


## Lancashire County Council Corporate Risk & Opportunity Register 2022/23 - Quarter 4

Risk ID	Corp 1	Title: Financial Sustainability	Current risk score: 20	Target Risk Score: 16	
<p><b>Risk Description</b></p> <p><b>Failure to deliver a sustainable financial strategy that supports the delivery of the corporate strategy and four priorities</b></p> <p>Causes:</p> <ul style="list-style-type: none"> <li>• Funding gap</li> <li>• Inability to set a balanced budget or deliver services within available resources because of various issues that include economic uncertainty; rising inflation that exceeds budget provision; high demand on care services; lack of certainty over future funding; specific impact of proposals for funding care costs (cap on the lifetime cost of personal care)</li> </ul>	<p><b>Risk Consequences</b></p> <ul style="list-style-type: none"> <li>• Increased overspends in particular services</li> <li>• Services become unsustainable and we cannot fulfil our statutory duties because of funding pressures not being met</li> <li>• Adverse impact on clients/residents</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>• Reputational damage</li> <li>• Budgetary pressures on providers leading to underperformance or contract variation</li> <li>• The council is unable to support all its capital investment requirements going forward resulting in a focus primarily on reactive works and resultant negative impact on asset condition</li> </ul>	<p><b>Risk Owner</b></p> <p>Executive Director of Resources/S151 Officer</p> <p><b>Target date</b> March 23/Ongoing</p>	<p><b>Current Likelihood</b></p> <p>Likely (4)</p> <p><b>Target Likelihood</b></p> <p>Likely (4)</p> <p><b>Target Risk Confidence</b></p> <div style="background-color: orange; width: 50px; height: 20px; margin: 5px 0;"></div>	<p><b>Current Impact</b></p> <p>Catastrophic (5)</p> <p><b>Target Impact</b></p> <p>Major (4)</p>	
<p><b>Current Controls</b></p> <ul style="list-style-type: none"> <li>• Updates provided to Cabinet through the money matters reports covering in-year financial position and medium-term financial strategy on a quarterly basis</li> <li>• Directorate Leadership Teams (DLT's) meet regularly and have a monthly focus on financial position and savings delivery chaired by the relevant Executive Director</li> <li>• Programme Office is supporting the overall programme of savings activity</li> <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> </ul>		<p><b>Control Owner</b></p> <p>S151 Officer/Director of Finance/Executive Directors</p>			

<ul style="list-style-type: none"> <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> <li>• Capital Strategy and capital delivery programme approved annually at Full Council in February</li> </ul>	
<p><b>Mitigating Actions</b></p> <ul style="list-style-type: none"> <li>• DLT's review progress and are each chaired by the relevant Executive Director</li> <li>• Revenue position includes a planned contribution from reserves to support savings delivery and the 2022/23 funding gap</li> <li>• Savings plans have been subject to review as part of the budget monitoring process</li> <li>• Assessing scope of contracts and reviewing uplifts at recommissioning</li> <li>• Transformation options considered towards meeting future years funding gaps</li> <li>• The capital programme is managed by Capital Board at an officer level to ensure that its development is carried out with due regard to risk management and prudent and sustainable resource management. Alignment with property strategy review with capital work being focused on those buildings likely to remain operational and not surplus to requirements going forward given potential embedding of different working arrangements going forward.</li> <li>• Grant levels confirmed for 2022/23 and projects / schemes they will support being agreed and the agreed delivery programme for 22/23 also being reviewed to reflect the impact of slippage / earlier than planned delivery in the final quarter of 2021/22.</li> <li>• Additional capital requirements for 2023/24 to be provided by services before the end of July for consideration by EMT / Cabinet as part of the 2023/24 budget process.</li> </ul>	<p><b>Mitigation Owner</b></p> <p>S151 Officer/Director of Finance/Executive Directors</p>
<p><b>Progress:</b></p> <p>Overall, the Council has an appropriate level of reserves available to manage the financial risks it is facing from 2022/23 to 2026/27. However, on current forecasts it will be necessary that additional savings will be required to bring the council to a financially sustainable position. Whilst there is still a significant risk factor in relation to savings delivery, the £87m funding gap for 23/24 has been reduced to £9.5m with a focus on</p>	

