

## Lancashire County Council Corporate Risk & Opportunity Register 2021/22 Q4

| Risk ID Corp 1 – Reshaping the County Council: Our Improvement Journey   |  | Current risk score: 16  |   | Target Risk Score: 9  |
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| <p><b>Risk Description</b></p> <ul style="list-style-type: none"> <li>That the council will not be sufficiently radical or innovative to transform services at the required pace to achieve the scale of change needed over the next 12 months and beyond</li> <li>Inability to secure sufficient resource (capacity) across the organisation to deliver on some areas of the Improvement Journey due to competing priorities and the need to prioritise capacity towards ongoing COVID-19 response and recovery.</li> <li>Risk of not having a joined up, cohesive, corporate wide LCC change programme with CMT oversight and appropriately allocated resources.</li> <li>Risk of multiple front doors with multiple gatekeepers to initiate change – Digital Services,</li> </ul> | <p><b>Risk Consequences</b></p> <p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>Inability to deliver full programme of staff and customer experience improvement</li> <li>Inability to identify improvement opportunities that could contribute to service efficiencies / improved outcomes</li> </ul> <p><b>Change programme</b></p> <ul style="list-style-type: none"> <li>Priority change activities are not happening as quickly as they could/should, and as a consequence, the benefits for citizens/staff are not being realised as soon as they could be.</li> <li>Resources are not focused on the priority change activities; and the competing demands on resource time results in focus being across too many initiatives and therefore the delivery is not as effective or efficient as needed.</li> <li>There are financial costs for LCC, either for additional resources or delayed benefit realisation, as a consequence of the current approach, with the potential to failure to deliver key programmes.</li> </ul> <p><b>Our ways of working</b></p> <ul style="list-style-type: none"> <li>Our future workplace model does not optimise the performance of our people, places, processes and technology. We are unable to leverage the best of</li> </ul> | <p><b>Risk Owner</b></p> <p>Corporate Management Team (CMT) / Director of Organisation Development &amp; Change</p> <p><b>Target date</b></p> <p>March 2022/Ongoing</p> | <p><b>Current Likelihood</b></p> <p>Major (4)</p> <p><b>Target Likelihood</b></p> <p>Possible</p> <p><b>Target Risk Confidence</b></p> <div style="background-color: orange; width: 100px; height: 20px; margin-top: 5px;"></div> | <p><b>Current Impact</b></p> <p>Major (4)</p> <p><b>Target Impact</b></p> <p>Moderate</p> |

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| <p>Customer Access, operational services etc. This leads to:</p> <ul style="list-style-type: none"> <li>• A lack of strategic prioritisation, sequencing and link to organisational objectives</li> <li>• Too many competing asks</li> <li>• Silo working approach</li> <li>• Inconsistent approach to prioritisation and delivery of change projects</li> </ul> <ul style="list-style-type: none"> <li>• Inability to deliver a balanced budget post 2023/24</li> </ul> | <p>what is possible today and continuously improve &amp; adapt in response to future challenges.</p> <ul style="list-style-type: none"> <li>• Inability to deliver full programme of staff and customer experience improvement</li> <li>• Inability to identify improvement opportunities that could contribute to service efficiencies / improved outcomes</li> </ul> <p><b>Improved Partnership working</b></p> <ul style="list-style-type: none"> <li>• Unable to build on the improved partnership working that has been a key feature of our response to the pandemic. The inability to build better alliances with our partners may have a detrimental impact on the outcomes for the people of Lancashire.</li> </ul> <p><b>A New County Council</b></p> <ul style="list-style-type: none"> <li>• County Councillors do not have the support they need to fulfil their roles within both the County Council and their communities.</li> </ul> <p><b>Financial Sustainability</b></p> <ul style="list-style-type: none"> <li>• Change opportunities may be missed that result in the council not meeting the needs of service users</li> <li>• Services become unsustainable and we cannot fulfil our statutory duties</li> <li>• Insufficient reserves</li> <li>• Unable to meet savings targets</li> <li>• External intervention if the council is unable to deliver a balanced budget in future years</li> <li>• Due to the pandemic there have been significant delays in the delivery of savings</li> </ul> |  |  |  |
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**Current Controls****Capacity**

- "Front Door to Change" designed and implemented to support prioritisation & allocation of resource for change across organisation.
- Core roles appointed to lead on the major elements (Staff Experience Lead, Customer Experience Lead, Analysis & Design Lead & PM Lead) who will drive and monitor progress against critical elements.

**Change Programme**

- Detailed PMO roadmaps developed with Adults, ECS and PH, and resourcing issues resolved.
- Director of OD & Change involvement in LCC change programme.

**Our ways of working**

- Improvement Journey priorities aligned with corporate priorities, subject to regular review by Strategic Improvement Board
- Staff Experience
  - Staff Experience Board established, with plan in place for priority outcomes & deliverables for the next 12 months
- Values & Behaviours developed and disseminated
- Customer Experience:
  - Customer Experience SRO appointed and funding in place to recruit customer experience lead
- Programme governance:
  - Head of Improvement appointed to drive Improvement Journey programme
  - Corporate Programme Office transferred to Director of OD & Change to support alignment of capacity & focus with agreed strategic & Improvement Journey priorities
- Data & Insight:
  - Adoption of Power Business Intelligence and agreement that it will become our core business analytics tool
- M365 landed – new tools and tech allowing flexible working

