



Strategic Risk Register 2018/2019

Identified Strategic Risks

Risk	Risks mitigation method	Monitoring Body	Risk Champion
Commercial Appetite	Commercial Strategy	Finance and Democracy Committee	Allan Oldfield, Chief Executive
Sea Defence Project	Managed by a Sea Defence, Project Management Board	Operational Management Committee	Paul Walker, Director of Development
GDPR	GDPR Working Group/Management Team	SRMG & Reports to Audit & Standards Committee	Ian Curtis, Head of Governance
M55 Link Road	Managed by a Project Board chaired by Director of Development	Finance and Democracy Committee	Paul Walker, Director of Development
Digital Transformation	Transformation Strategy	Finance and Democracy Committee	Allan Oldfield, Chief Executive

A six monthly update of the above risk will be reported to Audit and Standards committee. Each Risk Champion is responsible for providing this update. Where an action plan has been developed, an update of the tasks will also be provided to Audit & Standards committee.

Update on the 5 Risks contained within the Strategic Risk Register

Risk	Monitoring Body	Lead Comments
Commercial Appetite	Finance and Democracy Committee	<p><i>The Estates Team have a process in place to review all leases and concessions ensuring maximum value for money, income from existing assets has increased as a result of reviews.</i></p> <p><i>Existing income streams have been reviewed with increases above RPI realised from sand winning and new charges added for professional services i.e. leases, legal support etc.</i></p> <p><i>Alternative service delivery options are formally considered through an appraisal where there is a market for shared arrangements, arms-length company or contracting out.</i></p> <p><i>Profile data is used to inform commercial decisions and to understand local markets and economic activity.</i></p> <p><i>The council is linked to the national One Public Estate initiative through the LEP sub group.</i></p> <p><i>The council has set up a joint committee, The Economic Prosperity Board, with Blackpool & Wyre to lead the economic development of the Enterprise Zone.</i></p> <p><i>The work on town centre strategies has begun with the policies approved in the Local Plan and Neighbourhood Plans which must act as guides to any strategy. The Future High Street Fund will be considered as an option.</i></p> <p><i>Whilst the Commercial Strategy was only approved in September 2018 many of the actions had been part of best practice in the current climate to achieve a self-sufficient position by 2020.</i></p> <p>Allan Oldfield, Chief Executive, December 2018</p>
Sea Defence Project	Operational Management Committee	<p><i>The project is to replace the sea defences at Church Scar, Fairhaven and Granny's Bay. A project board made of relevant officers from FBC and the EA together with a member from FBC meets monthly to oversee progress with the contract.</i></p> <p><i>The total Fairhaven and Church Scar Coast Protection scheme cost is £19.83m, being funded by an Environment Agency grant of £19.43m and a contribution from Fylde Council of £0.4m. Work started on site in December 2017 and is progressing well with the replacement hard sea defences at Church Scar now complete with work on the promenade being finalised. Work on the piling of the new defences around Fairhaven Lake stated in September, four months ahead of schedule.</i></p> <p><i>The council has been successful in securing additional funding from the Environment Agency to enable the Granny's Bay hard sea defences to be delivered following completion of the Fairhaven Scheme. A report on this additional work in the sum of £2m was approved by the Operational Management Committee at its meeting in September and Council in October. The Granny's Bay works will tie the two schemes at Fairhaven and Church Scar together, as well as providing local erosion and flood protection. This removing the need for as much emergency maintenance</i></p>

		<p><i>works by the Council following extreme storms at Granny's Bay. With Granny's Bay now included the whole scheme is now currently forecast to be completed by late 2020.</i></p> <p><i>Communication with the public, business owners and local residents is led by the joint venture contractor VBA, who have a comprehensive Customer Engagement Plan for the Scheme in conjunction with Fylde Council and the Environment Agency. VBA operate a Customer Centre at Fairlawn Triangle which is staffed by fully trained Customer Service Coordinators (CSC) at advertised times and feature project visualisations, details of the works programme and literature to describe the benefits of the project. Regular updates and newsletters are circulated to the media and nearby residents/stakeholders which include details of any road or footpath closures proposed. Information is available on the council's website.</i></p> <p><i>A progress information report is on the agenda of every meeting of the Operational Management Committee.</i></p> <p>Paul Walker, Director of Development Services, December 2018</p>
M55 Link Road	Finance & Democracy Committee	<p><i>The project is to accelerate construction of the M55 link road as a single contract ahead of that required to be constructed by the housing developer Kensington Developments Ltd as part of their planning agreement. A project board made of relevant officers from FBC, LCC, Kensington Developments Ltd, members from FBC and LCC, and the MP meets approximately every 6 weeks to oversee progress with the project.</i></p> <p><i>A consultant has been appointed by KDL to design the road (funded through the repayment of s.106 monies) with LCC overseeing and checking this work. The latest scheme estimate is £27.5m with funding of £25.27 confirmed (current £2.23m shortfall in funding). The design of the road is completed with procurement underway. Subject to final approvals from each of the funders and tendered costs coming within budget it is currently estimated that construction will start on site in July 2019. A contract to divert utilities affected by the new road has been let and work is due to start in January 2019.</i></p> <p>Paul Walker, Director of Development Services, December 2018</p>
GDPR	SRMG & Reports to Audit & Standards Committee	<p><i>GDPR came into force on 25 May 2018. The council has put in place measures to meet its requirements including extensive staff and member training, the appointment of an existing officer to the statutory role of Data Protection Officer, introducing a record of personal data breaches, developing a record of processing</i></p>

		<p><i>activity, commencing a continuing compliance review of council systems and operations and reviewing the suite of information governance policies.</i></p> <p><i>Work remains to be done (as it will in most bodies) to ensure that the principles of GDPR are fully embedded in the culture and ethos of the organisation and that this is reflected in its practices with regard to personal data.</i></p> <p>Ian Curtis, Head of Governance, December 2018</p>
Digital Transformation	Finance & Democracy Committee	<p>The Transformation Strategy approved in June 2017 covered a number of areas including digital. The new website is operational and subject to live testing with most online transactions that can be delivered 'end to end' without human intervention in place. The customer service team has reviewed all point of contact procedures to increase efficiency and productivity migrating thousands of contacts to digital platforms.</p> <p>Systems administrators have challenged value for money from main computer systems (some are still in process) resulting in reduced cost or change of supplier / system i.e. website and online form providers have been changed.</p> <p>It should be noted that the key actions mitigating the risk are all in progress with scheduled completion dates in March 2019 or March 2020 in line with the 2016-2020 Transformation Strategy.</p> <p>Allan Oldfield, Chief Executive, December 2018</p>