improving productivity and efficiency and generating additional income to support priority services.					
<b>Risk ID Corp 2</b>		<b>Title: Workforce recruitment and retention</b>		<b>Current risk score: 16</b>	<b>Target Risk Score: 12</b>
<b>Risk Description</b> Unable to attract and recruit candidates, and retain staff leading to an inability to deliver services  Causes: <ul style="list-style-type: none"> <li>Lack of suitably qualified candidates in the labour market</li> <li>Non-competitive pay rates</li> <li>Unattractive terms and conditions</li> <li>Retention policies ineffective</li> <li>Poor workforce planning (including lack of workforce data) with an ageing workforce</li> <li>Commissioned services and education settings unable to recruit and retain staff</li> </ul>	<b>Risk Consequences</b> <ul style="list-style-type: none"> <li>Reduced capacity and skills to deliver key roles and council priorities leading to increased waiting times and delays for people in need of support</li> <li>Potential skills gap and deterioration in service delivery through loss of experienced staff and age profile of workforce</li> <li>Unable to deliver statutory services and services in key areas</li> <li>Adverse impact on clients/residents/businesses</li> <li>High vacancy rates</li> <li>High use of agency staffing</li> <li>Pressure to increase market rates</li> <li>Weaknesses in approach to workforce planning</li> <li>Reputational damage</li> <li>Increased demands and pressures on remaining staff leading to morale issues</li> <li>Commissioned services and education settings fail</li> </ul>	<b>Risk Owner</b> Executive Directors  <b>Target date</b> March 23	<b>Current Likelihood</b> Major (4)  <b>Target Likelihood</b> Possible (3)  <b>Target Risk Confidence</b> 	<b>Current Impact</b> Likely (4)  <b>Target Impact</b> Major (4)	
<b>Current Controls</b> <ul style="list-style-type: none"> <li>Performance management dashboards established to collate and analyse workforce data</li> </ul>		<b>Control Owner</b> Executive Directors			

<ul style="list-style-type: none"> <li>• Governance structure identified to manage and lead the workforce performance &amp; strategy (ASC)</li> <li>• Education and Children's Services Workforce Strategy agreed April 2022</li> <li>• Corporate workforce group to facilitate joint solutions with directorate SMTs</li> <li>• Developing talent acquisition team and recruitment support</li> <li>• Commission recruitment consultants for some roles</li> <li>• Skills and development opportunities</li> <li>• Performance engagement</li> <li>• Social work academy</li> <li>• Additional OT capacity being sought from COMF funding to start July 2022</li> <li>• Backlog agency in place from April 2022 (Attenti)</li> </ul>	
<p><b>Mitigating Actions</b></p> <ul style="list-style-type: none"> <li>• Regular discussions at directorate management teams to understand areas where recruitment and retention is a challenge</li> <li>• Corporate exercise to identify recruitment and retention issues related to hard to fill posts</li> <li>• Reviewing structures as appropriate</li> <li>• In Adult Social Care, regular monitoring and action plans are in place and include:</li> <li>• ASC Workforce Strategy refresh in progress that includes: <ul style="list-style-type: none"> <li>• Provider Services Recruitment Action Plan</li> <li>• Key transformation priorities (LbLiL, Demand Management) will address workforce issues in the immediate &amp; longer term</li> <li>• Discissions with HR re international recruitment (pending data analysis)</li> <li>• Ensuring the right capacity within our workforce to respond to the demand.</li> <li>• Additional capacity being sourced to help clear some of the Occupational Therapy Backlogs</li> <li>• Workforce data framework established</li> <li>• Performance Management Board established</li> </ul> </li> </ul>	<p><b>Mitigation Owner</b> Executive Directors</p>