**Control Owner**

Director of Organisation Development & Change



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| <ul style="list-style-type: none"> <li>• Financial Benchmarking information (with other County Councils) produced and reviewed annually as a basis for identifying those service areas with most scope for further efficiencies</li> <li>• Continue to monitor the impacts of price changes via our regular monitoring activity updating our forecast outturn and the MTFS</li> <li>• Continue to work with staff to develop new options savings options and revisit options</li> <li>• Continue to seek out, learn from and adapt services to follow best practice</li> </ul>  |  |
| <p><b>Mitigating Actions</b></p> <p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• Continue to recruit to remaining positions and key matrix roles (including Change Hubs)</li> <li>• Regular engagement with CMT to understand capacity challenges and prioritisation requirements</li> <li>• Identify opportunities for realignment of roles / activities in complementary areas to support IJ delivery, including Directorate change hubs which will help to identify, prioritise &amp; deliver priorities using the full range of available resources.</li> <li>• Develop resource profile for activity in scope of IJ and identify any potential shortfalls with associated options / costings for filling gaps</li> <li>• Implement "Front Door to Change" framework and recommended actions including mapping of change capacity &amp; demand, and prioritisation across directorates.</li> </ul> <p><b>Change Programme</b></p> <ul style="list-style-type: none"> <li>• Develop a joined up, cohesive view of all change activity.</li> <li>• Support CMT to have greater visibility and discussion on the entire change programme enabling informed strategic decision making from CMT and appropriate resource allocation.</li> <li>• Agree governance which will allow effective prioritisation and sequencing of change activity at a corporate level.</li> </ul> <p><b>Our Ways of Working</b></p> <ul style="list-style-type: none"> <li>• Link values &amp; behaviours to performance &amp; development discussions</li> <li>• Recruit Staff Experience Lead to lead implementation of staff experience programme deliverables</li> </ul> | <p><b>Mitigation Owner</b><br/>Director of Organisational Development &amp; Change</p> |

- Ensure linkage between Ways of Working programme and Corporate Asset Management, use learning from Ways of Working to shape asset strategy to identify and deliver options for asset optimisation priorities and Introduce new staff survey / engagement approaches to improve data, insight and understanding of staff experience
- Establish corporate Data and Insight Board with remit to identify priority requirements and develop solutions

**Improved Partnership Working**

- Improved Partnership working is an explicit cross cutting theme within the Corporate Strategy
- Adult Social Care is continuing to feed into the county council's position on the levelling up agenda
- Exec Director and Unitary Directors of Adult Services continue to highlight the importance of Adult Social Care at strategic health led discussions
- Develop options for joint commissioning of learning & development to support systems leadership across key partners

**A New County Council**

- Member development programme in place
- Overview & Scrutiny work programme developed
- AGM & appointments to Cabinet & all committees
- Review of constitution

**Financial Sustainability**

- DLT's review progress and are each chaired by the relevant Executive Director
- Revenue position includes a planned contribution from reserves to support savings delivery and the 2021/22 funding gap
- Savings plans have been subject to review as part of the budget monitoring process

Corporate Management Team

Director of Corporate Services

Chief Executive & S151 Officer / Director of Finance

**Progress:****Capacity**

- Recruitment to core team complete; phase 2 recruitment underway. "Front Door to Change" design work & key engagement completed.
- Resource profile for Change hubs and benefits realisation teams submitted for CMT and cabinet consideration

**Change Programme**

- AMEO consultants' recommendations for single front door and Gateway approval process endorsed by CMT.
- Upgraded programme management system procured and piloted.
- High level action plan to implement the single front door and gateway approval process has been developed; progress has stalled due to staff absence and ongoing covid impacts - additional support requested from Ameo to enable implementation
- Support commissioned to progress next steps on Strategy & Priorities action plan from C&S; includes re-establishment of SIB and associated governance to provide CMT with joined up view and decision-making route

**Our ways of working**

- Supported pilot return to offices from early autumn, with key office sites reopening from Oct 2021; work ongoing to prioritise individual services' return to offices and appropriate timelines
- Range of flexible spaces offered in CH complex to meet identified needs of services, using a single agile work style; desk and space booking pilot completed
- Flexible working policy approved with additional supporting policies under development
- Ongoing engagement with cabinet to ensure political support for progress
- Customer experience board established

**A New County Council**

- Political Governance Working Group to convene to consider aspects of the constitution
- Independent Remuneration Panel have reviewed member allowance scheme and have reported recommendations to Full Council

- Discussions taking place with political groups to improve communications with members on key issues and a member survey to take place
- Member development programme in place with all core and committee training delivered. Programme of bite sized briefings in place together with Vodcasts
- Member Development Working Group convening shortly
- Guidance and training on personal safety has been delivered to all members

**Improved partnership working**


- Discussions with partners continue to focus on more joined up approaches and opportunities to improve outcomes and save money
- Adult Social Care and Health Partnership Board continues to build on benefits of joint working
- Continue the work towards the development of strengthened partnership working through a joint long term strategic plan and a County Deal for Lancashire
- Support Lancashire Leaders to strengthen governance and engage with Government with a unified voice.
- Discussions with other Authorities and utilizing contracts. e.g., Electrical connections through AGMA Framework

**Financial Sustainability**

- Further savings to be identified to reduce the future requirement from reserves. This will be achieved ideally through a combination of efficiencies, more effective demand management and income generation but may also involve a reduction in some services. There will be targeted service reviews based on updated benchmarking information which looked at service unit costs compared to other county councils.
- Detailed work will be undertaken to determine the extent to which any of the underspending areas represent structural underspends not yet fully adjusted for within the MTFS for future years
- Overspending areas are also being reviewed to determine the extent that it is recurrent and not reflected in the MTFS
- Prepare for the introduction of a new fair funding formula and 75% business rates retention



