


Corporate Risk & Opportunity Register – Quarter 1 2023/24

Risk ID CORP1		Title: Financial Sustainability	Current risk score: 20 Target Risk Score: 16	
<p>Risk Description</p> <p>Failure to deliver a sustainable financial strategy that supports the delivery of the corporate strategy and four priorities</p> <p>Causes:</p> <ul style="list-style-type: none"> Reserves not sufficient to meet the forecast MTFs funding gaps. 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) Significant uncertainty regarding funding levels for 2025/26 and beyond along with the impact of the much delayed new funding formula and business rate retention changes. 	<p>Risk Consequences</p> <ul style="list-style-type: none"> Increased overspends in particular services Services become unsustainable and we cannot fulfil our statutory duties because of funding pressures not being met Adverse impact on clients/residents Insufficient reserves Unable to meet savings targets External intervention if the council is unable to deliver a balanced budget in future years Reputational damage 	<p>Risk Owner</p> <p>Executive Director of Resources/S151 Officer</p> <p>Target date March 23/Ongoing</p>	<p>Current Likelihood</p> <p>4</p> <p>Target Likelihood</p> <p>4</p> <p>Target Risk Confidence</p> <div style="background-color: #FFC000; width: 50px; height: 20px; margin: 5px 0;"></div>	<p>Current Impact</p> <p>5</p> <p>Target Impact</p> <p>4</p>
<p>Current Controls</p> <ul style="list-style-type: none"> Updates provided to Cabinet through the money matters reports covering in-year financial position and medium-term financial strategy on a quarterly basis Directorate Leadership Teams (DLT's) meet regularly and have a monthly focus on financial position and savings delivery chaired by the relevant Executive Director 		<p>Control Owner</p> <p>S151 Officer/Director of Finance/Executive Directors</p>		

<ul style="list-style-type: none"> • Programme Office is supporting the overall programme of savings activity • 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 • Continue to monitor the impacts of price changes via our regular monitoring activity updating our forecast outturn and the MTFS • Continue to work with staff to develop new options savings options and revisit options • Continue to seek out, learn from and adapt services to follow best practice 	
<p>Mitigating Actions</p> <ul style="list-style-type: none"> • 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 funding gap • Savings plans have been subject to review as part of the budget monitoring process • Transformation options considered towards meeting future years funding gaps 	<p>Mitigation Owner</p> <p>S151 Officer/Director of Finance/Executive Directors</p>
<p>Progress:</p> <ul style="list-style-type: none"> • Overall, the Council has an appropriate level of reserves available to manage the financial risks it is facing from 2023/24 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. • 2023/24 revenue budget was approved at Full Council in February with a contribution from reserves of £8.9m. The updated MTFS is forecasting a gap of £19.1m by 2026/27 which is less than 2% of the net revenue budget. A significant risk factor is in relation to savings delivery, as the 2023/24 budget will be based on the delivery of c£80m of new / previously agreed savings. 	

Risk ID CORP2 Title: Workforce recruitment and retention Current risk score: 16 Target Risk Score: 12				
<p>Risk Description Unable to attract and recruit candidates, and retain staff leading to an inability to deliver services</p> <p>Causes:</p> <ul style="list-style-type: none"> • Lack of suitably qualified candidates in the labour market (particularly in hard to recruit roles) • Non-competitive pay rates compared to other employer (eg BAE) • Unattractive terms and conditions Could we please reword to say lack of an attractive reward and benefits offer • Lack of effective retention tools • Poor workforce planning (including lack of workforce data) with an ageing workforce • Commissioned services and education settings unable to recruit and retain staff • Immature approach to a system wide health and social care workforce 	<p>Risk Consequences</p> <ul style="list-style-type: none"> • Reduced capacity and skills to deliver key roles and council priorities leading to increased waiting times and delays for people in need of support • Potential skills gap and deterioration in service delivery through loss of experienced staff and age profile of workforce • Unable to deliver statutory services and services in key areas • Adverse impact on clients/residents/businesses • High vacancy rates in critical front line areas • High use of agency staffing • Pressure to increase market rates • Weaknesses in approach to workforce planning • Reputational damage • Increased demands and pressures on remaining staff leading to morale issues • Commissioned services and education settings fail 	<p>Risk Owner Executive Directors/ Interim Director of People</p> <p>Target date March 23</p>	<p>Current Likelihood 4</p> <p>Target Likelihood 3</p> <p>Target Risk Confidence </p>	<p>Current Impact 4</p> <p>Target Impact 4</p>