<ul style="list-style-type: none"> <li>• In-house Provider Workforce sub-group established focused on recruitment and retention</li> <li>• Education and Children's Workforce Strategy established that includes: <ul style="list-style-type: none"> <li>• Strengthening recruitment activity through, for example, clear approach to engagement through social media, virtual open days, engagement with local education partners, promoting LCC as an employer of choice, targeted recruitment activity including overseas recruitment</li> <li>• Strengthening retention activity through, for example, creating an inclusive and diverse workplace, listening to and responding to employee voice, clear development frameworks and learning opportunities, talent management, manageable caseloads and effective tools for the job</li> </ul> </li> </ul>	
<p><b>Progress:</b></p> <ul style="list-style-type: none"> <li>• Draft corporate people strategy developed and is subject to approval which will give a coherent and cohesive direction of travel for the business in terms of attraction, recruitment, retention, and development with associated metrics</li> <li>• New operating model for people services agreed to support the business with key strategic people risks and activities – moving to this new model in 2023</li> <li>• Full review of contingent workforce underway to identify required staffing levels and skills via an agency/consultancy model</li> <li>• Recruitment process to be redesigned and benchmarked against emerging and best practice</li> <li>• Talent attraction team to be in place as part of People Services operating model</li> <li>• Leadership capability framework drafted, pending approval and adoption, to further develop leadership capability in people management and development</li> <li>• Succession planning work commenced with EMT</li> </ul>	

Risk ID Corp 3		Title: Demand for Services		Current risk score: 16		Target Risk Score: 8	
<p><b>Risk Description</b></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>Causes:</p> <ul style="list-style-type: none"> <li>• Provider failure</li> <li>• Insufficient funding</li> <li>• As we move into winter, seasonal illnesses such as flu and further Covid 19 peaks could exacerbate this risk</li> <li>• Adverse impact of the rising cost of living, high inflation, and increased cost of energy</li> <li>• Lack of qualified staff</li> </ul> <p>See Corp 1 &amp; 2</p>	<p><b>Risk Consequences</b></p> <ul style="list-style-type: none"> <li>• Significant financial pressure on the county council</li> <li>• Poor outcomes for those people in receipt of our services</li> <li>• Potential adverse impact on quality-of-service provision as backlogs and waiting times could increase further</li> <li>• Pressure on specific services such as Mental Health which are already under strain</li> <li>• Could result in additional safeguarding alerts</li> <li>• Additional pressures on family and other carers</li> <li>• Pressures on already pressured and fatigued workforce (internal and external)</li> <li>• Could result in strained relationships with key partners such as NHS, VCFS and external market</li> <li>• Potential drift and delay – impact on timeliness of assessments, plans and interventions with children and families</li> <li>• Special Educational Needs &amp; Disability - Insufficient local places to meet needs</li> </ul>	<p><b>Risk Owner</b></p> <p><b>All Directors and Heads of Service within Adult Social Care and Education &amp; Children's Services</b></p> <p><b>Target date</b></p> <p><b>March 2023</b></p>	<p><b>Current Likelihood</b></p> <p>Likely (4)</p> <p><b>Target Likelihood</b></p> <p>Possible (3)</p> <p><b>Target Risk Confidence</b></p>	<p><b>Current Impact</b></p> <p>Major (4)</p> <p><b>Target Impact</b></p> <p>Moderate (3)</p>			
<p><b>Current Controls</b></p> <p><b>Adult Social Care</b></p> <ul style="list-style-type: none"> <li>• Working with the NHS locally to model capacity, agree plans and procedures (particular focus on Continuing Health Care (CHC), system resilience and hospital discharge), financial flows and workforce requirements</li> <li>• Designated leads in LCC to ensure oversight, performance, and assurance</li> <li>• Incomplete CHC Referrals Board in place – meets weekly to review progress/address issues</li> </ul>		<p><b>Control Owner</b></p> <p><b>All Directors and Heads of Service within Adult Social Care and Education &amp; Children's Services</b></p>					

