT need to undertake to further embed health and safety.				Review and update the Corporate Warning Register to ensure that this is user friendly and meets the needs of front line employees.				Director of Resources	March 2025	
						Health and safety compliance audits and monitoring exercises undertaken.				Ensure compliance with the new Driving at Work App.				Director of Community and Environmental Services	June 2024	
						Team of qualified Health and Safety Advisors in post to provide advice to managers.										
						Risk management and health and safety meetings in place for all Directorates plus thematic groups for high risk areas.										
4c) Increased public liability claims.	Death / injury to a member of the public resulting in civil or criminal proceedings.	Safe environment for residents and visitors to enjoy.	5	4	20	A Tree Management Strategy is in place which is supported by an incident log to record unexpected tree failure so lessons can be learned. A Tree Management Plan sits under the strategy to focus resource on delivery.	5	2	10	Continued roll out of Project Amber, providing significant investment in the highways which will reduce potential highways liability claims.	5	1	5	Director of Community and Environmental Services	March 2025	Security
						Documented site inspection regimes for playgrounds and sporting areas facilitated by an online system for maintenance and detailed specifications set by the Council for Enveco to deliver against.				Review the highways inspection regime to better target resource into high risk areas.				Director of Community and Environmental Services	July 2024	
						Robust highways inspection programme in place to reduce the risks associated with highways liability claims. Lessons				Continue the Area Intervention Team work to target hot spot areas for anti-social behavior.				Director of Community and	March 2025	

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			I	L	GS		I	L	NS		I	L	TS			
					20	learned are discussed at the Highways Risk Management Group. Daily checks of life saving equipment on the promenade undertaken by the Beach Patrol Service. Council fleet drivers assessed for driving competency to ensure safety when on the public highway. Accidents are reviewed by the Driving at Work Risk Management Group to spot trends and look at remedial actions which may need to be taken. Driving at Work App in place to help with the management of the grey fleet. Upgrades to the tram network to increase safety systems plus creation of a Tram Safety Group. Secure external funding bids for community safety projects. Community involvement providing ownership of parks and green spaces. Joint working arrangements in place between the Council and the Police. CCTV in place across the Town Centre. Community Safety Partnership in place.			15	Review Failure to Remove claims in light of the supreme court ruling in relation to local authority liability.			5	Environmental Services Director of Governance and Partnerships	March 2025	

5. Property

Risk Appetite:	Cautious
Council Priority:	Organisational Resilience

Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks
			I	L	GS		I	L	NS		I	L	TS			
5a) Property failure due to poor maintenance or lack of inspection regime.	Death / injury to a member of staff / public resulting in civil or criminal proceedings.	Well maintained and safe property portfolio.	5	4	20	Property Risk Management group in place which meets quarterly and reports to the Corporate Risk Management Group.	5	3	15	A process to undertake property compliance audits at the Council's wholly owned companies to be implemented.	5	1	5	Director of Resources	March 2025	Governance
						Corporate Asset Management Group in place to oversee key decisions relating to property investment.				Ensure that up to date lease arrangements are in place with the wholly owned companies which clearly define roles and responsibilities for property maintenance and statutory inspections.				Director of Resources	September 2024	Legal
						Statutory inspection regime in place overseen by the Corporate Landlord (Property Services).				Deliver the corporate property rationalisation target due to the introduction of hybrid working and				Director of Resources	March 2025	