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

<ul style="list-style-type: none"> • Performance Management Board established • In-house Provider Workforce sub-group established focused on recruitment and retention • People Strategy and People Services Offering under development to review our approach to talent acquisition and development • Education and Children's Workforce Strategy established that includes: <ul style="list-style-type: none"> • 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 • 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 	
<p>Progress:</p> <ul style="list-style-type: none"> • 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 • 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 • Full review of contingent workforce underway to identify required staffing levels and skills via an agency/consultancy model • Recruitment process to be redesigned and benchmarked against emerging and best practice • Talent attraction team to be in place as part of People Services operating model • Leadership capability framework drafted, pending approval and adoption, to further develop leadership capability in people management and development • Succession planning work commenced with EMT 	

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

<ul style="list-style-type: none"> • ICS CHC recovery group in operation, with reporting lines upwards • Quality Improvement Strategy in development • Additional Agency staff maintained from April 2022 from temporary Covid grant (COMF) • Additional Occupational Therapy (OT) capacity in place with COMF funding • Processes and procedures are in place to help manage current demand for Adult Mental Health services • Review of 'front door' underway to improve how we work with people when they approach us for services • Assessment backlog Performance Management in place with fortnightly boards and weekly reports • 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 <p>Children's Social Care</p> <ul style="list-style-type: none"> • Clear governance and accountability arrangements in place via the Keeping Children Safe Board • MASH / Demand Management group and Permanence and Children in Our Care group providing oversight of service improvements • Family Safeguarding Board providing leadership and oversight of Family Safeguarding Programme • 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 • 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 <p>SEND</p> <ul style="list-style-type: none"> • SEND Sufficiency Strategy agreed by Cabinet January 2020 • Alternative Provision Strategy agreed by Cabinet October 2021 • Delivery plans established 	
Mitigating Actions	Mitigation Owner

<ul style="list-style-type: none"> • CHC: Ongoing discussions and working group in progress at ICS level • 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 • Undertaking an evaluation in terms of demand and capacity to ensure we have the right capacity within our workforce to respond to the demand. • Additional capacity sourced to help clear some of the Occupational Therapy Backlogs • 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. • Winter resilience planning in progress in collaboration with the NHS • Review of front door will assess how people currently access services and support increase of signposting and use of community assets <p>Children's Social Care</p> <ul style="list-style-type: none"> • Delivery of Early Help Strategy • Delivery of Family Safeguarding • Evaluation of targeted interventions including Family Group Conferencing at pre proceedings, and VCFS model • Where Our Children Live Strategy and Sufficiency Strategy agreed by Cabinet in January 2021 • Deep dive on Placement Costs • Ongoing consideration of Covid impact • 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 <p>SEND</p> <ul style="list-style-type: none"> • Delivery of priorities within the SEND sufficiency strategy • Consulted on Strategy • Ongoing consideration of Covid impact 	<p>As above plus Area and County Managers across directorates</p>
<p>Progress:</p>	

- 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 will take place next year
- Discussions in progress with Shared Lives Plus to potentially expand the offer
- Adult Mental Health bed delays continue to increase and remain closely monitored
- Backlog – Performance Board is now to cease with reporting to be incorporated into the ASC Performance workstream monthly, closure report being produced.
- Living Better Lives in Lancashire new operating model is in development
- ASC Performance Board picks up actions and monitor progress
- East Lancs Front Door – pilot now being evaluated to inform new model and ways of working.
- Most supported living providers have Annual Service Development Plans.
- Strong LA early help offer.
- 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" project reported to Cabinet January 2021 and 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