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| <ul style="list-style-type: none"><li>• Impact of the recent Government 'Build Back Better' on health and social care being assessed</li><li>• Due to receive c£28m of additional grant funding as part of the £1.5bn announced for local government for each of the next 3 years</li><li>• In the main, this additional funding is offset by an increase in demand across client-based services</li><li>• The level of reserves is still sufficient to meet forecast gaps through to 24/25 and beyond</li></ul> |  |  |
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| Risk ID Corp 2  |  | Title: Family Safeguarding Model   |  | Current risk score: 12                        |  | Target Risk Score: 8  |  |
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| <b>Risk Description</b>   |  | <b>Risk Consequences</b>   |  | <b>Risk Owner</b>                             |  | <b>Current Likelihood</b>   |  |
| The Hertfordshire Family safeguarding approach does not deliver the expected outcomes   |  | <ul style="list-style-type: none"> <li>Children and families do not receive timely and effective support</li> <li>Needs of children and families escalate, resulting in children coming into the care of the local authority when this could have been appropriately and safely avoided</li> </ul> |  | Director of Education and Children's Services |  | Possible (3)  |  |
|   |  |  |  | <b>Target date</b><br>March 2022              |  | <b>Target Likelihood</b>  |  |
|   |  |  |  |   |  | Unlikely (2)  |  |
|   |  |  |  |   |  | <b>Target Risk Confidence</b>   |  |
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| <b>Current Controls</b>   |  |  |  | <b>Control Owner</b>                          |  |   |  |
| <ul style="list-style-type: none"> <li>Bid successful</li> <li>Diagnostic undertaken by Herts team</li> <li>High level implementation plan developed</li> <li>Appointed to Head of Service lead and practice/systems roles</li> <li>Family safeguarding Group provides oversight, reporting to Keeping Children Safe Board</li> </ul> |  |  |  | Director of Children's Social Care            |  |   |  |
| <b>Mitigating Actions</b>   |  |  |  | <b>Mitigation Owner</b>                       |  |   |  |
| <ul style="list-style-type: none"> <li>Delivery of implementation plan</li> </ul>   |  |  |  | Director of Children's Social Care            |  |   |  |
| <b>Progress:</b>  |  |  |  |   |  |   |  |
| <ul style="list-style-type: none"> <li>Family safeguarding teams in place</li> <li>Launch events complete</li> <li>Mechanism to secure adult workers agreed</li> <li>Recruitment to adult workers in progress and good oversight of recruitment</li> <li>Ongoing monitoring of performance</li> </ul>                                 |  |  |  |   |  |   |  |

| Risk ID Corp 4  | Title: Integration & Innovation  | Current risk score: 20  | Target Risk Score: 6  |  |
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| <p><b>Risk Description</b></p> <p>Earlier this year, the Department of Health and Social Care published the legislative proposals for a Health and Care Bill. The proposals contained within the white paper '<b>Integration and innovation: working together to improve health and social care for all</b>' sets out a range of reforms due to take effect from April 2022. These include:</p> <ul style="list-style-type: none"> <li>• Making Integrated Care Systems (ICS) statutory bodies</li> <li>• Transferring the functions of Clinical Commissioning Groups to the ICS</li> <li>• Removing competition and changing procurement rules</li> <li>• Seeking to strengthen the voice/influence of local government</li> <li>• Introducing measures to enhance assurance of social care by CQC</li> <li>• Creating a standalone power for Better Care Fund</li> <li>• Encouraging joint appointments of executive directors to support integrated care/working</li> <li>• Strengthening the role of Health and Wellbeing Boards</li> </ul> <p>As mentioned above, several themes are particularly relevant to the future</p> | <p><b>Risk consequences</b></p> <p>Lack of clarity on governance during and following the White Paper reforms</p> <p>Uncertainty of health workforce during reforms leading to joint working on programmes / projects not moving forward at the pace needed so as not to lose the excellent progress made during the pandemic in relation to integration, decision making etc.</p> <p>Possible issues relating to finances, particularly if Covid temporary funding is ending as well as current NHS deficit</p> <p>Concerns from social care staff on future assurance inspections by CQC</p> | <p><b>Risk Owner</b></p> <p>Adult Social Care in conjunction with the Corporate Management Team and partners</p> <p><b>Target date</b><br/>March 2022</p> | <p><b>Current Likelihood</b></p> <p>Possible</p> <p><b>Target Likelihood</b></p> <p>Certain</p> <p><b>Target Risk Confidence</b></p> <div style="background-color: #FFD700; width: 50px; height: 20px; margin: 5px 0;"></div> | <p><b>Current Impact</b></p> <p>Minor</p> <p><b>Target Impact</b></p> <p>Major</p> |