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			I	L	GS		I	L	NS		I	L	TS			
					20	Property maintenance planning in place focusing on key risk areas which could impact safety. Asset management system in place which records key information in relation to Council owned properties. Office Emergency Button available on the Hub which links to key processes should an incident at work occur. Property risk audits undertaken by the Council's property insurers.			15	to seek to reduce energy consumption across the Council's property portfolio.			5			
5b) Failure to meet statutory obligations as a significant housing landlord across the town.	Death / injury to a tenant resulting in civil or criminal proceedings. Poor quality Council owned housing stock.	Enable people to stabilise their lives in quality homes. Reputation as a good landlord across the town.	5	4	20	Blackpool Coastal Housing, Blackpool Housing Company and Lumen Housing established as companies to develop and manage stock.	5	3	15	Prepare for the implementation of any changes to legislation following the Governments White Paper on Social Housing.	5	1	5	Director of Strategy (Assistant Chief Executive)	March 2025	Strategy Governance
						Housing client function in place.				Ensure that the companies have robust arrangements in place for statutory property compliance and other key safety risks such as damp.				Director of Strategy (Assistant Chief Executive)	June 2024	
						Reporting of housing company performance to the Shareholder Committee.										
						Property Risk Management Group in place which the housing companies attend.										

6. Financial

Risk Appetite	Cautious
Council Priority:	Organisational Resilience

Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks
			I	L	GS		I	L	NS		I	L	TS			
6a) Insufficient funding to deliver services.	Insufficient capacity to deliver stretched budget saving plans, income recovery and external funding applications. Unplanned overspends for a variety of reasons including demographic pressures, political and / or economic factors	Income generation opportunities. Partnership working. Innovation to reduce long term costs such as energy reduction strategies.	5	5	25	Medium Term Financial Sustainability Strategy in place which is reviewed monthly.	5	4	20	Ongoing financial modelling to assess the impact of funding cuts particularly given the level of uncertainty.	5	3	15	Director of Resources	March 2025	All
						Statutory requirement to balance the budget.				Continued monitoring of inflationary pressures and the impact they have on delivering the Council budget via the monthly Medium Term Financial Sustainability review.				Director of Resources	March 2025	

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	such as interest rate rises. Erosion of working balances and earmarked reserves. Impact on staff morale and recruitment and retention. Potential issue of Section 114 notice.				25	Financial assurance processes set out in the Medium Term Financial Plan. 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.			25	Develop working relationships with the newly appointed external auditors.			25	Director of Resources	March 2025	
6b) Insufficient central government funding for Social Care.	Council unable to balance the budget. Council unable to meet statutory duties and deliver reforms. External care market becomes unsustainable.	Consider options for shared services and opportunities for flexible use of new funding streams.	5	5	25	Budgeting process including investment of resources where needed. Heads of Services report 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. Various social care grants available, 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	Ensure delivery of the Medium Term Financial Plan for Adult Services to stabilise expenditure across the service and continue to use the resources which are available prudently. Deliver the Medium Term Financial Plan for Children's Services with a focus on reducing residential placements and looked after children numbers.	5	3	15	Director of Adult Services Director of Children's Services	March 2025 March 2025	Operations Strategy
6c) Increased fraud and error impacting on public funds and	Erosion of internal controls and less resource to tackle fraud.	Increased use of civil and criminal sanctions to further act as a deterrent.	3	5	15	Fraud Prevention Charter in place and reviewed annually which includes a fraud risk assessment, zero tolerance policy and fraud prevention proactive work programme.	3	4	12	Deliver the actions identified in the Fraud Prevention Charter 2024/25.	3	3	9	Director of Resources	March 2025	Operations

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			I	L	GS		I	L	NS		I	L	TS			
the Council's reputation.	Increased risk of fraud due to the economic climate.	Targeted proactive work to address high risk areas of fraud. Partnership working to provide a collaborative approach to fraud.			20	Various training courses available to staff including fraud awareness, and more tailored training is available for areas such as procurement and election fraud.										
						Participation in the National Fraud Initiative.										
						Anti-Money Laundering Policy and Procedure in place supported by an iPool e-learning course.										
						Annual internal and external audit plans in place which consider controls and identify potential weaknesses which could result in fraud.										

