

Net Risk Score Map

		Impact				
		1	2	3	4	5
Likelihood	5				11a) Terrorism related act at major events and in publicly accessible locations.	
	4				1a) Impact of Cost of Living Crisis on residents. 1b) Poor Health and Wellbeing Outcomes 1c) Lack of quality housing property across the town. 1d) Poor educational attainment. 1e) Lack of provision for children with special educational needs and disabilities (SEND). 1f) Lack of skills / training to improve employment opportunities. 6c) Value for money not achieved through procurement arrangements. 7a) Lack of job opportunities. 8a) Lack of capacity and capability. 12c) Failure to modernise transport network	6a) Insufficient funding to deliver services. 6b) Insufficient central government funding for Social Care. 9a) Cyber Threats. 12a) The Council fails to reduce carbon emissions across its operations and the town. 12b) Climate breakdown causes an increase in sea levels and severe adverse weather events.
	3				2a) Non-compliance with the Council's decision making process. 2b) Failure of wholly owned companies. 2c) Failure of key strategic partnerships. 4a) Hardening insurance market. 4b) Unsafe work place. 4c) Inadequate safety management of the public realm/ communities. 5b) Failure to meet statutory obligations as a significant housing landlord across the town. 7c) Reduced visitor economy. 6d) Increased fraud and error impacting on public funds. 9b) Non-compliance with data protection legislation. 10a) Residents unable to access / influence information about Council Services. 13a) Inability to deliver Council services. 13b) Inability to respond to a Major Incident in Blackpool.	3a) Failure of Children's Social Care. 3b) Failure of Adult Social Care. 5a) Property failure due to poor maintenance or lack of inspection regime. 7b) Failure to regenerate the town. 9c) Inability to undertake business critical activity due to software failures. 11b) Pandemic infection / health security concern (human and animals).
	2				8b) Poor employee health and wellbeing.	
	1					

Strategic Risk Register 2023-24

Appendix 5(a)

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) Impact of Cost of Living Crisis on residents.	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 organisation deliver schemes to support the community through the cost of living crisis and winter.	4	4	16	Continued work through the VCFS group established to discuss community needs, agree ways to address these and review progress with the current focus being on the cost of living crisis.	4	3	12	Director of Public Health	March 2024	Finance Information
	Inability to pay bills.					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.										
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 addition, 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 Population Health Management Team work programmes and aims to improve outcomes for residents.	4	3	12	Director of Public Health	March 2024	Finance Operational Security Project / Programme
	Lack of government policy on preventative measures.					Director of Public Health publishes annual report setting out the current position at Blackpool.				Continue to deliver the Digital Blackpool program which is focused on reducing isolation and increasing digital awareness and access.						
	Pressures in the health service.					Access to various support 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						