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| <ul style="list-style-type: none">• Avoidance of high-cost homes workstream established through Where Our Children Live project• Strong oversight of high-cost homes• 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.• SEND Partnership Plan agreed• Additional SEN Units continue to be established• Agreement to establish new SEN provision in North• Staffing options developed• SEND Inspection readiness work continues to strengthen oversight | |
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Risk ID CORP4		Our Improvement Journey		Current risk score: 16	Target Risk Score: 9
<p>Risk Description</p> <ul style="list-style-type: none"> 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 4 years of the current MTFS period 2022/23-2025/26 <p>Causes:</p> <ul style="list-style-type: none"> Competing / unclear priorities Inability to secure sufficient resource / capacity across the organisation to deliver on the strategic budget options whilst also delivering existing projects and programmes across directorates Lack of a clear corporate wide strategic change plan / programme with EMT oversight and appropriately allocated resources. Multiple routes initiate change leading to: 	<p>Risk Consequences</p> <p>Insufficient Capacity</p> <ul style="list-style-type: none"> Inability to deliver full programme of transformation across the Council Inability to identify improvement opportunities that could contribute to service efficiencies / improved outcomes <p>Change programme</p> <ul style="list-style-type: none"> 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. Resources are not focused on the priority change activities; the competing demands on resource results in focus being across too many initiatives and therefore the delivery is not as effective or efficient as needed. 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 fail to deliver key programmes and benefits. <p>New ways of working</p> <ul style="list-style-type: none"> Our future workplace model does not optimise the performance of our people, places, processes and 	<p>Risk Owner</p> <p>Executive Management Team (EMT)/Director of OD & Change</p> <p>Target date</p> <p>March 2023/Ongoing</p>	<p>Current Likelihood</p> <p>Major (4)</p> <p>Target Likelihood</p> <p>Possible</p> <p>Target Risk Confidence</p> <div style="background-color: yellow; width: 50px; height: 20px; margin: 5px 0;"></div>	<p>Current Impact</p> <p>Major (4)</p> <p>Target Impact</p> <p>Moderate</p>	

<ul style="list-style-type: none"> • A lack of strategic prioritisation, sequencing and link to corporate objectives • Too many competing asks • Work being done in silos leading to duplication and effort and inefficient use of scarce resources • Inconsistent approach to prioritisation and delivery of change projects <p>See Corp 1, 2 & 3</p>	<p>technology. We are unable to leverage the best of what is possible today and continuously improve & adapt in response to future challenges.</p> <ul style="list-style-type: none"> • Inability to deliver a full programme of staff and customer experience improvement • Inability to identify improvement opportunities that could contribute to service efficiencies / improved outcomes <p>Commercialisation</p> <ul style="list-style-type: none"> • We will not achieve our commercialisation vision 			
<p>Current Controls</p> <p>Capacity</p> <ul style="list-style-type: none"> • Stop / Pause / Continue exercise initiated across all in-flight projects and programmes, to identify resource requirements and agree implementation priorities with directorates • "Front Door to Change" designed and implemented to support prioritisation & allocation of resource for change across organisation; including a requirement for business cases for all new project and programme initiatives <p>Change Programme</p> <ul style="list-style-type: none"> • Director of OD & Change supports SIB to shape and agree change programme. • Change & Improvement service provides skills and capacity to identify and co-ordinate change initiatives • Programme Office works with directorates to plan and support delivery of directorate priorities <p>New ways of working</p> <ul style="list-style-type: none"> • Improvement Journey priorities aligned with corporate priorities, subject to regular review by Strategic Improvement Board (SIB) 		<p>Control Owner Director of OD & Change</p>		