7. Commercial

Risk Appetite	Open
Council Priority:	The economy: Maximising growth and opportunity across Blackpool

Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks
			I	L	GS		I	L	NS		I	L	TS			
7a) Lack of employment opportunities / skills.	Loss of, or lack of, talent to take up employment in Blackpool.	Thriving and diverse local economy.	4	5	20	Successful bids to win contracts for a variety of schemes to get people into work.	4	4	16	Get hundreds of people back into work via job schemes for the most vulnerable, young people and disadvantaged through various employment schemes delivered via HealthWorks, the Platform and outreach provision.	4	3	12	Director of Communications and Regeneration	March 2025	Operations Finance Commercial
						High unemployment rates.				Resilient residents.				Adult learning service in place to help upskill residents to prepare them for work.	Continue to develop the adult learning offer to provide residents with opportunities for learning new skills and increase their employability.	Director of Communications and Regeneration
						Project Search for work placements for young people with additional needs.				Completion of Multiversity in Talbot Gateway.				Director of Communications and Regeneration	April 2027	
						Health and Social Care Career Academy has been launched.				Deliver the programme of road works around the Airport Enterprise Zone to improve access to the area.				Director of Communications and Regeneration	March 2026	
						Strong relationships in place with local further education settings to help ensure that training and qualifications are available which meet the needs of the local job market.				Ensure successful implementation of the Enterprise Zone Delivery Plan which is reviewed annually.				Director of Communications and Regeneration	March 2025	

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Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks
			I	L	GS		I	L	NS		I	L	TS			
7b) Failure to regenerate the town.	Further decline of Blackpool impacting on the economy, deprivation levels and life chances.	The town becomes a world class resort with increased employment opportunities for local residents.	5	4	20	Growth and Prosperity Team in place whose remit is to source and deliver regeneration projects across the town.	5	3	15	Commence the next stage of delivery of Blackpool Central including the relocation of the court buildings.	5	2	10	Director of Communications and Regeneration	March 2025	Strategy Governance Legal Finance Security
	Financial risks associated with increased costs / inability to access funding.					The Council has a good track record in attracting funding and delivering projects to support the regeneration of the town.				Continue delivery of the projects in the £40million Town Deal programme.						
						Abingdon Street Market has been redeveloped and reopened.				Completion of Holiday Inn in Talbot Gateway.						
						The completion of the Houndshell extension with a new IMAX cinema and diner.				Delivery of Civil Service Hub in Talbot Gateway.						
										Continue development and delivery of the projects funded through Levelling Up / Shared Prosperity funding streams.						
7c) Reduced visitor economy.	Local economy impacted due to reduced jobs in the tourism sector.	Growth in the visitor economy market.	4	5	20	Identification of potential external funding streams to assist with the tourism offer for Blackpool.	4	3	12	Promote the offer of a 'staycation' in Blackpool in order to assist the tourism economy taking into account the current cost of living crisis and affordability.	4	2	8	Director of Communications and Regeneration	March 2025	Strategy
	Inability to underwrite tourism initiatives due to reduced resources.	Increased job opportunities for local residents.				Successful events programme including the Illuminations.				Deliver the modernisation of the Illuminations by delivering the actions identified as part of the Town Deal Fund and maximising the opportunities brought by achieving National Portfolio Organisation status to ensure onward sustainability.						
	Reputational damage associated with Blackpool which impacts on visitor numbers.					Advertising campaigns possible through strong links with partners across Blackpool.										
						Media / filming requests handled by an in-house resource.										
						Conference Centre in operation attracting business tourism opportunities.										
						ShowTown Museum is open.										
						Partnership in place with the Grand Theatre.										
						Regular liaison with the Winter Gardens to encourage the delivery of a good offer including festivals and attractive shows.										
	Investment in events and marketing to create new opportunities to attract visitors out of season, for example Christmas by the sea.															