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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			
	Funding cuts.				20	Continued work with grass root community groups to offer advice / signpost them to support that enables them to support their communities.			16	positive impact on health and wellbeing. Seek to engage with the community to help people who have continued shielding after the pandemic to become active again and integrated back into the community.			8	Director of Public Health	March 2024	
	Low life expectancy across the town.				20	Suicide prevention initiatives in place and signpost to support such as the Orange Button if someone is at risk.			16				8			
					20	Fairness Commission looks at areas needing focus and attention and agrees how to take these forward.			16				8			
					20	Dementia Action Alliance in place.			16				8			
					20	Various Charters in place including for Gambling and Healthy Weight.			16				8			
					20	Monthly VCFS/Communities catch up meeting established and meets regularly.			16				8			
1c) 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. The first 30 Lumen homes have been delivered and there is agreement for Lumen to acquire 40 further homes for affordable rent in Bispham.	4	2	8	Director of Strategy (Assistant Chief Executive)	March 2024	Property Finance Projects / Programme
	Perpetuation of poor social outcomes for residents.	Support town centre businesses and drive economic resurgence.			20	Arrangements in place to reduce the risk of homelessness across the town.			16	Work with Blackpool Housing Company to build upon the 580 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.			8	Director of Strategy (Assistant Chief Executive)	March 2025	
	Poorly managed HMO's detracting from the quality housing on offer.	Enable people to stabilise their lives in quality homes.			20	Quality affordable rented offer, with more new Council / housing association homes.			16	Commence delivery of the Council Home Investment Plan adding 250 new Council homes to the portfolio including delivering the new housing developments.			8	Director of Strategy (Assistant Chief Executive)	August 2023	
					20	Undertaken a multi-disciplinary pilot project to improve the quality and value for money of supported housing across the town.			16	Restart the Foxhall Village development following the collapse of the contractor by commissioning the completion of building the Phase Three quality homes. Negotiations are expected to conclude with Homes England and a preferred development partner in			8	Director of Strategy (Assistant 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
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					20			16	March 2023 to enable restart onsite summer 2023. Monitor provision of supported housing locally and maintain focus on this area and liaison with government regarding regulatory change. The Council have agreed a 3 year extension to our Supported Housing Pilot, benefiting from £1m of funding support from DLUHC, announced summer 2022.			12	Director of Strategy (Assistant Chief Executive)	March 2026		
					20	The use of selective licensing in key locations across the town to improve standards in the private sector market.			16	Engage with DLUHC around the new Levelling Up White paper and housing opportunities for Blackpool. As part of this we have agreed with DLUHC to pilot the new Decent Homes Standard for the Private Rented Sector, commencing Spring 2023 with £1.2m of revenue support from DLUHC. We are also working closely with Homes England on plans for new investment in the inner areas, with the intention of consulting on masterplans for new investment in Summer 2023.			12	Director of Strategy (Assistant Chief Executive)	March 2025	
					20	Blackpool Housing Company delivering better quality private rented housing.			16	Undertake compliance inspections against the Blackpool Standard and future Decent Homes Standard for the Private Sector Housing.			12	Director of Community and Environmental	March 2025	
					20	Delivered hundreds of new council homes at Queens Park, Troutbeck.			16				12			
1d) Poor educational attainment.	Loss of, or lack of, talent to take up employment in Blackpool.	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 the all secondary schools are academies.	4	3	12	Director of Children's Services	March 2024	Operations Finance
	Increased exclusions and children missing education.					Links with the Regional Schools Commissioner and OFSTED embedded.				Continue to refine the Inclusion Plan for schools and literacy strategy.				Director of Children's Services		
	Statutory requirement for local authority to ensure the adequate provision of school places in local area would not be met.					School Improvement Strategy in place which is challenged through the school improvement governance structure.				Continue to gatekeep the process for making referrals to the Pupil Referral Units and ensure a robust Admissions Policy and Right of Appeal is in place.				Director of Children's Services		
						Ten year strategy in place for 2020 to 2030 and 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				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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					20	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							
1e) 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	Implement the actions from the Written Statement of Action arising from the OFSTED inspection.	4	3	12	Director of Children's Services	March 2024	Operations Finance
						Professional SEND Team in place which provides a range of support and services to children and their parents / carers.				Undertake financial planning for the high needs block included in the Dedicated School Grant.				Director of Children's Services	March 2024	
						Subject to OFSTED to provide assurance of quality of provision.				Enhance the special school estate.				Director of Children's Services	March 2024	
										Develop and submit the Safety Valve funding bid to improve special education provision locally.				Director of Children's Services	March 2024	
1f) Lack of skills / training to improve employment opportunities.	Increased deprivation due inability to access to employment market.	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 Communication and Regeneration	March 2024	Commercial
						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 Communication and Regeneration	March 2024	
						Strong relationships in place with local further education settings to help ensure that training and qualifications available which meet the needs of the local job market.				Deliver the Multiversity project to increase education and training opportunities.				Director of Communication and Regeneration	March 2025	
						Health and Social Care career academy has been launched.										

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Appendix 5(a)