<ul style="list-style-type: none"> <li>• ICS CHC recovery group in operation, with reporting lines upwards</li> <li>• Quality Improvement Strategy in development</li> <li>• Additional Agency staff maintained from April 2022 from temporary Covid grant (COMF)</li> <li>• Additional Occupational Therapy (OT) capacity in place with COMF funding</li> <li>• Processes and procedures are in place to help manage current demand for Adult Mental Health services</li> <li>• Review of 'front door' underway to improve how we work with people when they approach us for services</li> <li>• Assessment backlog Performance Management in place with fortnightly boards and weekly reports</li> <li>• New ASC internal structure and appointment of LCC Exec Director in joint leadership role as Director of Health and Care for Lancashire should result in an improved approach to cross system working to address demand pressures</li> </ul> <p><b>Children's Social Care</b></p> <ul style="list-style-type: none"> <li>• Clear governance and accountability arrangements in place via the Keeping Children Safe Board</li> <li>• MASH / Demand Management group and Permanence and Children in Our Care group providing oversight of service improvements</li> <li>• Family Safeguarding Board providing leadership and oversight of Family Safeguarding Programme</li> <li>• Range of further activity to manage demand including Family Group Conferencing evaluation funded through pan-Lancs bid, VCFS led model of support pilot in Preston to be extended</li> <li>• Where Our Children Live Strategy together with Sufficiency Strategy to ensure most effective use of provision and to help identify and address gaps in service</li> </ul> <p><b>SEND</b></p> <ul style="list-style-type: none"> <li>• SEND Sufficiency Strategy agreed by Cabinet January 2020</li> <li>• Alternative Provision Strategy agreed by Cabinet October 2021</li> <li>• Delivery plans established</li> </ul>	
<p><b>Mitigating Actions</b></p> <ul style="list-style-type: none"> <li>• CHC: Ongoing discussions and working group in progress at ICS level</li> </ul>	<p><b>Mitigation Owner</b></p>

<ul style="list-style-type: none"> <li>• New practice focussed project Living Better Lives in Lancashire will fundamentally change the approach and ways of working particularly around current front-line assessment and determination of services</li> <li>• Undertaking an evaluation in terms of demand and capacity to ensure we have the right capacity within our workforce to respond to the demand.</li> <li>• Additional capacity sourced to help clear some of the Occupational Therapy Backlogs</li> <li>• Working closely with providers to review capacity in the domiciliary care sector and how to improve this which will include the prioritisation of care delivery to the most vulnerable people and key/essential tasks.</li> <li>• Winter resilience planning in progress in collaboration with the NHS</li> <li>• Review of front door will assess how people currently access services and support increase of signposting and use of community assets</li> </ul> <p><b>Children's Social Care</b></p> <ul style="list-style-type: none"> <li>• Delivery of Early Help Strategy</li> <li>• Delivery of Family Safeguarding</li> <li>• Evaluation of targeted interventions including Family Group Conferencing at pre proceedings, and VCFS model</li> <li>• Where Our Children Live Strategy and Sufficiency Strategy agreed by Cabinet in January 2021</li> <li>• Deep dive on Placement Costs</li> <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>As above plus Area and County Managers across directorates</p>
<p><b>Progress:</b></p> <ul style="list-style-type: none"> <li>• Increased Government funding provides some mitigation, but substantial pressure remains</li> <li>• Additional investment to reduce SENDO caseloads</li> </ul>	