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| <p>working relationship between health and local government, and we will be looking to develop these through 21/22.</p> <p>The government has also said that reforms to social care and public health will be dealt with later in 2021 outside the Health and Care Bill addressed in the white paper, with some minor exceptions. In readiness for this, the County Councils Network simultaneously launched ' The Future of Adult Social Care- Optimised Delivery.</p>  |   |  |  |  |
| <p><b>Current Controls</b></p> <ul style="list-style-type: none"> <li>We are maintaining a number of the joint/strategic decision-making groups e.g. Adult Social Care &amp; Health Partnership, OOH cell, to build on the collaborative ways of working</li> </ul>  | <p><b>Control Owner</b><br/>Directors &amp; Heads of Service</p>    |  |  |  |
| <p><b>Mitigating Actions</b></p> <ul style="list-style-type: none"> <li>Joint work programmes agreed between Adult Social Care and Health</li> </ul>   | <p><b>Mitigation Owner</b><br/>Directors &amp; Heads of Service</p> |  |  |  |
| <p><b>Progress:</b></p> <ul style="list-style-type: none"> <li>Adult Social Care and Health Partnership Board has agreed a joint work programme and work is progressing</li> <li>At a senior level the County Council is involved in the ICP Development Advisory Group (Exec Director) and at the ICS Development Oversight Group (Chief Executive). This is pivotal to ensuing local government context and opportunity is understood and reflected in all plans and priorities</li> <li>Regular Internal health integration meetings (cross directorate) chaired by the Chief Executive to ensure clear and consistent approach to all meetings with NHS</li> <li>Briefings for county councillors involved in NHS meetings is being reinstated. Weekly meetings with lead cabinet members are taking place.</li> </ul> |   |  |  |  |

| Risk ID Corp 5   |   | Title: ICT Provision  | Current risk score: 16  | Target Risk Score: 8   |  |
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| <p><b>Risk Description</b></p> <p><b>Oracle R12 to Fusion</b><br/>Oracle vR12 supports the heart of the council's people and financial resources. R12 is now end of life and is approaching the end of the final extended support period. LCC have embarked on a programme to replace R12 with Oracle Fusion and associated new processes for managing our money and our people information for 45,000 users.</p> <p>Further risk of challenge to implement Fusion exists when contract novation from BTLS to LCC is executed.</p> <p>Failure to assign resources to the Oracle Fusion Programme will leave LCC without the ability to complete the project on time</p> <p><b>Data</b><br/>The organisation fails to use its data resource to good effect for the benefit of Lancashire residents</p> <p><b>Core Systems</b><br/>Lancashire has built up a 'technology debt' with regards to its major</p> | <p><b>Risk Consequences</b></p> <p>Should the Fusion Programme fail, major disruption can be expected in the management of the Council's money, suppliers, customers, debtors, creditors, current workforce, retired workforce and impact for other beneficiaries of the system outside of LCC specifically with payroll services.</p> <p>Contract award to Oracle has been made via BTLS and novation challenge could halt project progress without the ability to extend the programme end date past March 2022</p> <p>Un-optimised service provision with failure to plan service intervention and service delivery at appropriate times.</p> <p>These line of business (LOB) systems restrict the council from operating efficiently and hamper teams from innovation, automation and modern best practice.</p> | <p><b>Risk Owner</b></p> <p>Director of Strategy &amp; Performance / Director of Finance</p> <p><b>Target date</b><br/>March 2022</p> | <p><b>Current Likelihood</b><br/>4</p> <p><b>Target Likelihood</b><br/>2</p> <p><b>Target Risk Confidence</b></p> <div style="background-color: yellow; width: 50px; height: 20px; margin: 5px 0;"></div> | <p><b>Current Impact</b><br/>4</p> <p><b>Target Impact</b><br/>4</p> |  |

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| <p>systems which help the organisation function in a modern, efficient, effective way.</p>   |  |  |  |  |
| <p><b>Current Controls</b></p> <p><b>Oracle Fusion</b><br/>Fusion Project Board established, SRO identified, programme under active management of the Chief Digital Officer.</p> <p><b>Data</b><br/>Some management information is provided through appropriate Service Management Line of Business Systems. These systems are supported through best practice reporting and through the contribution of the Business Intelligence Team. This team are a stretched resource and cannot cover all data for the County Council.</p> <p><b>Core Systems</b><br/>Controls for this are informal and exist on a basis of replacing the systems at the very end of their life as they are about to, or following, the data they go out of support by their vendor.</p>   |  | <p>Chief Digital Officer</p> <p>Director of Strategy and Performance</p> <p>Director of Strategy and Performance</p> |  |  |
| <p><b>Mitigating Actions</b></p> <p><b>Oracle Fusion</b></p> <ul style="list-style-type: none"> <li>• Replace R12 with Oracle Fusion</li> <li>• Let contract with Oracle</li> <li>• Appoint Systems Integrator and deliver technical implementation</li> <li>• Appoint Change Partner and with them adopt new processes for all Fusion capabilities</li> <li>• Appoint Data migration partner and secure LCC resource to ensure data is R12 is cleaned and migrated in a timely manner to Fusion</li> </ul> <p><b>Data</b></p> <ul style="list-style-type: none"> <li>• New head of data has been recruited and is in post. The post supports the needs of the organisations data requirements and to ensure they are designed and architected in optimal ways to support service delivery and customer experience.</li> </ul> |  | <p><b>Mitigation Owner</b><br/>Oracle Fusion Programme Manager</p> <p>Chief Digital Officer</p>                      |  |  |

