

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
Strategic Risk Register										
<i>Items in Group: 8</i>										
01) A high level of ongoing subsidy is required for the theatres.	The services operated from the theatres is subsidised by the council. However, owing to the rising costs of energy and national living wage, 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)	9	Monthly operational meetings for the Theatres are in place to discuss all aspects of the service. Attendees include M Hesketh, C. James, J Robinson, C Riche and a member of the marketing team.	9	Treat	4	Explore/consider the viability of a community interest company taking on the Thornton Little Theatre.	Marianne Hesketh (Corporate Director Communities)	12/07/2023
				Additional measures have been taken to try and reduce costs e.g. Monday closures to save energy costs etc.				Implementation of the Marine Hall Audit Action Plan	Marianne Hesketh (Corporate Director Communities) Karen McLellan (Chief Internal Auditor)	12/07/2023
				A project plan to determine the next steps and future options in relation to theatres has been developed.				A business options paper for 2023/24 is to be considered.	Marianne Hesketh (Corporate Director Communities)	12/07/2023
02) A high level of ongoing subsidy is required for the leisure centres.	The services operated by YMCA from the leisure centres is subsidised by the council. However, owing to the rising costs of energy and national living wage, 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)	9	Monthly management meetings have been set up with YMCA	9	Treat	4	The council will continue to explore options to reduce current energy costs e.g. solar power, pool covers etc.	Marianne Hesketh (Corporate Director Communities)	12/07/2023
				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. A reserve of £400k is available for 2023/24 however it is expected that subsidy of around £682K is going to be required which is not sustainable going forward.				Seek a change in the tenancy agreement with the electricity provider to get better rates.	Clare James (Corporate Director Resources)	12/07/2023
				A comprehensive leisure review has been undertaken.				Apply for the governments Swimming Pool Support Fund for public leisure facilities with swimming pools, administered by Sport England.	Clare James (Corporate Director Resources)	12/07/2023

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03) An emergency incident (such as 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.	An emergency incident (such as 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 Manager) Clare James (Corporate Director Resources)	9	A reserve exists to meet the cyclical and one-off costs related to ICT and with nearly £0.8m in this reserve as at 31 March 2023 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.	6	Treat	3	cyber security training is now available on Learning Pool and has been rolled out across the authority. To date over 200 employees have completed this training. A report to identify those that have not yet completed the training and to ascertain those that need still need to for their role has been sought and those officers contacted requesting completion. An annual refresher reminder needs to be set.	Lee Brophy (ICT Service Manager) Jane Collier (Human Resources Manager and Deputy Monitoring Officer) Clare James (Corporate Director Resources)	30/06/2023
				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.				A draft CSRP using the Local Resilience Forum template has been completed by the Deputy Emergency Planning Officer and final amendments have been agreed with the Corporate Director of Resources. The final suggested amendments will be made and the draft document presented to CMT ASAP.	Clare James (Corporate Director Resources) Stephanie Wright (Insurance Officer)	30/06/2023
				Tenable Software Solution (first line of defence) has been procured, installed and is working well.				A Portfolio Holder report (ICT Cyber Resilience and Disaster Recovery Measures) has been produced setting out options for the storage of back-ups. It has been agreed that a secondary site is to be established at Copse Road Depot. This secondary site would incorporate sufficient infrastructure to run our server estate at full capacity. The decision will be implemented over the coming months.	Lee Brophy (ICT Service Manager) Clare James (Corporate Director Resources)	30/06/2023
				A full server inventory has been produced in SharePoint				A cyber package from Viper is being explored (demos currently being sought) and if considered suitable will be rolled out to strengthen the council's cyber package. This will need to be managed outside of the council's Learning Pool system.	Lee Brophy (ICT Service Manager)	30/06/2023
				Cyber security funding of £125k has been secured to strengthen disaster recovery arrangements.				Consider using the LGA 360 degree Cyber Security appraisal.	Clare James (Corporate Director Resources)	29/12/2023
				A Technical Disaster Recovery (DR) plan (wider council plan and a technical plan) has been compiled which includes a full service catalogue and skills matrix (setting the roles and lines of responsibility between IT and service units in relation to the operation and management of systems).						
				Completion of the Data Protection and Cyber Security training modules on Learning Pool is mandatory for all new starters.						
				All new starters are required to sign the refreshed ICT Computer Use Policy. New starters are sent the policy as part of their new starter pack and have to sign and return it on their first day. This policy will be rolled out to all existing employees and Elected Members before the 1 March 2023.						
				The National Cyber Security Centre (NCSC) good practice questionnaire has been completed and reviewed by all required officers. This questionnaire provides a good baseline which will be periodically reviewed going forward.						
				Regular risk workshops take place.						
A Technical DR plan (wider council plan and a technical plan) has been compiled which includes a full service catalogue and skills matrix (setting the roles and lines of responsibility between IT and service units in relation to the operation and management of systems). This document has been reviewed by the Corporate Director of Resources. This document will be regularly reviewed and updated accordingly going forward.										