- 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.
- SEND Partnership Plan agreed
- Additional SEN Units continue to be established
- Agreement to establish new SEN provision in North
- Staffing options developed
- Early Help Strategy agreed. Delivery ongoing.
- Family Safeguarding implemented.
- Outreach services expanded.
- Family Group Conferencing evaluation as part of national programme. VCFS provision in place supporting referrals from Childrens Social Care Teams.
- "Where Our Children Live" delivery underway.
- 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 tracked
- Where our Children Live Capital Bid to DfE successful and plans to implement developed. Successful further bid to DfE for children's home capital funding and proposals to develop additional in-house home supported by specialist NHS team
- Avoidance of high-cost homes workstream established through Where Our Children Live project
- Negotiated an agreed position with NHS in respect of responsibility for funding CHC. NHS have confirmed commitment to pay one off monies in current year in respect of previous/ongoing cases and will reimburse appropriately going forward.
- Homecare, reablement and crisis services are being redesigned and will be reprocured next year with the aim of supporting adult social care to respond effectively to increased demand pressures
- Review of in-house older people's care services is underway
- Review of day services is underway

<ul style="list-style-type: none"> <li>• Discussions in progress with Shared Lives Plus to potentially expand the offer</li> <li>• Adult Mental Health bed delays continue to increase and remain closely monitored</li> <li>• Backlog – Performance Board established fortnightly, dashboards in process of validation, some reporting remains off-system (carers service make manual submissions), weekly highlight reports published. Good progress being made in reducing the backlogs.</li> <li>• LBLiL Transformation Programme – Central Roll out has commenced</li> <li>• ASC Performance Board picks up actions and monitor progress</li> <li>• Front Door – baseline data completed and pilot underway in East Lancs</li> </ul>	
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Risk ID Corp 4		Our Improvement Journey		Current risk score: 16		Target Risk Score: 9	
Risk Description	Risk Consequences	Risk Owner	Current Likelihood	Current Impact	Target Likelihood	Target Impact	Target Risk Confidence
<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> </ul> <p>Causes:</p> <ul style="list-style-type: none"> <li>• Inability to secure sufficient resource (capacity) across the organisation to deliver on some areas of the Improvement Journey due to competing priorities</li> <li>• Not having a joined up, cohesive, corporate wide LCC change programme with EMT oversight and appropriately allocated resources.</li> </ul>	<p><b>Insufficient 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 consequently, 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</li> </ul>	<p>Corporate Management Team (EMT)/Director of OD &amp; Change</p> <p><b>Target date</b> March 2023/Ongoing</p>	<p>Major (4)</p> <p><b>Target Likelihood</b> Possible (3)</p> <p><b>Target Risk Confidence</b></p> <div style="background-color: #FFD700; width: 50px; height: 20px; margin: 5px;"></div>	<p>Major (4)</p> <p><b>Target Impact</b> Moderate (3)</p>			

<ul style="list-style-type: none"> <li>Multiple front doors with multiple gatekeepers to initiate change leading to: <ul style="list-style-type: none"> <li>A lack of strategic prioritisation, sequencing and link to corporate 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> </li> </ul> <p>See Corp 1, 2 &amp; 3</p>	<p>consequence of the current approach, with the potential to failure to deliver key programmes.</p> <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 what is possible today and continuously improve &amp; adapt in response to future challenges.</li> <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>Commercialisation</b></p> <ul style="list-style-type: none"> <li>We will not achieve our commercialisation vision</li> </ul>			
<p><b>Current Controls</b></p> <p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>"Front Door to Change" designed and implemented to support prioritisation &amp; allocation of resource for change across organisation.</li> <li>Core roles appointed to lead on the major elements (Staff Experience Lead, Customer Experience Lead, Analysis &amp; Design Lead &amp; PM Lead) who will drive and monitor progress against critical elements.</li> <li>Engagement of an interim Director of People and Culture</li> </ul> <p><b>Change Programme</b></p> <ul style="list-style-type: none"> <li>Detailed PMO roadmaps developed with Adults, ECS and PH, and resourcing issues resolved.</li> </ul> <p><b>Our ways of working</b></p>		<p><b>Control Owner</b> Director of OD &amp; Change</p>		