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| <ul style="list-style-type: none"> <li>• Next phase of planned work is to develop DaaS (Data as a Service) for Business Intelligence and the creation of Data Catalogues alongside a Master Data Management System which provides a single view of multiple systems</li> </ul> <p><b>Core Systems</b></p> <ul style="list-style-type: none"> <li>• The appointment of the Chief Digital Officer, the insourcing of the IT function and the creation of a Head of Architecture are helping to support the development of improved ways of working. The Head of Architecture is responsible for having agreed roadmaps for maintain products either via a SaaS (Software as a Service) route or regular updates products to enable business department to have LOB systems that provide the support for their respective function. The top SaaS product is the migration to Oracle Fusion which is the subject of a separate risk. A Head of Digital Business Engagement post has also been created and filled to ensure that digital services understand and help to deliver service needs.</li> </ul> | <p>Chief Digital Officer</p> |
| <p><b>Progress:</b></p> <p><b>Oracle Fusion</b></p> <ul style="list-style-type: none"> <li>• End User engagement sessions being set up for the New Year.</li> <li>• Identifying 'Hard to Reach' users in service areas</li> <li>• Business Readiness surveys to be completed</li> <li>• Business Readiness Assessments to be completed for each service area</li> <li>• Communication cascades being supported</li> </ul> <p><b>Data</b></p> <ul style="list-style-type: none"> <li>• Post in place as part of the new Digital services structure. Further progress through the corporate adoption of a data strategy and putting the procedures in place to review data on all appropriate inbound Digital Requests.</li> </ul> <p><b>Core Systems</b></p> <ul style="list-style-type: none"> <li>• All senior management posts in the service are appointed with staff in place.</li> </ul>   |                              |

| Risk ID Corp 6   |  | Title: Covid-19 Impact on Services & Communities   |                    | Current risk score: 20 | Target Risk Score: 12         |
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| Risk Description   | Risk Consequences  | Risk Owner   | Current Likelihood | Current Impact         | Target Likelihood             |
| <p>Inability to adequately respond to the demands placed on Services as a consequence of increasing demands, capacity issues, and reduced resilience of staff.</p> <p>Staff across all services have worked in crisis response mode from the outset of the pandemic. Alongside this business as usual work is being undertaken across many services.</p> | <p>Inability to meet service requests as demand outstrips current capacity because staff are dealing with both pandemic and BAU issues</p>   | <p>Corporate Services leadership in conjunction with the Corporate Management Team and partners</p> <p><b>Target date</b><br/>March 2023</p> | Certain            | Major                  | <b>Target Impact</b>          |
|  | <p>Staff fatigue - risk of reduced energy levels to meet the constantly evolving demands and pressures. Risk of burnout.</p> <p>A reduction in staff availability/productivity due to the effects of the pandemic across services eg an increase in infection rates, local restrictions, child care/family/personal issues etc</p> <p>Risk to creativity and innovation with regard to developing and maintaining high quality outcomes for service clients</p> <p>Potential reduction in productivity and throughput will increase pressures</p> <p>Potential to negatively impact on internal and external customer/partner relationships</p> <p>Potential for increasing costs, loss of income and pressure on budgets as some services are having to increase resources.</p> |  | Likely             | Moderate               | <b>Target Risk Confidence</b> |



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| <p><b>Current Controls</b></p> <ul style="list-style-type: none"> <li>• Corporate Emergency Response Team (CERT) continues to meet at least fortnightly and considers current situation reports</li> <li>• Contingency plans are available to be activated as needed which would primarily stand down business as usual/non-critical work and where possible, redeploy staff to support priority work areas</li> <li>• Ongoing situation monitored at leadership team meetings</li> <li>• Increase capacity through sourcing additional resource</li> <li>• Ensure all staff take their annual leave entitlements</li> <li>• Team managers keep the focus on staff wellbeing in 1:1s and team meetings</li> <li>• Ensure a sensible and reasonable approach to further changes, to support staff to meet the challenges</li> </ul>  | <p><b>Control Owner</b><br/>Corporate Management Team</p> |
| <p><b>Mitigating Actions</b></p> <ul style="list-style-type: none"> <li>• Mitigating actions for loss of staff encapsulated for each individual service within the business continuity arrangements found in the Service Resilience Plans (SRPs); this includes identification of critical posts/functions, alternative arrangements for critical posts/functions, critical function analysis, specific responses in relation to Pandemic flu</li> <li>• These arrangements need to be viewed in line with the Corporate Emergency Response Plan (CERP) which provides the incident management and wider support structures in place.</li> <li>• Continue to monitor capacity and demand levels</li> <li>• CEX, ED, Director and HofS to continue to share messages of thanks and appreciation</li> <li>• Raise issues at CERT if corporate guidance/action required</li> <li>• Consider the need to stand down business as usual to focus on the pandemic response or seek financial support to increase resources to maintain overall continuity of services</li> <li>• Covid- 19 incident management</li> <li>• Vaccination programme</li> <li>• Local contact tracing</li> <li>• Community Testing/workplace testing</li> </ul> | <p><b>Mitigation Owner</b><br/>As above</p>               |

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| <ul style="list-style-type: none"> <li>• Monthly staff webinars led by Directors to continue to share messages of thanks, appreciation and enable staff to showcase their best practice and fantastic response to the pandemic</li> <li>• Staffing issues and in particular staff welfare is a constant feature in leadership meetings</li> </ul>   |  |
| <p><b>Progress:</b></p> <p><b>Outbreak Management</b></p> <ul style="list-style-type: none"> <li>• Overall, controls are in place and functioning well at this point in time</li> <li>• Lancs-12 testing strategy refreshed to prioritise care homes.</li> <li>• Care sector levels vaccination to be tracked through IMT meetings.</li> <li>• Lancashire now part of a principle trial for anti-viral, via the Oxford group.</li> <li>• Local policy to encourage testing and non-attendance for those who are positive/symptomatic.</li> <li>• Revise 5-step community testing plan</li> <li>• Given escalating situation regarding infection rates consideration being given to re-establish response rather than recovery. This will potentially mean LRF Business Continuity group to stand back up.</li> <li>• Continued support for schools</li> <li>• Vaccination in care settings continues. Using buses as mobile units for targeted areas to promote vaccination campaign, leaflet drops etc. Once resources are identified these will also act as vaccination buses.</li> <li>• Developing a system for members of the public who don't have access to transport to call a designated line through Customer Access Service who can arrange a taxi and will act as a 'drive-thru' vaccination service. Finalising detail with NHS colleagues.</li> <li>• Children's Social Workers are now undertaking twice-weekly tests (with EDT testing three times a week to reflect the vulnerability of the public they come into contact with)</li> <li>• Initial preparations in terms of data collection and archiving in relation to the independent inquiry recently announced by the government</li> <li>• Support vaccination programme – HR protocol to be published/SMART team continuing to support community engagement awareness raising</li> </ul> |  |