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) Non-compliance with the Council's decision making process.	External challenge.	Delivery of good services which meet the needs of the community.	4	5	20	Statutory legal and financial officers in place.	4	3	12	Deliver the action plan arising from the Annual Governance Statement 2022/23.	4	2	8	Director of Governance and Partnerships	March 2024	Finance
	Quality of service compromised.					Assurance mechanisms such as internal audit, external audit, peer review and external assessments.				Ensure that Council services, senior leadership, Members and wholly-owned company boards are aware of their responsibilities in relation to the public sector equality duties.				Director of Resources		
						Awareness of standards required and awareness of the consequence of failure raised through channels such as DMTs and SLT.										
						Corporate compliance calendar in place and rolled out across the Senior Leadership Team.										
						Constitution and Financial Regulations in place.										
						Good Governance Group in place which oversees the production and delivery of the Annual Governance Statement.										
						Suite of mandatory training in place.										
						Equality and Diversity advice available with compliance assessments undertaken across directorates.										
						Embedded process for equality impact assessments.										
2b) Failure of wholly owned companies.	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	Five year recovery plans in place which are reviewed and authorised by the Council's Director of Resources.	4	3	12	Finalise an Ethical Statement for the companies to be included in the Governance Framework.	4	2	8	Director of Governance and Partnerships / Chief Executive	March 2024	Property
	Financial impact on the Council due to companies debts underwritten by the Council.					Robust conversations between the Council and its companies to ensure that recovery plans are deliverable.				Improve risk reporting from the companies through to the Shareholder Committee to improve oversight of strategic risks.				Director of Governance and Partnerships / Chief Executive		June 2023
																Commercial
																Project / 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			
	Companies are no longer financially viable.				16	Shareholder Committee in place to oversee the activity of the companies. Boards with independent members in place for each of the companies supported by a Company Secretary. Updated Governance Framework rolled out to all Company Boards to ensure consistency of approach with regards to governance and decision making.			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 / Chief Executive	June 2023	
2c) Failure of key strategic partnerships.	Ineffective decision making and oversight resulting in Council priorities not being met.	Ability to deliver solutions with private and public sector partners to increase service offers to residents and visitors.	4	4	16	Partnership governance framework has been put in place which sets out the process for defining key partnerships and the governance requirements for these.	4	3	12	Develop a register of existing partnerships so that governance arrangements can then be assessed.	4	2	8	Director of Governance and Partnerships	March 2024	Property Finance Commercial
	Financial impact on the Council should partnerships fail.					Partnership Boards and relationship meetings are in place with key partners. Key operators, such as Merlin, report to the Shareholder Committee. Relationships in place with key delivery partners including Merlin, Ellandi, Town Deal Board, Muse, Nikal and the BIDs.				Embed reporting from key commercial partners to the Shareholder Committee to increase democratic oversight.						

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 2024	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.				Implement any recommendations arising from the February 2023 OFSTED report.				Director of Children's Services		
	Disjointed external market reducing access to suitable and	Focus on preventative work to avoid the need for Child				Regular engagement with OFSTED and the DfE. Participation in national reviews, such as the children's care review, to consider				Implement the new safeguarding arrangements based on a local footprint.				Director of Children's Services	March 2024	

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			I	L	GS		I	L	NS		I	L	TS			
	cost effective care packages.	Protection interventions.			25	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. Safeguarding processes and procedures in place 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.			15	Continue to develop the children market to ensure adequate and quality provision in the town and develop sufficiency.			10	Director of Strategy / Assistant Chief Executive	March 2024	
3b) 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 2024	Strategy Finance Legal
	Unsustainable costs for adult social care.	Opportunities for flexible use of new funding streams.			25	The Director of Adult Service has been appointed as a Director of Integration on the ICB and is accountable to the Council and the ICB.			15	Continue to monitor the long term impact and consequences of the pandemic on the health and wellbeing of our vulnerable residents and respond to different demands including increased complexity of cases and the impact on the care sector linking to the new ICB arrangements.			10	Director of Adult Services	March 2024	Security
	Fragile external market reducing due to increased costs and recruitment issues.				25	Robust supervision, training and personal development for social workers and managers. 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.			15	Prepare for and participate in the planned CQC inspection of social care. Continue to work with our partners to manage the hospital discharge process. Continue to support the care sector who are still recovering from the pandemic and face a number of challenges such as increasing costs and recruitment issues.			10	Director of Adult Services Director of Adult Services Director of Adult Services	March 2024 March 2024 March 2024	

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			I	L	GS		I	L	NS		I	L	TS			
					20	Safeguarding processes and procedures in place. Adult Service 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.			12	Continue to develop the adult social care market to ensure adequate and quality provision in the town and develop sufficiency.			8	Director of Strategy / Assistant Chief Executive	March 2024	