<ul style="list-style-type: none"> <li>• Improvement Journey priorities aligned with corporate priorities, subject to regular review by Strategic Improvement Board</li> <li>• Staff Experience established, with plan in place for priority outcomes &amp; deliverables for the next 12 months</li> <li>• Values &amp; Behaviours developed and disseminated</li> <li>• Customer Experience SRO and lead appointed</li> <li>• Programme governance: <ul style="list-style-type: none"> <li>○ Head of Improvement appointed to drive Improvement Journey programme</li> <li>○ Corporate Programme Office transferred to Director of OD &amp; Change to support alignment of capacity &amp; focus with agreed strategic &amp; Improvement Journey priorities</li> </ul> </li> <li>• Leadership and management development offer in place and evolving to meet needs of new ways of working</li> <li>• Development of framework to create "Front Door to Change" in order to agree priorities, allocate appropriate resources</li> <li>• The council has a number of work streams that support the corporate strategy and our ways of working e.g. digital connectivity: inequalities workshops etc</li> </ul> <p><b>Commercialisation</b></p> <ul style="list-style-type: none"> <li>• Commercialisation blueprint approved by cabinet</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 EMT 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> </ul>	<p><b>Mitigation Owner</b> Director of OD &amp; Change</p>


<ul style="list-style-type: none"> <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 EMT to have greater visibility and discussion on the entire change programme enabling informed strategic decision making from EMT 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> <li>• 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</li> </ul> <p><b>Commercialisation</b></p> <ul style="list-style-type: none"> <li>• Commercial champions/network in place</li> <li>• Commercial learning programme and business planning framework</li> </ul>	
<p><b>Progress:</b></p> <ul style="list-style-type: none"> <li>• The Interim Executive Director of Resources is working with services to implement an integrated business planning and performance framework.</li> <li>• The strategic change delivery plan (SCDP) is being developed for SIB, using input from the Stop / Pause / Continue exercise and the service planning process which commences in Dec 2022.</li> </ul>	

<ul style="list-style-type: none"> <li>• An interim portfolio and programme manager has been recruited to develop the programme office and support the production and delivery of the agreed SCDP priorities</li> <li>• SIB have committed to the Change Front Door process and to ensuring that all new change requirements are assessed and prioritised on the basis of appropriate business cases which include sufficient information on costs, benefits and resource implications.</li> <li>• New approach to business planning has been launched and will develop alongside the design and implementation of an integrated performance management framework</li> <li>• A programme of training for Lancashire County Council's staff to develop Agile, Lean and continuous improvement skills has been piloted</li> <li>• New data sets will support the next phases of the property review, providing a more accurate and up to date picture of building usage and efficiency</li> </ul>		
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<b>Risk ID Corp 6</b>		<b>Title: School Places</b>		<b>Current risk score: 12</b>		<b>Target Risk Score: 8</b>	
<b>Risk Description</b>  Insufficient school places in some parts of the county meaning children and young people are missing out on education	<b>Risk Consequences</b> <ul style="list-style-type: none"> <li>• Children are put at risk of harm</li> <li>• Children missing out on education</li> <li>• Adverse publicity</li> </ul>	<b>Risk Owner</b>  <b>Director of Education and Children's Services</b>  <b>Target date</b> March 2023	<b>Current Likelihood</b>  Possible (3)  <b>Target Likelihood</b>  Possible (3)  <b>Target Risk Confidence</b> 	<b>Current Impact</b>  Major (4)  <b>Target Impact</b>  Major (4)			
<b>Current Controls</b>		<b>Control Owner</b>					


