

**Cabinet Committee on Performance Improvement**  
Meeting to be held on Wednesday, 5 December 2018

**Report of the Head of Legal & Democratic Services**

Electoral Division affected:  
(All Divisions);

**Corporate Risk and Opportunity Register Quarter 3**  
(Appendix 'A' refers)

Contact for further information:  
Paul Bond, Head of Legal and Democratic Services, 01772 534676  
[Paul.bond@lancashire.gov.uk](mailto:Paul.bond@lancashire.gov.uk)

**Executive Summary**

This report provides an updated (Quarter 3) Risk and Opportunity Register for the Committee to consider and comment upon.

**Recommendation**

The Cabinet Committee on Performance Improvement is asked to note the updated Corporate Risk and Opportunity Register set out at Appendix 'A'.

**Background and Advice**

Following the corporate approach to reporting on risk and opportunity, the quarter 3 Corporate Risk and Opportunity register was reported to Corporate Management Team, following a review of the register. The register has now been updated to reflect changing priorities and the budget. Following this Cabinet Committee, the Register will be presented to the next Audit, Risk and Governance Committee. An updated Corporate Risk and Opportunity Register is attached at Appendix 'A'.

For this quarter, there are two new entries to the register and one deletion. The new additions are:

- CR13 – Children's Social Care - Increase in demand, including rise in number of contacts and referrals and an increase in Children Looked After numbers. In line with national trends there has been a notable increase in referrals to children's social care. The number of children looked after has continued to increase, although similar and larger increases have been reported both nationally and regionally. The increase in demand continues to impact on caseloads. The service has put in place several mitigating actions and is undertaking demand analysis work to inform next steps.

- CR14 - Intermediate care for older people in a residential setting. A review of the Lancashire intermediate care system is being undertaken and will include consideration of the best practice model for each service area including community beds. Joint action plans are being developed with NHS colleagues and a new board has been set up to monitor progress.

The one deletion from the register is:

- CR 9 - Discharge of patients from hospital into their own home or enablement/short term care in a safe and timely manner. Performance across the acute sector is at target so this is no longer a business critical risk. The risk will be retained on the service register for the purposes of managing winter pressures.

Risk Identification Number (RIN)	Risk Description
CR1	Delivering the Operational Plan to ensure a strong and sustainable County Council <ul style="list-style-type: none"> <li>• Establishing a strong and visible leadership team</li> <li>• Embed a focus on service delivery to secure a better service at a lower cost</li> <li>• Develop a sustainable financial strategy</li> </ul> Allowing for mitigating actions the residual score remains at 16
CR2	Protect and safeguard children. Further mitigating actions added. Residual risk score has reduced to 12.
CR3	Complying with statutory requirements and duties relating to children looked after, children in need and children leaving care. Following the Ofsted inspection the residual risk score has been reduced to 12.
CR4	Recruit and retain experienced staff within Children's Services. Further mitigation actions added. Residual risk has reduced to 12
CR5	Managing our data well and producing effective management information. Allowing for mitigating actions the residual score is 12.
CR6	Implement/maintain core systems that support the organisation, deliver transformational change and deliver efficiencies, cost reductions and produce effective management information that supports management decision making. Allowing for mitigating actions the residual score is 12.
CR7	Delivering major projects/schemes on time and within budget. Allowing for mitigating actions the residual score is 12.
CR8	Delivering a statutory service for children and young people with special educational needs and/or disabilities. Allowing for further mitigating actions the residual score has been reduced to 12
CR10	Adult social care provision is adequate and responsive to meet current and future demand. Allowing for further mitigating actions the residual score remains at 12
CR11	Supporting disadvantaged families to fulfil their potential (Troubled Families Programme. Allowing for further mitigating actions the

	residual score remains at 16
CR12	Unlawful disclosure of personal or commercial data caused by a deliberate or accidental or technical breach resulting in a risk to the rights and freedoms of the data subject or the intellectual property of the county council. Allowing for mitigating actions the residual risk score is 12.
CR13	Children's Social Care - Increase in demand, including rise in number of contacts and referrals and an increase in Children Looked After numbers. Allowing for mitigating actions this risk has a residual score of 16
CR14	Intermediate care for older people in a residential setting. Allowing for mitigating actions this risk has a residual score of 12
CO1	Delivering the Operational Plan to ensure a strong and sustainable County Council <ul style="list-style-type: none"> <li>Delivering growth and prosperity for the whole of Lancashire</li> </ul> This opportunity has a score of 16
CO2	Apprenticeship Levy and Apprentice % in Public Sector. This has an opportunity score of 15
CO3	Develop and implement improved recruitment and retention practices to address increasing challenges. This has an opportunity score of 16.

### **Implications:**

This item has the following implications, as indicated:

### **Risk management**

Good governance enables an authority to pursue its vision effectively as well as underpinning that vision with sound arrangements for control and management of risk. An Authority must ensure that it has a sound system of internal control which includes effective arrangements for the management of risk. Failure to develop and maintain a Corporate Risk & Opportunity Register means the Council would be negligent in its responsibilities for ensuring accountability and the proper conduct of public business.

### **List of Background Papers**

None

Reason for inclusion in Part II, if appropriate

N/A