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04) 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 2027/28 is £3.7m.	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	A review of the councils Asset Management Plan is to be undertaken with a view to optimising council assets. An away day with the Estates Team is due to take place at the end of April to start the process.	Mark Billington (Corporate Director Environment) Marianne Hesketh (Corporate Director Communities) Clare James (Corporate Director Resources) Garry Payne (Chief Executive)	30/09/2023
				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 £3.7m budget gap for 2027/28.						
				Regular review of projects as part of SLT's performance appraisals.						
				Updated efficiency plan discussed at CMT.						
				Inflation continues to rise therefore assumptions have been built into MTFP.						
05) 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	4	The council's Climate Change Strategy has recently been reviewed by CMT and a further revised version is to be brought back to CMT prior to it being reviewed by a consultant with a view to producing an action plan, evaluating costs and identifying what's missing etc.	Mark Billington (Corporate Director Environment) Sammy Gray (Climate Change and Environmental Projects Officer)	30/06/2023
				A Climate Change Policy Working Group has been established.						
				The Council has achieved Carbon Literacy Bronze status.						
				A climate change report with measures is reported to Management Board, CMT and the Climate Change Policy Working Group on a quarterly basis with a view to scrutinising the council's performance towards achieving the agreed carbon reduction targets.						
				Fleetwood Market decarbonisation scheme						
The key decision wheel has been rolled out and its completion will be required for all portfolio holder reports going forward.										
								A climate change reduction target of 10% by May 2023 has been set per the Business Plan. However our carbon footprint is likely to show an increase due to the level of data being collated as opposed to previously. A mechanism to scrutinise the council's performance towards achieving the agreed carbon reduction target by the 2035 deadline needs to be established e.g. year on year %. It will be up to Members to decide what changes to make in order to meet the 10% target in the next financial year.	Mark Billington (Corporate Director Environment) Sammy Gray (Climate Change and Environmental Projects Officer)	30/06/2023
								CMT and a number of HOS have received carbon literacy training. This training will be rolled out to all outstanding HOS and members of the Climate Change Working Group ASAP. Members will be trained after the May 2024 elections.	Sammy Gray (Climate Change and Environmental Projects Officer)	30/06/2023

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06) Increases in energy costs and rising costs of living	Increases in energy costs and rising costs of living will have a significant impact on local residents and businesses which will result in a significant increase in demand on council services.	Mark Billington (Corporate Director Environment) Marianne Hesketh (Corporate Director Communities) Clare James (Corporate Director Resources)	6	The council's website has been developed to provide cost of living support to residents.	6	Treat	4	A Cost-of-Living action plan has been developed which is to be regularly monitored by CMT, an update is required at the next CMT meeting.	Mark Billington (Corporate Director Environment) Peter Mason (Head of Contact Centre)	11/07/2023
				Delivering energy rebates (scheme closes 30/11/22). EBSS AF and AFG schemes now being delivered.						
				Third tranche of household support fund October 2022 - March 2023. Fourth tranche expected in 2023/24.						
				The Fees and Charges report allows service fees and charges to be increased 01/01/23 and/or 01/04/23.						
				Energy price for businesses has been capped.						
07) 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 policy in place....	4	Treat	2	A discussion regarding non-corporate apprentices is to be held at the next CMT meeting.	Mark Billington (Corporate Director Environment) Marianne Hesketh (Corporate Director Communities) Clare James (Corporate Director Resources)	02/05/2023
				Five apprentices have been appointed.						
				The exit interview process has been changed.						
				Ongoing 'Why Wyre' recruitment campaign.						
				Review of 'Jobs Go Public' - test of new approach being used for Head of assets role in March 2023.						
				Priority one posts have been built into existing budgets.						
				Improved digital pack resulting from the Chief Executive recruitment process to be routinely used.				Mark Billington (Corporate Director Environment) Jane Collier (Human Resources Manager and Deputy Monitoring Officer) Marianne Hesketh (Corporate Director Communities) Clare James (Corporate Director Resources)	02/05/2023	
A fundamental review of the recruitment process has been carried out and a report to CMT produced. However this needs to be re-discussed at Management Board.	Mark Billington (Corporate Director Environment) Marianne Hesketh (Corporate Director Communities) Clare James (Corporate Director Resources)	11/07/2023								
08) Failure to comply with the UK's Data Protection (GDPR) Regulations	The council fails to comply with the UK's Data Protection and GDPR Regulations leading to investigation by the ICO and potential fines.	Joanne Billington (Head of Governance & Business Support)	4	Internal audit of Data Protection and Information Security completed and action plan produced.	4	Treat	2	Implement all actions resulting from the Internal Audit Review of Data Protection and Information Security	Joanne Billington (Head of Governance & Business Support)	11/07/2023