<ul style="list-style-type: none"> • People Directorate established to provide capacity for development and implementation of People Strategy, including Staff Experience principles and people / cultural / skills elements of new ways of working • Initial development offer in place and evolving to meet needs of new ways of working <p>Commercialisation</p> <ul style="list-style-type: none"> • Commercialisation blueprint approved by cabinet 	<p>Director of Strategy & Performance</p>
<p>Mitigating Actions</p> <p>Capacity</p> <ul style="list-style-type: none"> • Complete Stop / pause /continue exercise with SIB; clarify existing resource available for change, and identify gaps required to deliver the agreed priorities. • Agree strategic change delivery plan (SCDP) with SIB, including resource requirements • Regular engagement with EMT to review delivery of the SCDP, and understand any new capacity challenges and prioritisation requirements • Develop resource profile for agreed SCPD activity, and identify any potential shortfalls with associated options / costings / business case for filling resource gaps • Procure additional interim capacity to deliver strategic change programmes (including Oracle Fusion, People Strategy, Contracts Review, Property review and Process Improvement) • Identify opportunities for realignment of roles / activities in complementary areas to support delivery of agreed SCDP priorities • Develop Change & Improvement service plan in light of SCDP to align with identified priorities; identify skills and resource requirements to deliver against agreed plan <p>Change Programme</p> <ul style="list-style-type: none"> • Development of a Target Operating Model which will support the Council to identify radical and innovative options for future delivery • Develop a joined up, cohesive view of all change activity across LCC, via the completion of the stop / pause / continue exercise, the implementation of the Change Front Door process, and the new Business and Service planning process. 	<p>Mitigation Owner Director of OD & Change</p>

<ul style="list-style-type: none"> • Support EMT / SIB to have greater visibility and discussion on the entire change programme enabling informed strategic decision making from CMT and appropriate resource allocation. • Agree governance which will allow effective prioritisation and sequencing of change activity at a corporate level. • Development of an integrated change programme which encompasses the Strategic Savings options related to People, Process and Digital, ensuring that activity across all 3 areas is complementary and supports effective delivery of the benefits. <p>New Ways of Working</p> <ul style="list-style-type: none"> • Develop phase 2 programme plan for new ways of working which brings together people strategy, property, process and digital strands to deliver new models of work • 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 • Link values & behaviours to performance & development discussions as part of the Integrated Performance Management Framework • Develop additional data and insight to inform options and business cases related to asset optimisation <p>Commercialisation</p> <ul style="list-style-type: none"> • Commercial champions/network in place • Commercial learning programme and business planning framework 	<p>Director of Strategy & Performance</p>	
<p>Progress:</p> <ul style="list-style-type: none"> • Business planning for 23/24 was completed by 31/3/23; following this, development of an integrated performance management approach which brings together business, financial and performance • 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 commenced in Dec 2022. • 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 		


<ul style="list-style-type: none">• 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.• A programme of training for Lancashire County Council's staff to develop Agile, Lean and continuous improvement skills has been piloted• 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• A paper setting out a proposed approach to commercialisation has been approved by EMT and will form part of the SCDP on production of an approved business case		
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Risk ID CORP5		Title: School Places		Current risk score: 12		Target Risk Score: 8	
Risk Description Insufficient school Places meaning children and young people are missing out on education		Risk Consequences <ul style="list-style-type: none"> • Children are put at risk of harm • Children missing out on education • Adverse publicity 		Risk Owner Director of Education and Children's Services Target date March 2024		Current Likelihood Possible (3) Target Likelihood Unlikely (2) Target Risk Confidence 	
Current Controls <ul style="list-style-type: none"> • School Place Sufficiency Strategy in place • Monitoring of admission preferences key performance indicators • 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 				Control Owner Director of Education and Children's Services			
Mitigating Actions <ul style="list-style-type: none"> • 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 				Mitigation Owner Director of Education and Skills			
Progress:							

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| <ul style="list-style-type: none">• Ongoing discussions to identify further opportunities and mitigations• Assets Team secured consultancy support• Developing approaches to better support new arrivals to county/country including support to address language barriers• Publicity, including social media has reduced the number of late applications.• Our website now shows levels of subscription for individual schools and maps of geographical priority areas.• 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.• The expansion of popular schools including Unity College, Primet Academy and Saints John Fisher & 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.• Consultations taking place in respect of new primary schools and a secondary school in Preston.• Scrutiny session to take place in June focusing on school place planning and transport | |
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Opportunity ID: CO1		Title: New Ways of Working (ACS&PH)		Current Opp score: 15	Target Opp Score: 20
Opportunity Description	Opportunity Consequences	Opp Owner	Current Likelihood	Current Impact	
The 'lessons learned' from remote working have provided a platform for future ways of working.	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.	ASC leadership	Certain	Moderate	
Improved Partnership working to build better alliances with our partners to deliver improved outcomes for the people of Lancashire.	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	Target date	Target Likelihood	Target Impact	
	These new ways of working and innovative approaches to service delivery should enable financial savings to be achieved	Summer 2023	Certain	Major	
	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.		Target Opp Confidence		
	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.				
Current Controls		Control Owner			
<ul style="list-style-type: none"> • ASC leadership team continue to seek best practice examples and share learning • Ongoing reviews of services will capture potential financial savings • Discussions with partners continue to focus on more joined up approaches and opportunities to improve outcomes and save money 		ASC Directors and HoS			