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Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks	
			I	L	GS		I	L	NS		I	L	TS				
7d) Failure to deliver efficient transport network across the town.	Loss of trade, reputation and confidence from residents.	Introduction of sustainable transport.	4	5	20	Road Asset Management Strategy in place which sets out budget requirements based on whole life costs following the Department for Transport Code of Practice.	4	4	16	Complete the tram extension at Blackpool North Station and start delivering a service along the new track.	4	2	8	Director of Communications and Regeneration	May 2024	Strategy Governance Commercial	
		Improve the economy, accessibility and the environment.				Highways Investment Group in place to review network capacity and regeneration of the town.				Deliver the ZEBRA project which will see significant works at the depot and the introduction of a carbon neutral bus fleet.				Director of Communications and Regeneration			September 2025
		Improve transport infrastructure for the benefit of residents, businesses and visitors.				A Parking Strategy for the town is in place.				Delivery of additional car parking in line with the Parking Strategy and taking account of the need for EV charging points.				Director of Communications and Regeneration			March 2025
		Good parking infrastructure is part of the customer experience.				Significant investment has taken place in Highways with works including upgrading of bridges, Yeadon Way and Quality Corridors.				Assess findings for South Fylde Line and Fleetwood to Poulton Line with partners and seek to secure funding for construction once schemes agreed.				Director of Communications and Regeneration			March 2025
						Two wholly owned companies in place which support transport including Blackpool Transport Services and Blackpool Airport Operations Limited.				Delivery of the Town Centre Access Scheme to improve circulation around the town centre.				Director of Communications and Regeneration and Director of Community and Environmental Services			March 2026

8. People

Risk Appetite:	Open
Council Priority:	Organisational Resilience

Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks	
			I	L	GS		I	L	NS		I	L	TS				
8a) Lack of capacity and capability.	Problems with recruitment and retention. Loss of corporate memory.	Motivated and skilled workforce.	4	5	20	Annual IPA system linked to learning and development needs and access to a learning and development programme.	4	4	16	Update the Workforce Strategy taking account of the feedback from the recent employee survey.	4	2	8	Chief Executive	March 2025	Strategy Finance	
						Joint Consultation Committee in place with the Trade Unions to discuss changes to working practices.				Complete the exercise in relation to succession planning for senior roles and put in place a package of leadership / talent development to increase senior capacity.				Chief Executive			March 2025
						Targeted marketing campaigns in place for difficult to recruit to posts including the Next Step Blackpool site.				Continue to focus on key recruitment issues such as in Adult and Children's Services which are				Chief Executive			March 2025

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Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks
			I	L	GS		I	L	NS		I	L	TS			
					20	Utilise Communications Team to advertise vacancies which are placed on the Greater Jobs website. Leadership Charter and survey in place to measure current leadership performance / capacity, the results of which are analysed, acted on and a new Emerging Leaders Programme in place. Promotion of the apprenticeship levy across the Council. Better use of expertise in the wholly owned companies and wider partnerships. 'Grow Your Own' programmes in place across a number of services and being utilised at a number of levels. Initiatives such as 'Refer a Friend' and market supplements in place for some hard to fill posts. Access to the Adult Learning Team for training on a range of subjects. Preferred Agency supplier in place. Exit interviews undertaken to learn from leavers.			8	being impacted by a national shortage of employees wanting to work in the sectors. Continue to explore further shared services across the Fylde Coast to build resilience.			4	Chief Executive	March 2025	
8b) Poor employee health and wellbeing.	Absenteeism, presenteeism and reduced productivity.	Develop a culture where health and wellbeing are at the forefront of employee support.	4	5	20	Arrangements for managing work related pressure, supported by an online stress work tool, iPool module and face to face training.	4	2	8	Establish a joint working group with the trade unions to consider employee health and wellbeing and how to improve attendance.	4	1	4	Chief Executive	March 2025	Strategy Legal Security
	High staff turnover.					A range of training courses in place to help build individual's resilience skills.				Continue to monitor impact of health and wellbeing initiatives on absence management levels for issues such as stress.				Chief Executive	March 2025	
						Absence management procedures in place.				Recruit to and embed the new Mental Health Practitioner post in the Occupational Health Team.				Chief Executive	June 2024	
						A network of Council wide Health Champions has been established. Corporate Health and Wellbeing Group has been established chaired by the Director of Public Health. Occupational Health Service in place which provides access to support services such as Cognitive Behaviour Therapy, physiotherapy and flu vaccinations. Menopause awareness training in place and access to champions to support staff going through the menopause and managers who are supporting a menopausal staff member.										