<ul style="list-style-type: none"> <li>• School Place Sufficiency Strategy in place</li> <li>• Monitoring of admission preferences key performance indicators</li> <li>• Monitoring of children missing education to identify localities where there are pressures, and proactive work with schools and settings to secure places and provide additional support to secure places for in-year admissions</li> </ul>	Director of Education and Children's Services
<p><b>Mitigating Actions</b></p> <ul style="list-style-type: none"> <li>• Working with the Assets Team to ensure that the Directorate is informing and supporting the Implementation of the plans set out in the School Place Sufficiency Strategy 2022-2025</li> </ul>	<p><b>Mitigation Owner</b></p> <p>Director of Policy, Commissioning and Children's Health</p>
<p><b>Progress:</b></p> <ul style="list-style-type: none"> <li>• Ongoing discussions to identify further opportunities and mitigations</li> <li>• Assets Team secured consultancy support</li> <li>• Developing approaches to better support new arrivals to county/country including support to address language barriers</li> <li>• Publicity, including social media has reduced the number of late applications.</li> <li>• Our website now shows levels of subscription for individual schools and maps of geographical priority areas.</li> <li>• Officers attend open evening for the most oversubscribed schools, and year 6 parent information sessions are held in the areas with the most pressure for places.</li> <li>• The expansion of popular schools including Unity College, Primet Academy and Saints John Fisher &amp; Thomas More RC High School. The number of places available for Year 7 pupils has been increased, as has the availability of places in higher year groups to accommodate in-year admissions.</li> <li>• Consultations will be taking place in the Spring Term 2023 in respect of new primary schools and a secondary school in Preston.</li> </ul>	

<b>Opportunity ID: CO1</b>		<b>Title: New Ways of Working (ACS&amp;PH)</b>		<b>Current Opp score: 15</b>	<b>Target Opp Score: 20</b>
<b>Opportunity Description</b>	<b>Opportunity Consequences</b>	<b>Opp Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	
		ASC leadership	Certain	Moderate	


<p>The 'lessons learned' from remote working have provided a platform for future ways of working.</p> <p>Improved Partnership working to build better alliances with our partners to deliver improved outcomes for the people of Lancashire.</p>	<p>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. We will take advantage of technology to improve the way we work and also improve and enhance our service offer. We will use people's skills in a more flexible way and spend less time planning and more time in doing. These new ways of working and innovative approaches to service delivery should enable financial savings to be achieved.</p> <p>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. We will pursue the 'joint funding' approach and seek to agree the use of pooled budgets where appropriate.</p> <p>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.</p>	<p><b>Target date</b> March 2023</p>	<p><b>Target Likelihood</b> Certain</p> <p><b>Target Opp Confidence</b> </p>	<p><b>Target Impact</b> Major</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> <li>• Front Door Project will focus on introducing training and upskilling to CAS on technology solutions, working with 3<sup>rd</sup> sector partners and improving knowledge of community assets, working with Digital Gaps.</li> </ul>		<p><b>Control Owner</b> ASC Directors and HoS</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> As above</p>		



<p><b>Actions to realise:</b></p> <ul style="list-style-type: none"> <li>• Living Better Lives in Lancashire project will build on new ways of working</li> <li>• Adult Social Care and Health Partnership Board continues to build on benefits of joint working</li> <li>• Front Door project is supporting maximisation of community resources</li> </ul>	
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Opportunity ID: CO2		Title: Environmental Improvements	Current Opportunity score: 6	Target Opportunity Score: 16	
<p><b>Opportunity Description</b> Environmental Improvements (Air Quality, Noise and Safety) <b>Green Fleet</b></p> <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>	<p><b>Opportunity Consequences</b></p> <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>	<p><b>Risk Owner</b> HoS P&amp;IT</p> <p><b>Target date</b> Ongoing</p>	<p><b>Current Likelihood</b> 3</p> <p><b>Target Likelihood</b> 4</p> <p><b>Target Confidence</b> </p>	<p><b>Current Impact</b> 2</p> <p><b>Target Impact</b> 4</p>	
<p><b>Progress to date</b></p> <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</li> </ul>		<p><b>Control Owner</b> HoS P&amp;IT Fleet Manager and Property Service</p>			

