

# Strategic Full Risk Review Report

Entity: Strategic Risk Register, Risk Assessment open, Current Risk version, Exclude confidential risks, Risk is open

Risk	Risk Description	Risk Owner	Inherent Risk Score	Existing Control Measure	Residual Risk Score	Risk Response Category	Target Risk Level	Action Plan	Action Plan Owners	Action Due Date	
<b>Strategic Risk Register</b>											
<i>Items in Group: 9</i>											
A cyber attack results in the loss of council systems and the potential loss of data and may significantly impact upon the councils finances, operations, reputation, and regulatory compliance status.	A cyber attack results in the loss of council systems and the potential loss of data and may significantly impact upon the councils finances, operations, reputation, and regulatory compliance status.	Lee Brophy (ICT Service Delivery Lead) Clare James (Corporate Director Resources)	9	A reserve exists to meet the cyclical and one-off costs related to ICT and with nearly £1m in this reserve as at 31 March 2021 it is at a robust level to meet additional cyber security costs. The reserve will continue to be monitored and increased as and when balances permit and the need arises.	9	Treat	3	Cyber security training which is now available on Learning Pool needs to be rolled out across the authority and an annual refresher reminder needs to be set.	Lee Brophy (ICT Service Delivery Lead) Jordan Cartmell (ICT Service Desk Lead) Jane Collier (Human Resources Manager and Deputy Monitoring Officer )	30/06/2022	
				All aspects of a cyber risk e.g. incident response and recovery, business continuity, determining priorities, minimising impacts, communication, support are standing items on the IT Steering Group.							
				Tenable Software Solution (first line of defence) has been procured, installed and is working well.							
				Technical disaster recovery plan to be compiled to include a service catalogue.				Lee Brophy (ICT Service Delivery Lead) Jordan Cartmell (ICT Service Desk Lead)			30/09/2022
				The compilation of a draft CSRP using the Local Resilience Forum template is in the process of being completed by the Deputy Emergency Planning Officer and agreed with the Corporate Director of Resources.				Peter Mason (Head of Contact Centre)			01/06/2022
Options for a fully managed DR service are being discussed with an external provider. In the meantime additional options for the storage of back-ups is being explored to strengthen this process through the use of a facility at the Civic Centre (room 163 is available for server storage) and at Copse Road.	Lee Brophy (ICT Service Delivery Lead) Clare James (Corporate Director Resources)	01/06/2022									
National Cyber Security Centre (NCSC) good practice questionnaire is in the process of being completed and is to be reviewed at the next ICT Steering Group meeting.	Lee Brophy (ICT Service Delivery Lead) Clare James (Corporate Director Resources) Peter Mason (Head of Contact Centre)	28/05/2022									
A high level of ongoing subsidy is required for leisure centres and theatres.	The services operated from the leisure centres and the theatres are subsidised by the council. However, owing to the Covid 19 pandemic the high level of ongoing subsidy required to maintain these services may have a detrimental impact on the council's ability to deliver the business plan objectives.	Mark Billington (Corporate Director Environment) Marianne Hesketh (Corporate Director Communities) Clare James (Corporate Director Resources)	6	Monthly management meeting set up with YMCA	6	Treat	4	Future options in relation to theatres continue to be explored	Marianne Hesketh (Corporate Director Communities) Julia Robinson (Commercial Manager)	17/06/2022	
				The LMR (Leisure Management Reserve) was created to meet any additional requirements from the YMCA with regard to the subsidy and ongoing replacement of equipment and maintenance and investment in the leisure centres. A top up of £250K was made as part of the closure of the 20/21 accounts to meet the anticipated additional subsidy requirement in 22/23.				Monthly operational meetings for the Marine hall to be arranged to discuss all aspects of the service. Attendees to include M Hesketh, J Robinson, Clare Riche and a member of the marketing team.			Marianne Hesketh (Corporate Director Communities)