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Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks
			I	L	GS		I	L	NS		I	L	TS			
					25	Access to an independent and confidential Employee Assistance Programme. Access to Hub of Hope to signpost employees to mental health support. Mental Health first aiders in place. Mandatory objectives in the Individual Performance Assessment process. Mandatory Attendance Manager iPool course. Previous audit work has given positive assurance in this area.			20				15			

9. Technology

Risk Appetite:	Cautious
Council Priority:	Organisational Resilience

Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks
			I	L	GS		I	L	NS		I	L	TS			
9a) Cyber Threats.	Cyber fraud.	Improved knowledge and awareness across departments on identifying phishing emails and other cyber threats.	5	5	25	Investment in Sandbox technology.	5	4	20	Continue to develop and refine technologies to provide proactive alerting and monitoring of the changing threats.	15	5	3	Director of Resources	March 2025	Information Legal
	Reputational damage.	Participate in training and knowledge gathering opportunities.				Security Information Event Management (SIEM) implemented to proactively monitor activity on the network.				Increase network segmentation to limit spread of ransomware should it get inside the network.		Director of Resources	March 2025			
	Loss of compliance with security regimes.	Robust cyber security controls in place.				The use of blacklists / reputation to authenticate emails received and Artificial Intelligence being used to further detect and reduce the amount of SPAM e-mails.				Setting up of a 24 by 7 Security and Operations Centre (SOC) so detection and response can be improved.		Director of Resources	March 2025			
	Loss of confidence in using Council online services.					Proactive engagement with regional and national cyber security agencies.										
	Monetary penalties / fines.					ICT Security Policy in place supported by mandatory Cyber Awareness Training. Two internet connections maintained to provide resilience.				Implement learning from the Ransomware simulation exercise.		Director of Resources	March 2025			

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Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks
			I	L	GS		I	L	NS		I	L	TS			
	Ransomware attack with the prevalence of these attacks increasing and impacting a number of local authorities.				20	Cyber policy in place with a reputable insurer providing breach response support and liability cover. Full Sender Policy Framework (SPF) checking in place and adherence to the NCSC guidelines for Securing Government email. Whitelisting utilised to mitigate the risk of being hijacked. Ransomware simulation exercise with CLT.			15							
9b) Inability to carry out business critical activity due to unsupported hardware or software systems.	Inability to undertake business critical activity due to software failures.	Fit for purpose software in place which meets business needs.	5	4	20	List of critical systems and system administrators in place.	5	3	15	Assess the budget that is available to look for provisions for a data centre refresh in the coming years to continue to provide resilience and sustain arrangements.	5	2	10	Director of Resources	March 2025	Reputational
						Disaster recovery plans in place for IT systems.				Phase out the use of analogue phones and move to the use of digital phone lines.				Director of Resources	March 2025	
						Staff training on business critical systems to ensure compliance with key controls.				Implement learning from the cyber security business continuity exercise and how this impacts on critical systems.				Director of Resources	March 2025	
						IT representation at the Corporate Risk Management Group to discuss potential system risks.				Complete the project to transfer currently unstructured shared drives into Microsoft 365 to better facilitate the application of retention periods and improve resilience of data.				Director of Resources	March 2025	
						Office spaces adapted to facilitate hybrid working through the use of technology.				Phase out unsupported server, desktop operating systems, business applications and firmware.				Director of Resources	March 2025	
						Knowledgeable IT team in place to support services with key system issues.										