4. Legal

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			
4a) Hardening insurance market.	Increased costs due to not being able to transfer some risks to an insurer resulting in self-funding claims.	Embedded risk management culture.	4	5	20	Risk management framework in place which is delivered and embedded through the directorate and thematic risk management groups.	4	3	12	Prepare and undertake a procurement exercise for the Council's insurance portfolio to ensure value for money and continued coverage.	4	2	8	Director of Resources	March 2024	Governance Operations Property Technology
	Increased premium costs due to ineffective risk management.		Service, strategic and project risk registers in place. SharePoint sites for risk management to assist with the sharing of information. Risk management considered as part of decision making process. Insurance programme in place consisting of policies and self-insurance with regular reviews of claims levels and also lessons learned through the risk management groups and self-insurance panel. New claims handling system implemented to improve the recording and reporting of claims data.													
4b) Unsafe work place.	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.	4	3	12	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.	4	2	8	Director of Resources	July 2023	Property
						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 meet the needs of front line employees.				Director of Resources	March 2024	

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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	Health and safety compliance audits and monitoring exercises undertaken. 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.			12	Modernise the way in which the corporate health and safety arrangements are communicated and stored on the new intranet site.			8	Director of Resources	March 2024	
4c) Inadequate safety management of the public realm/ communities.	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.	4	3	12	Continued roll out of Project Amber, which will provide significant investment in the highways which will reduce potential highways liability claims.	4	2	8	Director of Community and Environmental Services	March 2024	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	March 2024	
						Robust highways inspection programme in place to reduce the risks associated with highways liability claims. Lessons learned are discussed at the Highways Risk Management Group.				Embed the new CCTV system and deliver future phases on the project including the creation of a training facility and emergency control room.				Director of Community and Environmental Services	March 2024	
						Daily checks of life saving equipment on the promenade undertaken by the Beach Patrol Service.				Continued the Area Intervention Team pilot to target hot spot areas for anti-social behavior.				Director of Community and Environmental Services	March 2024	
						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.				Ensure that robust arrangements are in place for drivers in fleet vehicles in the wholly owned companies.				Director of Community and Environmental Services	March 2024	
						Upgrades to the tram network to increase safety systems.				Roll out the new Driving at Work app for management of grey fleet drivers.				Director of Community and Environmental Services	March 2024	
						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.																

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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	2	10	Director of Resources	March 2024	Governance Finance Legal
			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 inspection.		Director of Resources	September 2023									
			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 to seek to reduce energy consumption across the Council's property portfolio.		Director of Resources	March 2024									
			Property maintenance planning in place focusing on key risk areas which could impact safety.	Continue the work of the Building Resilience Task and Finish Group to ensure that Council used properties are resilient, safe and secure.		Director of Resources	March 2024									
			Asset management system in place which records key information in relation Council owned properties.													
			Property risk audits undertaken by the Council's Property Insurers.													
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.	4	4	16	Blackpool Coastal Housing, Blackpool Housing Company and Lumen Housing established as companies to develop and manage stock.	4	3	12	Prepare for the implementation of any changes to legislation implemented following the Governments White Paper on Social Housing. As part of this we will be trailing a tenant survey for the new national Tenant Satisfaction Measures (TSMs) in Spring 2023.	4	2	8	Director of Strategy (Assistant Chief Executive)	March 2024	Strategy Governance Legal
			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)	March 2024									
			Reporting of housing company performance to the Shareholder Committee.													
			Property Risk Management Group in place which the housing companies attend.													

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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 savings plans, income recovery and external funding applications.	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 beyond 2023/24.	5	3	15	Director of Resources	March 2024	All
	Unplanned overspends for a variety of reasons including demographic pressures, political and /or economic factors such as interest rate rises.					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 2024	
	Erosion of working balances and earmarked reserves.					Financial assurance processes set out in the Medium Term Financial Plan.				Develop working relationships with the newly appointed external auditors.				Director of Resources	March 2024	
	Impact on staff morale and recruitment and retention.					Monthly financial monitoring including achievement of saving targets and collection of income.										
	Potential issue of Section 114 notice.					Financial governance including Statutory Finance Officer, Corporate Leadership Team, Treasury Management Panel, Executive, Scrutiny Committee, Audit Committee and Full Council.										
6b) Insufficient central government funding for Social Care.	Council unable to balance budget.	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.	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.	5	3	15	Director of Adult Services	March 2024	Operations Strategy
	Council unable to meet statutory duties					Heads of Services report budget issues to the Directors so that these can be addressed.				Update and deliver the medium term financial plan for Children's				Director of Children's Services	March 2024	