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Business Rates Retention Reforms result in insufficient or unpredictable ongoing revenue to fund statutory services.	Business Rates Reform leads to volatile funding (impact of radical changes planned with regular baseline resets, economic recession and large appeals).	Clare James (Corporate Director Resources)	6	Attendance at LCFOs and co-ordination of responses to Government consultations where appropriate.	4	Treat	4	Responding to consultations.	Clare James (Corporate Director Resources)	17/06/2022
				Attendance at regional seminars/workshops held by LGA				Review of Appeals/meeting with VOA representative (these have ceased owing to pandemic - unclear when meetings will reconvene)	Clare James (Corporate Director Resources) Andrew Robinson (Revenues Manager)	17/06/2022
				This reserve was established to cushion the council from the impact of the volatility of the business rates system and therefore the funding associated with it.				Use of Treasury Management Consultants for economic forecasts	Clare James (Corporate Director Resources)	17/06/2022
				Regular updates to CMT including biannual MTFP update.				In 2022/23 the 50% pooling arrangement will still be in place and this continue until further notice. Being in the pool has risks but performance so far has always benefitted the council financially. Membership of the pool is dependent on predicting growth in rates.	Clare James (Corporate Director Resources)	17/06/2022
Central Government funding is insufficient to provide the current level of service especially given the significant increase in energy costs / costs of living.	Central government funding provided to each authority has only been announced for one year (2022/23). As such uncertainty regarding future funding levels remains owing to the Fair Funding Review and other funding reforms. Based on current spending, the estimated funding gap in 2026/27 is £3.24m.	Clare James (Corporate Director Resources)	9	Budget briefings recorded or delivered at SLT/CMT meetings. Same briefings delivered to Members twice a year.	4	Treat	4	Optimisation of assets to be identified through the asset management review and re-introduce periodic reports to management team meetings.	Mark Billington (Corporate Director Environment) Maria Blundy (Head of Built Environment) Marianne Hesketh (Corporate Director Communities) Clare James (Corporate Director Resources) Garry Payne (Chief Executive)	17/06/2022
				Regular review of achievements / progress as part of MTFP update. Regular monitoring of general balances and assessment of their likely exhaustion if no further action is taken. Levels of and top-ups to Earmarked Reserves reviewed with particular regard to those used to offset the £3.2m budget gap for 2026/27.				A review of the efficiency programme and delivery of commercial projects to be completed to identify if this is sufficient to meet any potential funding gap.	Clare James (Corporate Director Resources)	17/06/2022
				Regular review of projects as part of SLT's performance appraisals.						
				Updated efficiency plan discussed at CMT.						