<ul style="list-style-type: none"> Front Door Project will focus on introducing training and upskilling to CAS on technology solutions, working with 3rd sector partners and improving knowledge of community assets, working with Digital Gaps. 	
<p>Progress:</p> <ul style="list-style-type: none"> ASC themed discussion on lessons learned/new ways of working. Seeking to build on the positives achieved through the pandemic. Ongoing discussions with partners 	<p>Mitigation Owner As above</p>
<p>Actions to realise:</p> <ul style="list-style-type: none"> Living Better Lives in Lancashire project will build on new ways of working Adult Social Care and Health Partnership Board continues to build on benefits of joint working Front Door project is supporting maximisation of community resources 	

Opportunity ID: CO2		Title: Environmental Improvements	Current Opportunity score: 6	Target Opportunity Score: 16	
<p>Opportunity Description Environmental Improvements (Air Quality, Noise and Safety) Green Fleet</p> <ul style="list-style-type: none"> Electric Vehicles (EV) Ultra Low Emission Vehicles (ULEV) Alternative Fuels (CNG and Hydrogen) Lower Emission combustion engines 	<p>Opportunity Consequences</p> <ul style="list-style-type: none"> Reduce Authorities Carbon Footprint 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. 	<p>Risk Owner HoS P&IT</p> <p>Target date Ongoing</p>	<p>Current Likelihood 3</p> <p>Target Likelihood 4</p> <p>Target Confidence </p>	<p>Current Impact 2</p> <p>Target Impact 4</p>	
<p>Progress to date</p> <ul style="list-style-type: none"> 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). 		<p>Control Owner HoS P&IT Fleet Manager and Property Service</p>			

<ul style="list-style-type: none"> • Looking at Electric Vehicles (EV's) but ranges and charging remain an issue • Working group formed with Fleet, Property and D&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. • 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. • 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. • Premises review underway 	
<p>Actions to realise</p> <ul style="list-style-type: none"> • Corporate Charging infrastructure for Electric Vehicles • 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. 	<p>Opportunity Owner Director of Highways & Transport Director of Strategy & Performance</p>

Opportunity ID CO3 – Sub Regional Place Leadership and Governance		Current Opportunity score: 12	Target Opportunity Score: 16	
<p>Opportunity Description 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>Opportunity Consequences 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>Opp Owner Phil Green Target date Lancashire (collectively all 15 authorities) to adopt the 'Lancashire 2050' Strategy and further to</p>	<p>Current Likelihood Likely (4) Target Likelihood Possible (3) Target Opp Confidence</p>	<p>Current Impact Major (4) Target Impact Major (4)</p>

		Levelling Up White Paper agree a new governance model and commence negotiations with Gov't on County Deal by April 2023.		
Current Controls <ul style="list-style-type: none"> • (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. • (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. • (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. 		Control Owner Director of Growth, Environment & Planning		
Mitigating Actions <ul style="list-style-type: none"> • Reviewing new Government policy and statements on levelling up, devolution/county deals and local government reorganisation and continued lobbying • Aligning to and responding to Levelling Up White Paper (including the twelve 'missions' and devolution framework) • 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. • Support Lancashire Leaders to strengthen governance and engage with Government with a unified voice. • Building strategic capacity and resource to develop and deliver new strategic and policy framework including operational governance and theme groups. 		Mitigation Owner Director of Growth, Environment & Planning		
Progress:				

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. Resource allocation and recruitment proposals are being considered.

Scoring Matrix

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