Strategic Risk Register 2023-24

Appendix 5(a)

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			
	and deliver reforms. External care market becomes unsustainable.				20	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.			16	Services to stabilise expenditure across the service.			8			
6c) Value for money not achieved through procurement arrangements.	Economic climate creates pressures due to inflation.	Innovative and inclusive procurement policy and procedures.	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 program and use this learning to embed good practice across the Council.	4	3	12	Director of Resources	March 2024	Governance Project / Programme Commercial
	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	March 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 Program. Contract management guide in place to advise responsible officers how to undertake contract management.										
6d) Increased fraud and error impacting on public funds.	Erosion of internal controls and less resource to tackle fraud.	Increased use of civil and criminal sanctions to further act as a deterrent.	4	5	20	Fraud Prevention Charter in place and reviewed annually which includes a fraud risk assessment, zero tolerance policy and fraud prevention proactive work programme.	4	3	12	Deliver the actions identified in the Fraud Prevention Charter 2023/24.	4	2	8	Director of Resources	March 2024	Strategy
	Increased risk of fraud due to the economic climate.	Targeted proactive work to address high risk areas of fraud.				Various training courses available to staff including fraud awareness, and more tailored training is available for areas such as procurement and election fraud.										

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Appendix 5(a)

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			
		Partnership working to provide a collaborative approach to fraud.			20	Participation in the National Fraud Initiative.			16			12				
		Consider the benefits of creating a fraud profile of the Blackpool formal and informal economy from currently available data, to target the Corporate Fraud and Investigations Team resource towards high risk fraud areas which we have the ability to take action on.			20	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.			16			12				

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 job opportunities.	Increased deprivation due to a lack of employment opportunities.	Thriving and diverse local economy.	4	5	20	Introduction of the real living wage for Council staff, Council wholly owned companies, care sector and promoting this with contractors.	4	4	16	Deliver the Growth and Prosperity programme, including the Enterprise Zone, to create new and additional job opportunities across the town.	4	3	12	Director of Communication and Regeneration	March 2024	Strategy
						Social value is an integral part of the Council's procurement process and includes opportunities such as job creation for local people.				Maximise opportunities from the Shared Prosperity Fund to increase the support available for businesses to access.				Director of Communication and Regeneration	March 2024	
						Commitment to use local suppliers where possible.										
						Growth and Prosperity Programme in place delivering regeneration and job creation projects.										
						Provision of affordable serviced business space, ideal for startup businesses.										

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Appendix 5(a)

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. The Council has a good track record in attracting funding to support the regeneration of the town.	5	3	15	Commence delivery of Blackpool Central enabling phase with the building of the Multi Storey Car Park.	5	2	10	Director of Communication and Regeneration	August 2023	Strategy
										Continue delivery of the projects identified in the £40 million Towns Fund programme.				Director of Communication and Regeneration	March 2024	Legal
										Delivery of the Houndshell extension and ongoing recovery planning with the retail sector to ensure that use of space in the Houndshell is maximised to improve the retail offer.				Director of Communication and Regeneration	September 2023	Finance
										Deliver phase two of the Central Business District at Talbot Gateway (hotel /under-pass to train station).				Director of Communication and Regeneration	September 2023	Security
										Deliver phase three of the Central Business District at Talbot Gateway (civil service office buildings).				Director of Communication and Regeneration	March 2025	
										Complete the development of Abingdon Street Market.				Director of Communication and Regeneration	May 2023	
7c) Reduced visitor economy.	Local economy impacted due to reduced jobs in the tourism sector. Inability to underwrite tourism initiatives due to reduced resources. Reputational damage associated with Blackpool which impacts on visitor numbers.	Growth in the visitor economy market.	4	5	20	Identification of potential external funding streams to assist with the tourism offer for Blackpool. Successful events programme including the Illuminations. Advertising campaigns possible through strong links with partners across Blackpool. Media / filming requests handled by an in-house resource. Partnership in place with the Grand Theatre. Regular liaise 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.	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 Communication and Regeneration	March 2024	Strategy
										Deliver the modernisation of the illuminations by delivering the actions identified as part of the Towns Fund and maximising the opportunities brought by achieving National Portfolio Organisation status to ensure onward sustainability.				Director of Communication and Regeneration	March 2024	
										Effectively promote the new Conference Centre to increase business tourism figures across the town.				Director of Communication and Regeneration	March 2024	
										Deliver a number of visitor attractions in the next twelve months including Blackpool Museum, the new Merlin attraction and the new car parking facilities at Blackpool Central.				Director of Communication and Regeneration	March 2024	