- Additional information added to resilience plan on Vaccine Appointment Booking in January 2022.
- Corporate Emergency Response Plan has been reviewed, considering learning from COVID19 as well as all the other responses to date. Service Response Plans are also being updated.
- Request for volunteers to support the NHS with administration roles went out last week. Great response from LCC with 67 volunteers coming forward. 36 have gone forward to support the vaccination programme and the activity has now been paused to allow NHS to train and onboard those volunteers first
  
- **Vaccination**
  - more than double the doses of vaccines were delivered in Lancashire week before Christmas. The largest increase was in the 18-39yrs age bracket.
  - Also noted that staff are now able to self-certify sickness for up to 28day to relieve pressure on GP surgeries.
  - Public Transport are continuing to work with transport providers to increase the offers of free transport to vaccinations, some providers are supporting but take-up has been quite low from the providers.
  
- **Testing programme:**
  - Continuing link with Districts regarding local strategies for now until December and then on to March 2022
  - Rolling out testing to Afghan refugee settlement programme
  - District Advice for contain functions (tracing, testing and community engagement) will be going to Health Protection Board this week
  - Continuing to support districts with Out of Hours contact tracing
  - Currently have a good stock of PCR and on-site Sure Screen tests. Had difficulties in getting hold of Lateral Flow Devices. Currently without LFD test kits but are expecting a delivery before new year. Now only getting the pack of 20 kits rather than the pack of 7 kits.

- All libraries have been restocked and priority is now to work with partners to plug any major gaps across the county.
- From an LCC perspective, increased stocks within Adult Social Care and Highways teams are getting the last of the 7-kit packs.
- Lancashire Constabulary and a local prison that has an outbreak have also been supplied with additional kits.
- Need to consider any LCC Services that need any additional stocks for the New Year.

○

- **Support safe return to buildings** (in line with Government guidance):
  - Phased return/reopening has been taking place. Implementing the end of "Plan B" restrictions and the move back to "Plan A".
  - Documents to support on risk assessments
  - Key messages being produced on do's and don'ts when returning to office

- **Recovery Co-ordination**

- Focus is now on business continuity and the impact from high staff absences will have on local public services including NHS, social care, emergency services and utilities.
- Current modelling suggests that significant numbers of NHS staff could be absent from work, not necessarily sick but absent and this could be significant but requires further modelling.  
Sickness absence is going to be significant for all sectors including public transport and critical infrastructure such as utilities. There may also be impacts due to supply chain issues and reduced number of drivers available.
- The recovery strategy is being reviewed and updated in-line with the potential impact on business continuity.
- Intel cell is gathering data on staff absences.

| Risk ID Corp 7  | Title: Demand Impact on Community & Services  | Current risk score: 16  | Target Risk Score: 12   |  |
|---|---|---|---|--|
| <p>Risk Description</p> <p>Demand for client-based services continues to increase resulting in increased budget pressures and poor outcomes for those people in receipt of our services</p> | <p><b>Risk Consequences</b></p> <p><b>Adult Social Care</b><br/>           Significant risk of provider failure, particularly for residential care and day service providers</p> <p>Further waves of Covid exacerbate these issues</p> <p>Risk of reduction in quality standards/not meeting CQC requirements and potential for an increase in safeguarding issues</p> <p>Potential for increased costs for the county council in maintaining provider income levels to 'shore up' the market and protect people's homes</p> <p>Some care home providers taking people for the 6 weeks 'discharge to assess' period at inflated rates. Risk to families if the placement needs to continue or very high 3<sup>rd</sup> party top ups, and to LCC if no other placement available and the top up needs to be absorbed by the council.</p> <p>Providers may increase their fees to maintain their ability to operate/generate sufficient returns. Could result in increased costs for the county council and for self-funders</p> <p>Risks for in-house services – ability to continue to operate/compete in the wider market</p> | <p><b>Risk Owner</b></p> <p>Adult Social Care leadership</p> <p><b>Target date</b></p> <p>December 2022</p> | <p><b>Current Likelihood</b></p> <p>Likely</p> <p><b>Target Likelihood</b></p> <p>Possible</p> <p><b>Target Risk Confidence</b></p> <div data-bbox="1637 759 1816 823" style="background-color: yellow; width: 80px; height: 40px; margin: 5px 0;"></div> | <p><b>Current Impact</b></p> <p>Major</p> <p><b>Target Impact</b></p> <p>Major</p> |