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Failure to meet carbon reduction targets	The council is unable to meet the governments target of achieving 78% carbon reduction by the 2035 deadline resulting in reputational damage and government pressures to comply.	Mark Billington (Corporate Director Environment) Sammy Gray (Climate Change and Environmental Projects Officer)	6	Climate Change Action Plan in place.	6	Treat	2	Commission Climate Change Strategy with a view to reducing the council's carbon footprint.	Mark Billington (Corporate Director Environment) Sammy Gray (Climate Change and Environmental Projects Officer)	17/06/2022
				A Climate Change Policy Working Group has been established.				The Council is working towards achieving Carbon Literacy Bronze status. CMT have received carbon literacy training and this training is now going to be rolled out to all HOS.	Sammy Gray (Climate Change and Environmental Projects Officer)	17/06/2022
								A mechanism to scrutinise the council's performance towards achieving the agreed carbon reduction target by the 2035 deadline needs to be established. (are we doing enough/too much to meet the target).	Mark Billington (Corporate Director Environment) Sammy Gray (Climate Change and Environmental Projects Officer)	17/06/2022
Increases in energy costs and rising costs of living	The removal of the energy cap in April 2022 will see an increase in energy costs for both the council and local residents. Rising inflation will also result in contract uplifts where contract prices are linked to the RPI. In addition, council fees and charges agreed annually in September 2021, were based on the CPI at 3.1%, but costs for services may increase by up to 20% during 2022 and therefore, fees and charges will be insufficient to cover this increase. All of these changes will result in increased expenditure for the council.	Mark Billington (Corporate Director Environment) Marianne Hesketh (Corporate Director Communities) Clare James (Corporate Director Resources)	6	Potential increases have been included within the MTFP.	6	Treat	4		Clare James (Corporate Director Resources)	17/06/2022
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								Heads of Service to be contacted to ask if they wish to be included in an updated fees and charges report to adjust the fees and charges agreed in September 2021.	Veronica Wilson (Head of Finance)	17/06/2022
Insufficient capital receipts are received from the sale of council assets or revenue underspends resulting in a failure to deliver capital projects resulting in a failure to deliver capital projects.	Government funding is no longer received to fund capital investment. Therefore, future capital investment is dependent on capital receipts from the sale of council assets and the achievement of revenue underspends at outturn.	Mark Billington (Corporate Director Environment) Clare James (Corporate Director Resources)	6	An action plan has been included in the AMP and responsible officers have been allocated to required actions. Recent updates include:- •Cabinet approved the outright disposal of the land at Bourne Hill in July 2021 to a developer. Sale completed and the capital receipt to be received in 2022. •Cabinet approved the purchase of the Fish and Food Park at Fleetwood Docks. Work began in July on development of the units.	2	Treat	1	A prioritised list of assets has been drawn up. Quarterly progress reviews to CMT are required.	Mark Billington (Corporate Director Environment) Marianne Hesketh (Corporate Director Communities) Clare James (Corporate Director Resources) Garry Payne (Chief Executive)	10/06/2022
				An Asset management plan has been developed for 2018-2023.				New building condition surveys need to be completed for the remaining buildings / assets.	Maria Blundy (Head of Built Environment)	10/06/2022
				New building condition surveys have been carried out for all major buildings in order to provide an accurate forecast for future maintenance / capital investment.				An Asset management plan has been developed for 2018-2023. However, this requires reviewing to ensure that it remains fit for purpose, beyond 2023.	Mark Billington (Corporate Director Environment)	10/06/2022
				Capital Investment Reserve in place which is topped up with budget underspends to fund capital projects.						

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The combination of the efficiency programme and delivery of commercial projects is insufficient to meet the funding gap predicted in the latest financial projection.	The council has identified a number of projects that will help to reduce the gap between expenditure and income reflected in the latest MTFP. However, further projects will be required to bridge the funding gap.	Mark Billington (Corporate Director Environment) Marianne Hesketh (Corporate Director Communities) Clare James (Corporate Director Resources)	9	Regular review of projects as part of SLT's performance appraisals.	4	Treat	2			
				Regular review of potential gap via MTFP updates and Budget Briefings						
The recruitment and retention of staff is challenging leading to increased council costs to attract and retain staff and resulting in significant capacity issues within council teams.	The council are experiencing difficulty in attracting and retaining staff in key service areas due to competing salaries at neighbouring authorities and the private sector and a general shortage in specific skills. This is impacting on the capacity of the existing teams to maintain service delivery and deliver council projects.	Mark Billington (Corporate Director Environment) Marianne Hesketh (Corporate Director Communities) Clare James (Corporate Director Resources)	6	Hybrid working group established and action plan/timeline created.	4	Treat	2	Up to 4x Corporate Apprentices to be recruited to for 3 year FTCs to help 'grow our own' future managers etc.	Mark Billington (Corporate Director Environment) Marianne Hesketh (Corporate Director Communities) Clare James (Corporate Director Resources)	17/06/2022
				Two apprentices have been appointed.						
								A fundamental review of the recruitment process is to be carried out with a view to simplifying and tailoring the application process to the posts being advertised, and to review the process for exit interviews. Look into engaging an external body (e.g. NW Employers) to undertake the review to gain an independent and objective opinion of the current process. An update is to be provided to CMT.	Joanne Billington (Head of Governance & Business Support) Jane Collier (Human Resources Manager and Deputy Monitoring Officer ) Clare James (Corporate Director Resources)	17/06/2022