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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. Joint Consultation Committee in place with the Trade Unions to discuss changes to working practices. Targeted marketing campaigns in place for difficult to recruit to posts including the Next Step Blackpool site. 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 and 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. Project Search for work placements for young people with additional needs. 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.	4	4	16	Update the Workforce Strategy taking account of the feedback from the recent employee survey. 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. Continue to focus on key recruitment issues such as in Adult and Children's Services which are 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	2	8	Chief Executive	March 2024	Strategy Finance		
																	Chief Executive	March 2024
																	Chief Executive	March 2024
																	Chief Executive	March 2024
																	Chief Executive	March 2024
																	Chief Executive	March 2024
																	Chief Executive	March 2024
																	Chief Executive	March 2024
																	Chief Executive	March 2024
																	Chief Executive	March 2024
																	Chief Executive	March 2024
																	8b) Poor employee health and wellbeing.	Absenteeism, presenteeism and reduced productivity.

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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			
	High staff turnover.	employee support.			25	A range of training courses in place to help build individual resilience skills. Absence management procedures in place. 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. 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.			20	Continue to monitor impact of health and wellbeing initiatives on absence management levels for issues such as stress.			15	Chief Executive	March 2024	Security

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 altering and monitoring of the changing threats.	5	3	15	Director of Resources	March 2024	Information Legal
	Reputational damage.	Participate in training and knowledge				SIEM (Security Information Event Management) implemented to				Ensure all employees are using two factor authentication on all key systems.				Director of Resources	March 2024	

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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			
		gathering opportunities.			20	proactively monitor activity on the network.			15			10				
	Loss of compliance with security regimes.	Robust cyber security controls in place.			20	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.			15	Undertake a cyber-incident exercise to gain assurance that the disaster recovery protocols in place are fit for purpose.			10	Director of Resources	March 2024	
	Loss of confidence in using Council on-line services.				20	Proactive engagement with regional and national cyber security agencies.			15				10			
	Monetary penalties / fines.				20	ICT Security Policy in place supported by mandatory Cyber Awareness Training.			15				10			
					20	Two internet connections maintained to provide resilience.			15				10			
					20	Cyber policy in place with reputable insurer providing breach response and liability cover.			15				10			
					20	Full Sender Policy Framework (SPF) checking in place and adherence to the NCSC guidelines for Securing Government email.			15				10			
					20	White listing utilised to mitigate the risk of being hijacked.			15				10			
9b) Non-compliance with data protection legislation.	Significant fines from the Information Commissioner and claims submitted for non-compliance with data protection legislation.	Increased understanding of the Council's information assets.	4	5	20	Statutory Data Protection Officer appointed who has 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.	4	3	12	Continuation of the roll out of the compliance audit programme across the Council by the Information Governance Team.	4	2	8	Director of Governance and Partnerships	March 2024	Information Legal
		Increased transparency and trust with data subjects.			20	Updated Retention Schedule in place for the Council and revised Privacy Notices developed and uploaded to the Council's website.			12	All employee groups to be set up in the HR system including agency staff, contractors, NHS staff, students and partners to gain better control of IT kit issued and improve data management.			8	Chief Executive	July 2023	
					20	Process in place to ensure that all documents and equipment is identified as part of the office moves process to reduce the risk of a data breach.			12	Complete the project to transfer currently unstructured shared drives into Microsoft 365 to better facilitate the application of retention periods.			8	Director of Resources	March 2024	
					20	Information Governance Group in place to share best practice and ensure continued compliance with data protection legislation.			12	Consider how emails may be better structured to facilitate the application of retention periods.			8	Director of Resources	March 2024	
					20	Participation in voluntary ICO audits and associated follow-up processes.			12				8			
9c) Inability to undertake business critical activity due to software failures.	Inability to undertake business critical activity due to	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 data centre refresh in the coming years to continue to provide resilience and sustain arrangements.	5	2	10	Director of Resources	March 2024	Reputational