|  |   |  |  |  |
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|  | <p>Potential for increased complaints and less choice.<br/>Increase in number of safeguarding alerts</p> <p>People may not be receiving services in a setting assessed as appropriate. Families and care providers are under pressure and are reporting being concerned that they are not able to safely manage risk, leading to increased potential harm or death. Increased risk to others in residential care settings.</p> <p>As yet, the future demand for such services is difficult to quantify. Some aspects of daytime support /accommodation-based services may require complete redesign.</p> <p>People are waiting many days for MH beds that have been recommended by Adults Mental Health Practitioners (AMHPs) and medics, leaving people in the community or in residential care who have been assessed as requiring detention under the Mental Health Act</p> <p>Puts families under more pressure and risks people being admitted to hospital, residential care or being placed out of Lancashire.</p> <p>Puts pressure on the budget as we are not able to fill voids in a timely way, meaning that there are supported living settings with empty rooms rendering the care therein less cost effective.</p> |  |  |  |
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| <ul style="list-style-type: none"> <li>• Ongoing consideration of Covid impact</li> <li>• Provide input into the developing NHS operational plan for CAMHS service developments and be sighted on / support ICS discussions on CAMHS related NHS investment proposals</li> </ul> <p><b>SEND</b></p> <ul style="list-style-type: none"> <li>• Delivery of priorities within the SEND sufficiency strategy</li> <li>• Consulted on Strategy</li> <li>• Ongoing consideration of Covid impact</li> </ul>  |   |
| <p><b>Progress:</b></p> <p><b>Adult Social Care</b></p> <ul style="list-style-type: none"> <li>• Quality Improvement Strategy in progress<br/>CQC resuming targeted inspections on key areas April 21 onwards</li> <li>• Market Position Statement and Intermediate Care Review on work programme for Adult Social Care &amp; Health Partnership Board</li> <li>• Capital Board have now approved an investment pot for older people's services and an SLA for facilities management, cleaning and catering services is being developed</li> <li>• Compulsory vaccination to be extended to other regulated services which is likely to impact on workforce retention. Therefore, we are actively contacting providers to scope the extent of the impact and collaborating with NHS, ADASS and LGA</li> <li>• Social care reforms will have significant implications for the council as we are expected to equalise fees and pay fair price for care. Therefore, we are working closely with ADASS and CCN to understand and manage. Also taking steps to further uplift fees from April to keep pace with inflationary pressures</li> <li>• Increased demand and anticipate further pressures due to covid legacy. Strengthening market capacity through fee adjustments and active engagement with market plus introduction of other creative alternatives to increase capacity including introduction of personal budgets</li> </ul> <p><b>Children's Social Care</b></p> <ul style="list-style-type: none"> <li>• Early Help Strategy agreed. Delivery is ongoing.</li> <li>• Family Safeguarding launched.</li> </ul> | <p>Director of Education and Skills</p> |


- Outreach services expanded.
- Family Group Conferencing evaluation planned as part of national programme, with additional national funding provided. Pilot VCFS provision in place supporting referrals from Children's Social Care Teams and funding agreed to extending service for further 12 months.
- "Where Our Children Live" project reported to Cabinet January 2021 and delivery plan in development
- Shifted block residential provision to establish more for children and young people with most complex needs. Continued focus on step down fostering placements with option to pay retainers to secure provision.
- Rates for Child in Need, Child Protection and Children Looked After all reducing but continued oversight in event of surge in Autumn 2021
- Where our Children Live Capital Bid to DfE successful and will now move to implementation
- Exploring opportunities for further innovation through NW ADCS innovation programme

**SEND**

- Increased Government funding provides some mitigation, but substantial pressure remains
- Additional investment to reduce SENDO caseloads
- Additional inclusion teachers and support workers provide direct support to enable the full-time attendance and inclusion of pupils with EHC plans who are either experiencing difficulties with their mental health that prevents their attendance at school or who are at risk of exclusion.

| Opportunity ID: CO1   |   | Title: Strengths Based Working   |   | Current Opp score: 15         | Target Opp Score: 20 |
|---|---|----------------------------------|---|-------------------------------|----------------------|
| <b>Opportunity Description</b>  | <b>Opportunity Consequences</b>   | <b>Opp Owner</b>                 | <b>Current Likelihood</b>   | <b>Current Impact</b>         |                      |
| Covid has been a catalyst for a number of positive changes to the way we work.  | The 'lessons learned' have provided a platform for future ways of working. We have made a significant number of changes that we will endeavour to maintain.   | Adult Social Care leadership     | Certain   | Moderate                      |                      |
| Remote working has enabled people to adopt a more flexible approach to their work/life balance, we have embraced technology as a way of staying in touch with our teams and our service users and providers, we have used people's skills in a more flexible way and have trusted them to get on and do, we have spent far less time in planning and more time in doing, we have maintained 'light touch' governance and stuck to the decisions that we have made, and we have proved to ourselves and our partners that we can continue to provide high levels of customer service and response in a crisis. | We will build on the relationships that we have developed with our partners and will continue to take a 'system wide' approach to decision making.  | <b>Target date</b><br>March 2022 | <b>Target Likelihood</b><br>Certain   | <b>Target Impact</b><br>Major |                      |
| There are many 'lessons learned' with our partners including our health and district colleagues and we have demonstrated that spending time arguing about 'who pays' is   | We will trust our staff to work at home, but we must be mindful not to disregard the disbenefits of home working and will seek to achieve a more balanced approach when we are able to.                                       |                                  | <b>Target Opp Confidence</b>  |                               |                      |
|   | We are able to take advantage of technology to improve the way we work and also improve and enhance our service offer.  |                                  |  |                               |                      |
|   | We will pursue the 'joint funding' approach and seek to agree the use of pooled budgets where appropriate.  |                                  |   |                               |                      |
|   | We will maintain the level of engagement that we have achieved with our valued providers. We will move forward at pace our market shaping work and will involve providers and service users at the forefront of our thinking. |                                  |   |                               |                      |
|   | We have used our staff flexibility. Many of them have stepped forward to take on new roles and have been very   |                                  |   |                               |                      |