10. Information

Risk Appetite:	Open
Council Priority:	Organisational Resilience

Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks
			I	L	GS		I	L	NS		I	L	TS			
10a) Non-compliance with	Significant fines from the	Increased understanding of	4	5	20	Statutory Data Protection Officer appointed.	4	3	12	Continuation of the roll out of the compliance audit programme	4	2	8		March 2025	Technology

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Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks
			I	L	GS		I	L	NS		I	L	TS			
data protection legislation.	Information Commissioner and claims submitted for non-compliance with data protection legislation.	the Council's information assets.	5	5	25	Key data related to data breaches recorded and reported on so that lessons can be learned.	5	3	15	across the Council by the Information Governance Team.	5	2	10	Director of Governance and Partnerships	Legal	
						Implemented a robust suite of data protection policies and procedures. This includes the implementation of a Data Privacy Impact Assessment process and the roll out of mandatory GDPR training.				Develop a process for the safe use of Artificial Intelligence where appropriate in Council services.				Director of Governance and Partnerships		July 2024
						Increased transparency and trust with data subjects.				Annual report to the Corporate Leadership Team.				Preparation and implementation of the Data Protection and Digital Information Bill which is progressing through the parliamentary approval process.		Director of Governance and Partnerships
		Information Governance Group in place to share best practice and ensure continued compliance with data protection legislation.														
		Updated Retention Schedule in place for the Council and revised Privacy Notices developed and uploaded to the Council's website.														
		Process in place to ensure that all documents and equipment are identified as part of the office moves process to reduce the risk of a data breach.														

11. Security

Risk Appetite	Minimalist
Council Priority:	Communities: Creating stronger communities and increasing resilience

Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks
			I	L	GS		I	L	NS		I	L	TS			
11a) Terrorism related act at major events and in publicly accessible locations.	Long term damage to the visitor economy.	Develop increased confidence amongst visitors that Blackpool is a safe place to visit.	5	5	25	Close working with Police, Counter Terrorism policing and other agencies via the Emergency Planning team, Lancashire Resilience Forum and Safety Advisory Group for events.	5	3	15	To work with partners to consider learning from the Manchester Arena Inquiry as lessons identified are issued.	5	2	10	Director of Communications and Regeneration	March 2025	Reputational Commercial
	Negative impact on the local community.	Residents feel safe when in Blackpool Town Centre.				A new Council Security Control Room (SCR) has been developed with an accredited trainer in place to delivering SCR training associated with counter terrorism.				Consider the potential impact of the forthcoming Protect Duty (Martyn's Law) on event organisers and address this through the Safety Advisory Group.				Director of Communications and Regeneration	March 2025	
	Loss of life or injury.					ACT Awareness training rolled out to council staff. See, Check and Notify (SCaN) training being rolled out to relevant council staff and businesses across the town.				Consider any forthcoming legislative requirements in relation to the Protect Duty (Martyn's Law) and ensure the council has a plan in place to meet these duties.				Director of Communications and Regeneration	March 2025	

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Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks
			I	L	GS		I	L	NS		I	L	TS			
					25	Protect and Prepare Business Group established to raise awareness and improve controls across key operators in the town. Multi and single agency plans in place to respond to a major incident. Where known / involved, protective security advice and considerations provided and encouraged for new development schemes across the town. Introduction of an Anti-Terrorism Traffic Regulation Order (ATTRO) which give the police stronger powers over the road and pedestrian network in the event of a serious incident. Exercise Goshawk carried out in November 2022 which was a live multi-agency exercise based on a terrorist incident to test plans and identify areas for further development. Publicly accessible trauma kits provided at key locations across the town. Hostile vehicle mitigation used where appropriate and a medium term solution is in place.			15	Consider the long term HVM measures as outlined in the HVM strategy. To embed with the Growth and Prosperity team the requirement to ensure protective security in relation to counter terrorism is considered for development schemes across the town. As a result of the internal and external debriefs held in relation to Exercise Goshawk, implement the internal and external recommendations.			10	Director of Communications and Regeneration Director of Communications and Regeneration Director of Resources	March 2025 March 2025 March 2025	
11b) Pandemic infection / health security concern (human and animals).	Impact on the local economy and job market. Death and / or serious illness as a result of infection.	Develop a robust local response to pandemic infection with strong joint working across the Council and partner organisations. Build on recent experience of responding to a pandemic.	5	5	25	Staff signposted to advice provided by Public Health England. Business continuity plans in place across the Council and system in place to record staff absence. Multi-agency working via the Lancashire Resilience Forum. Arrangements in place for the storage of PPE and consumables as needed. Process in place to ensure that relevant staff are vaccinated where mandated in law. Outbreak management and track and trace processes implemented if required. Implementation of a robust vaccination delivery programme when available.	5	3	15	Continued participation in planning for health protection as part of the ongoing pandemic and also for future pandemics.	5	2	10	Director of Public Health	March 2025	Strategy Reputational Operational