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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			
	software failures.				16	Disaster recovery plans in place for IT systems. Staff training of business critical systems to ensure compliance with key controls. IT representation at the Corporate Risk Management Group to discuss potential system risks. Knowledgeable IT team in place to support services with key system issues. Office spaces adapted to facilitate hybrid working through the use of technology.			12	Implement phase two of the HR and Payroll project. Implement phase two of the finance system project including adult social care billing. Develop the Mosaic social care system to enable payment of invoices in a transparent way with adequate control. Phase out the use of analogue phones and move to the use of digital phone lines.			8	Director of Resources Director of Resources Director of Resources Director of Resources	March 2024 March 2024 March 2024 March 2024	

10. Information

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			
10a) Residents unable to access / influence information about Council Services.	Lack of community engagement to inform Council service provision.	Strong two way communication channels with residents.	4	4	16	Increased use of new communication channels such as social media and newsletters.	4	3	12	Continue to grow the Council's communication with residents, through the use a wide range of communication channels.	4	2	8	Director of Communication and Regeneration	March 2024	Strategy Governance Technology
	Residents unable to access Council services due to a lack of information.	Residents feel listened to and supported.			16	Increased commitment to one brand for the Blackpool resident.			12	Embed the Community Engagement Framework across Council services.			8	Director of Strategy and Performance (Assistant Chief Executive)	March 2024	
		Ease of access to Council services for residents.			16	Merger of the Communications Team and Visit Blackpool to increase overall capacity and resilience in terms of communications.			12	Channel shift project underway to look at ways to enable residents to contact the Council for services using alternative methods such as the internet.			8	Director of Resources	March 2024	
					16	Communications Grid in place which identifies potential stories / events which are coming up over a three month period to enable the Council to effectively plan for its response / communication strategy.			12				8			
					16	Channel Shift project group in place which has been further supported by a Scrutiny Review in this area. Community Engagement Framework in place.			12				8			

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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.	4	5	20	To work with partners to consider learning from the Manchester Arena inquiry as lessons identified are issued.	3	5	15	Director of Communications and Regeneration	March 2024	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 2024						
	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 a potential Protect Duty (Martyn's Law) and ensure the council has a plan in place to meet these duties.		Director of Communications and Regeneration				March 2024						
			Protect and Prepare Business Group established to raise awareness and improve controls across key operators in the town.	Consider the long term HVM measures as outlined in the HVM strategy. In the short term consider the protection of key event spaces.		Director of Communications and Regeneration				March 2024						
			Multi and single agency plans in place to respond to a major incident.	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.		Director of Communications and Regeneration				March 2024						
			Where known/involved, protective security advice and considerations provided and encouraged for new 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.		Director of Resources				March 2024						
			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.	Ensure emergency service controls centers are aware of trauma kit locations and where possible provide trauma training to staff in the locations where the kits are stored.		Director of Community and Environmental Services				March 2024						
			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.	Further develop the Security Control Room operators so they are aware of how to respond to a terrorist incident and develop the ability to provide public		Director of Community and Environmental Services				March 2024						

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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	Publicly accessible trauma kits provided at key locations across the town. Hostile vehicle mitigation used where appropriate.			15	announcement using the systems available.			10			
11b) Pandemic infection / health security concern (human and animals).	Impact on the local economy and job market.	Develop a robust local response to pandemic infection with strong joint working across the Council and partner organisations.	5	5	25	Staff signposted to advice provided by Public Health England.	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 2024	Strategy Reputational Operational
	Death and / or serious illness as a result of infection.	Build on recent experience of responding to a pandemic.			25	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. Robust communication in place with businesses, visitors and residents. Access to trained, qualified and experience staff in Public Health and Public Protection. Health Protection Board in place.			15	Finalise and embed the plans and procedures for managing animal health outbreaks such as avian flu.			10	Director of Community and Environmental Services	March 2024	

12. Project / Programme Management

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			
12a) The Council fails to reduce carbon emissions across its operations and the town.	Blackpool exceeds its 'fair' contribution towards the Paris Climate Change	Strong policies to cut emissions have associated health, wellbeing and economic benefits.	5	5	25	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.	5	4	20	Deliver inter-related actions in the Climate Emergency Action Plan to deliver carbon reduction and sequestration projects.	5	2	10	Director of Strategy (Assistant Chief Executive)	March 2024	Strategy Finance Property