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| <p>unproductive and unhelpful for our citizens.</p> <p><b>Improved Partnership working</b> – responding to the pandemic has highlighted the importance of partnership working and is proof of what can be achieved if we work together. We want to use this as a platform to build better alliances with our partners to deliver improved outcomes for the people of Lancashire.</p>       | <p>successful. We have recognised the huge amount of talent and commitment that we have across all of our teams.</p> <p>Many of our lessons learned, new ways of working and innovative approaches to service delivery should enable financial savings to be achieved.</p> |  |  |  |
| <p><b>Current Controls</b></p> <ul style="list-style-type: none"> <li>• ASC leadership team continue to seek best practice examples and share learning</li> <li>• Ongoing reviews of services will capture potential financial savings</li> <li>• Discussions with partners continue to focus on more joined up approaches and opportunities to improve outcomes and save money</li> </ul> |  | <p><b>Control Owner</b><br/>Adult Social Care Directors and Heads of Service</p> |  |  |
| <p><b>Progress:</b></p> <ul style="list-style-type: none"> <li>• ASC themed discussion on lessons learned/new ways of working. Seeking to build on the positives achieved through the pandemic.</li> <li>• Ongoing discussions with partners</li> </ul>  |  | <p><b>Mitigation Owner</b><br/>As above</p>                                      |  |  |
| <p><b>Actions to realise:</b><br/>Partners4Change project will build on new ways of working<br/>Adult Social Care and Health Partnership Board continues to build on benefits of joint working</p>   |  |  |  |  |

| Opportunity ID: CO2  |  | Title: Environmental Improvements  |  | Current Opportunity score: 6   |  | Target Opportunity Score: 16   |  |   |  |
|--|--|--|--|--|--|--|--|---|--|
| <b>Opportunity Description</b><br><b>Environmental Improvements (Air Quality, Noise and Safety)</b><br><b>Green Fleet</b> <ul style="list-style-type: none"> <li>• Electric Vehicles (EV)</li> <li>• Ultra Low Emission Vehicles (ULEV)</li> <li>• Alternative Fuels (CNG and Hydrogen)</li> <li>• Lower Emission combustion engines</li> </ul>  |  | <b>Opportunity Consequences</b> <ul style="list-style-type: none"> <li>• Reduce Authorities Carbon Footprint</li> <li>• Reduce impact on air quality from LCC operations especially in urban areas by removing or reducing tailpipe emissions of noxious gases and particulates which impact adversely on health.</li> </ul> |  | <b>Risk Owner</b><br>Heads of Service P&IT<br><br><b>Target date</b><br>Ongoing  |  | <b>Current Likelihood</b><br>3<br><br><b>Target Likelihood</b><br>4<br><br><b>Target Confidence</b><br> |  | <b>Current Impact</b><br>2<br><br><b>Target Impact</b><br>4 |  |
| <b>Progress to date</b> <ul style="list-style-type: none"> <li>• Replacement of older significantly less environmentally friendly vehicles with newer lower emission vehicles and plant as part of Capital Fleet Replacement Programme (Note latest Euro specification vehicles emit exponentially less than earlier Euro standard vehicles).</li> <li>• Looking at Electric Vehicles (EV's) but ranges and charging remain an issue</li> <li>• Working group formed with Fleet, Property and D&amp;C and proposals being completed for pilot for single dual point 22 KW charging facilities at Bamber Bridge and N65 to trial EV's in Fleet and inform the working group to enable further roll out of infrastructure and EV's within LCC.</li> <li>• Three EV mid-sized vans now in Fleet Services (delivered April 21) which will inform further the feasibility and actions that may need to be considered with a larger roll out of EV and ULEV's; one of the vans will initially be used by user departments and teams on extended trials and to inform of possible changes to working practices and infrastructure requirements to achieve zero emission vehicles in practical operational use.</li> <li>• Investigation and trialling of various EVs (vans and cars) with Parking Services re enabling the use of suitable EV's for the Parking Services operations moving in-house this year.</li> </ul> |  |  |  | <b>Control Owner</b><br>Heads of Service P&IT Fleet Manager and Property Service |  |  |  |   |  |
| <b>Actions to realise</b> <ul style="list-style-type: none"> <li>• Corporate Charging infrastructure for Electric Vehicles</li> </ul>  |  |  |  | <b>Opportunity Owner</b><br>Director of Highways & Transport                     |  |  |  |   |  |

**Key to Scores**

|               |  |      |                   |          |        |         |
|---------------|--|------|-------------------|----------|--------|---------|
|               | CATASTROPHIC<br>(for risk)<br>OUTSTANDING<br>(for opportunity) | 5    | 10                | 15       | 20     | 25      |
|               | MAJOR  | 4    | 8                 | 12       | 16     | 20      |
|               | MODERATE   | 3    | 6                 | 9        | 12     | 15      |
| <b>IMPACT</b> | MINOR  | 2    | 4                 | 6        | 8      | 10      |
|               | INSIGNIFICANT  | 1    | 2                 | 3        | 4      | 5       |
|               |  | RARE | UNLIKELY          | POSSIBLE | LIKELY | CERTAIN |
|               |  |      | <b>LIKELIHOOD</b> |          |        |         |