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Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks
			I	L	GS		I	L	NS		I	L	TS			
					25	Robust communication in place with businesses, visitors and residents. Plans and procedures for managing animal health outbreaks such as avian flu in place. Access to trained, qualified and experience staff in Public Health and Public Protection. Health Protection Board in place.			20							
11c) Climate breakdown causes an increase in sea levels and severe adverse weather events.	Increased threat to human life from flooding, high winds and extreme heat.	Average temperature rise potentially raises interest in winter tourist economy.	5	5	25	Developed a Climate Mitigation and Adaptation Action Plan.	5	4	20	Work with other organisations to raise awareness and lobby for funding and behaviour change.	5	2	10	Director of Community and Environmental Services	March 2025	Strategy Reputational
	Rising sea levels threaten the adequacy of Blackpool's coastal defences.	Lobbying to change the basis of the financial calculations on which funding for defences is awarded.				Lead Local Flood Authority nominated person in place.				Work with the community to help residents prepare for potential flooding events.				Director of Community and Environmental Services	March 2025	
	Blackpool's built infrastructure is unable to cope with more regular severe weather.	Preserve Blackpool's built environment, heritage and infrastructure.				Local Flood Risk Management Strategy in place.										
		Work within planning legislation to strengthen the adaptation of new buildings to climate breakdown.				Multi-Agency Flood Plans in place to respond to a major incident.										
11d) Inability to respond to a Major Emergency / Business Continuity Incident	Unable to provide all the resources required as a Category One Responder.	Corporate approach to responding to incidents.	5	4	20	Major Emergency Plan in place outlining roles and responsibilities.	5	2	10	Undertake a full review of the Major Emergency Plan based on the learning from Exercise Goshawk including building resilience across strategic and tactical levels.	5	1	5	Director of Resources	March 2025	Security Programme Technology
	Potential public inquiry if the incident was not dealt with effectively.	Ability to effectively support people during a major incident.				Annual major incident exercise takes place to test the Council's arrangements.				Ensure that the humanitarian assistance provided by the Council is aligned with the lessons learned from Exercise Goshawk including appropriate training.				Director of Adult Services	March 2025	
	Disruption to community and businesses.					Lancashire-wide community risk register in place which the Council contributes to.				Work with the Lancashire Resilience Forum to review the community risk register based on				Director of Resources	March 2025	