<p>trials and to inform of possible changes to working practices and infrastructure requirements to achieve zero emission vehicles in practical operational use.</p> <ul style="list-style-type: none"> <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> <li>Premises review underway</li> </ul>	
<p><b>Actions to realise</b></p> <ul style="list-style-type: none"> <li>Corporate Charging infrastructure for Electric Vehicles</li> <li>We are also undertaking a premises review which will help reduce carbon emissions and identify properties for improvement. We continue to investigate opportunities for carbon reduction in our premises and seek sources of external funding.</li> </ul>	<p><b>Opportunity Owner</b> Director of Highways &amp; Transport</p> <p>Director of Strategy &amp; Performance</p>

Opportunity ID CO3 – Sub Regional Place Leadership and Governance		Current Opportunity score: 12		Target Opportunity Score: 16
<p><b>Opportunity Description</b> There is an opportunity for Lancashire to secure appropriate sub-regional governance, powers and resource to maximise shared outcomes and priorities (e.g. Combined Authority, Elected Mayor, County/Devolution Deal or other appropriate arrangement) through Central Government legislation, negotiation, Local Government Reorganisation or other mechanism.</p>	<p><b>Opportunity Consequences</b> At a strategic level, in the absence of a Combined Authority, County/Devolution Deal or other arrangement for Lancashire, failure to secure devolved funding and powers impacts on the ability to achieve Lancashire's target outcomes and priorities to the detriment of residents and businesses. Furthermore, an amplified, stronger and unified voice for other sub-regions around the county, particularly those regions surrounding Lancashire, is likely to compromise Lancashire's ability to present its case and advocate for its residents and businesses with the same level of authority/influence.</p>	<p><b>Opp Owner</b> Phil Green</p> <p><b>Target date</b> Lancashire (collectively all 15 authorities) to adopt the 'Lancashire 2050' Strategy and further to Levelling Up White Paper agree a new governance model and commence negotiations with Gov't on County Deal by April 2023.</p>	<p><b>Current Likelihood</b> Likely (4)</p> <p><b>Target Likelihood</b> Possible (3)</p> <p><b>Target Opp Confidence</b> </p>	<p><b>Current Impact</b> Major (4)</p> <p><b>Target Impact</b> Major (4)</p>

<p><b>Current Controls</b></p> <ul style="list-style-type: none"> <li>• (Previously) engaged specialised consultants advising on approach and submitted outline business case for change to Government. Leaders agreed principles of establishing a Lancashire strategic plan.</li> <li>• (2021/22) Aligned to introduction of County Deals, Lancashire councils agreed the principle of establishing a strategic plan, a governance model and the scope of a potential county deal to inform negotiations with Government.</li> <li>• (Feb/March 2022) Following publication of Levelling Up White Paper and devolution framework, Leaders have agreed to seek a dialogue with Government on county deal/governance and to commence work on Lancashire 2050.</li> </ul>		<p><b>Control Owner</b></p> <p>Director of Growth, Environment &amp; Planning</p>		
<p><b>Mitigating Actions</b></p> <ul style="list-style-type: none"> <li>• Reviewing new Government policy and statements on levelling up, devolution/county deals and local government reorganisation and continued lobbying</li> <li>• Aligning to and responding to Levelling Up White Paper (including the twelve 'missions' and devolution framework)</li> <li>• Continue with preparation and development of the scope of a potential County Deal including through the application of the recently concluded evidence base and emerging evidence.</li> <li>• Support Lancashire Leaders to strengthen governance and engage with Government with a unified voice.</li> <li>• Building strategic capacity and resource to develop and deliver new strategic and policy framework including operational governance and theme groups.</li> </ul>		<p><b>Mitigation Owner</b></p> <p>Director of Growth, Environment &amp; Planning</p>		
<p><b>Progress:</b></p> <p>The Government has re-emphasised its commitment to devolution through the Levelling Up White Paper, and a number of devolution deals with other regions were announced over Summer 2022. Work on Lancashire 2050, governance and scope continues through regular meetings of Lancashire Leaders. Leaders await a response from Government about further engagement on a county deal, and clarity on how the new government will continue to develop this policy agenda.</p>				

**Key to Scores**

	CATASTROPHIC (for risk) OUTSTANDING (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>			