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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			
	Agreement target of 1.5 degrees warming.				25			20								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.			25	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.			20	Ensure that the Council's energy management arrangements are robust.				Director of Resources	March 2024	
	Loss of biodiversity.	Preserve Blackpool's ecological and environmental heritage.			25	Participation in, and leadership of, Lancashire County Council county deal environment work stream.			20	Climate Emergency Steering Group and Climate Action Partnership established to regularly develop and assess further projects.				Director of Strategy (Assistant Chief Executive)	March 2024	
					25	Establish approach to engaging and communicating with the public, visitors and local organisations.			20	Economic Prosperity Board joint work across the Fylde Coast on mitigation and adaptation.				Director of Strategy (Assistant Chief Executive)	March 2024	
					25	Working group on biodiversity and associated issues e.g. Motion for the Ocean.			20	Develop links to other relevant groups concerning coastal management and nature.				Director of Community and Environmental Services	March 2024	
12b) 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 2024	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.			25	Lead Local Flood Authority nominated person in place.			20	Work with the community to help residents prepare for potential flooding events.				Director of Community and Environmental Services	March 2024	
	Blackpool's built infrastructure is unable to cope with more regular severe weather.	Preserve Blackpool's built environment, heritage, and infrastructure. Work within planning legislation to strengthen adaptation of new buildings to climate breakdown.			25	Local Flood Risk Management Strategy in place. Multi Agency Flood Plans in place to respond to a major incident. Coast Protection Strategy in place.			20							
12c) Failure to modernise transport network	Unable to meet the requirements of the climate emergency.	Improve the economy, accessibility and the environment.	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 up the new track.	4	2	8	Director of Communications and Regeneration	September 2023	Strategy Governance Commercial

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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 trade, reputation and confidence from residents.	Improve transport infrastructure for the benefit of residents, businesses and visitors.			20	Highways Investment Group in place to review network capacity and regeneration of the town.			12	Deliver the programme of road works around the Enterprise Zone to improve access to the area.			8	Director of Communications and Regeneration	March 2024	
		Good parking infrastructure is part of the customer experience.				A Parking Strategy for the town is in place.				Delivery of additional car parking to commence in line with the Parking Strategy and taking account of the need for EV charging points.				Director of Communications and Regeneration	September 2023	
						Significant investment has taken place in Highways with upgrading 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	June 2023	
						Two wholly owned companies in place which support transport including Blackpool Transport Services and Blackpool Airport Operations Limited.				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	March 2024	
						Transport Policy team in place in the Communications and Regeneration Directorate with a delivery team in the Community and Environmental Services Directorate.										

13. Reputational

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			
13a) Inability to deliver Council services.	Lack of resilience results in services not being delivered.	Services able to adapt and be flexible to maintain critical services regardless of the incident.	4	5	20	Business continuity programme in place which links to the Council's Major Emergency Plan.	4	3	12	Update the Corporate Business Continuity Plan and Critical Activities list.	4	2	8	Director of Resources	September 2023	Technology
						Corporate business continuity plan in place supported by a critical activity list.										
						Links with the Lancashire Resilience Forum to consider business continuity in the local government sector.										
						Business continuity issues discussed at the various risk management groups.										
						Progress against the service level business continuity plan programme reported to the Corporate Leadership Team and Audit Committee.										

Strategic Risk Register 2023-24

Appendix 5(a)

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			
13b) Inability to respond to a Major Incident in Blackpool.	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.	4	3	12	Undertake a full review of the Major Emergency Plan based on the learning from Exercise Goshawk including building resilience across strategic and tactical levels.	4	2	8	Director of Resources	March 2024	Security Project /Programme
	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 2024	
	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 the National Security Risk Assessment which was updated in October 2022.				Director of Resources	March 2024	
	Loss of community cohesion and reputational damage.					Training programme in place for staff who could be involved in dealing with a major incident.										
	Trauma faced by families and work colleagues.					Emergency response group in place to provide humanitarian support in a major emergency.										
						Arrangements in place for staff to work collaboratively with emergency services, and familiarisation with supporting mechanisms which are on offer.										
						Shared Emergency Planning Services with Local NHS Trust.										
						Employee Assistance Programme in place to support employee health and wellbeing after dealing with / being impacted by a major incident.										
						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.										