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Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks
			I	L	GS		I	L	NS		I	L	TS			
	Loss of community cohesion and reputational damage.				High	Training programme in place for staff who could be involved in dealing with a major incident.			Medium	the National Security Risk Assessment.			Low			
	Trauma faced by families and work colleagues.	Services able to adapt and be flexible to maintain critical services regardless of the incident.			High	Emergency Response Group in place to provide humanitarian support in a major emergency.			Medium	Ensure services are testing their business continuity plans.			Low	Director of Resources	March 2025	
	Lack of resilience results in services not being delivered.				High	Arrangements in place for staff to work collaboratively with emergency services, and familiarisation with supporting mechanisms which are on offer.			Medium				Low			
					High	Shared Emergency Planning Service with local NHS Trust.			Medium				Low			
					High	Employee Assistance Programme in place to support employee health and wellbeing after dealing with / being impacted by a major incident.			Medium				Low			
					High	Lancashire Volunteer Agreement and Mutual Aid Agreements in place to support with the Emergency Response Group.			Medium				Low			
					High	Partnership working arrangements in place via the Lancashire Resilience Forum.			Medium				Low			
					High	Business continuity programme in place which links to the Council's Major Emergency Plan.			Medium				Low			
					High	Corporate business continuity plan in place supported by a critical activity list.			Medium				Low			
					High	Business continuity issues discussed at the various risk management groups.			Medium				Low			
					High	Progress against the service level business continuity plan programme reported to the Corporate Leadership Team and Audit Committee.			Medium				Low			

12. Reputational

Risk Appetite:	Cautious
Council Priority:	Organisational Resilience

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Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigations	Net Risk Score			Further Actions	Target Risk Score			CLT Risk Owner	Target / Review Date	Links to Other Strategic Risks
			I	L	GS		I	L	NS		I	L	TS			
12a) Poor performance impacting on reputation of the Council.	Published reports by regulators / inspection bodies which find issues with service performance.	High performing authority.	3	5	15	Customer Complaints Policy in place with clear procedures on how these can be responded to.	12	3	4	Implement and embed the new Complaints Handling Code which comes into effect on the 1 st April 2024.	6	3	2	Director of Governance and Partnerships	June 2024	Strategy Operations Legal
	Customer complaints including findings from the Ombudsman which may criticise service delivery.	Satisfaction from key stakeholders of the Council.	Participation in peer reviews where appropriate.	Keep abreast of developments by the Office of Local Government who are consulting on a performance matrix and ensure implemented once launched.		Director of Strategy (Assistant Chief Executive)		March 2025								
	Increased insurance premiums due to perceived poor performance.		Full engagement with external inspection bodies such as OFSTED and the CQC to assess the robustness of service provision.	Implement and embed any recommendations arising from the February 2023 Children's Services OFSTED report.		Director of Children's Services		March 2025								
			Embedded Elected Member Scrutiny process in place to provide challenge and oversight of service performance.	Implement the actions from the Written Statement of Action relating to Special Educational Needs arising from the OFSTED inspection.		Director of Children's Services		March 2025								
				Prepare for and participate in the planned CQC inspection of Adult Social Care.		Director of Adult Services		March 2025								
12b) Reputational damage due to failure to appropriately mitigate against climate change.	Blackpool exceeds its 'fair' contribution towards the Paris Climate Change Agreement target of 1.5 degrees warming.	Strong policies to cut emissions have associated health, wellbeing and economic benefits.	4	5	20	Rollout of corporate processes to ensure the systematic consideration of potential change impact of each area of the Council's activities when at the planning stage.	16	4	4	Deliver inter-related actions in the Climate Emergency Action Plan to deliver carbon reduction and sequestration projects.	12	4	3	Director of Strategy (Assistant Chief Executive)	March 2025	Strategy Finance Property Commercial
	Reputational damage to the Council if it does not take robust action to reduce carbon.	Establish Blackpool as a leading player on sustainability and sustainable tourism.	Delivery of renewable energy generation projects across the Council's estate and town including large venues such as the Winter Gardens, Airport and the Sandcastle.	Climate Emergency Steering Group established to regularly develop and assess further projects.		Director of Strategy (Assistant Chief Executive)		March 2025								
	Loss of biodiversity.	Preserve Blackpool's ecological and environmental heritage.	Participation in, and leadership of, Lancashire 2050 environment work stream.	Economic Prosperity Board joint work across the Fylde Coast on mitigation and adaptation.		Director of Strategy (Assistant Chief Executive)		March 2025								
			Establish approach to engaging and communicating with the public, visitors and local organisations.													
			Working group on biodiversity and associated issues e.g. Motion for the Ocean.													

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