

Corporate Risk & Opportunity Register Q3 2023/24

Risk ID CORP1		Title: Financial Sustainability		Current risk score: 16 Target Risk Score: 12	
<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>Possible 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 Ongoing</p>	<p>Current Likelihood</p> <p>4</p> <p>Target Likelihood</p> <p>3</p> <p>Target Risk Confidence</p>	<p>Current Impact</p> <p>4</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 Finance Boards 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 subject to regular review and position reported as part of the budget monitoring process • Service Challenge type savings process in place to identify proposals to address updated MTFS scenario • Whilst there is significant uncertainty regarding future funding levels from 2025/26 this both represents a risk and a potential opportunity depending on HMT decisions on future settlement quantum and funding distributions with significant additional funding being provided for social care in recent settlements reflecting national pressures. 	<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 	

<p>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.</p> <ul style="list-style-type: none"> • Indicative savings targets covering updated MTFS position have been allocated to Directorates to identify savings proposals to meet the forecast future gap. Budget proposals for 24/25 scheduled for November Cabinet along with MTFS update. • Outturn position for 22/23 reported to September Cabinet showing £0.75m over spend (less than 0.1% of the revenue budget). • 2023/24 Quarter 1 monitoring position to be presented to Cabinet in October 	
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

Risk ID CORP 2		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>Possible 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 • Unattractive terms and conditions Could we please reword to say lack of an attractive reward and benefits offer • Lack of effective retention tools 	<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 	<p>Risk Owner Executive Directors/ Interim Director of People</p> <p>Target date March 24</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>	

<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Commissioned services and education settings fail 			
<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 		<p>Mitigation Owner Executive Directors</p>		

- In Adult Social Care, regular monitoring and action plans are in place and include:
- ASC Workforce Strategy refresh in progress that includes:
 - 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
 - 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:
 - 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

Progress:

<ul style="list-style-type: none"> • People strategy developed which gives 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 • Development of a leadership capability framework in people management and development • Succession planning work commenced with EMT 	
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

Risk ID CORP3		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>Possible 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 	<p>Risk Consequences</p> <ul style="list-style-type: none"> • Significant financial pressure on the county council • The ultimate consequence of unmet need is the risk to a person’s health and wellbeing. • 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 	<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>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>	

<ul style="list-style-type: none"> • Adverse impact of the rising cost of living, high inflation, and increased cost of energy • Lack of qualified staff 	<ul style="list-style-type: none"> • 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 	March 2024		
<p>Current Controls</p> <p>Adult Social Care</p> <ul style="list-style-type: none"> • Established pathways for triage, assessment and care finding are in place as part of BAU to minimise the ultimate risk to life • Processes and procedures are in place to help manage current demand for Adult Mental Health services • Living Better Lives in Lancashire (LBLiL) new operating model will be rolled out across ASC, starting with East Lancashire. This will utilise strength based practice and the '3 conversations' to improve how we manage demand at the 'front door', making better use of information, advice and community based services • Assessment and Reviews backlogs - Performance Management in place with fortnightly boards and weekly reports • 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 • Incomplete CHC Referrals Board in place – meets weekly to review progress/address issues • Integrated Care System (ICS) CHC recovery group in operation, escalation processes in place • Quality Improvement Strategy in development • 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 • Workforce Strategy and Action Plan now agreed by EMT, operational plan in development • Corporate Employee Wellbeing Support now in place <p>Children's Social Care</p>		<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"> • 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 	
<p>Mitigating Actions</p> <p>Adult Social Care</p> <ul style="list-style-type: none"> • Waiting Lists and Backlogs a priority on CQC Action Plan • New practice focussed approach, Living Better Lives in Lancashire, will change the approach and ways of working particularly around current front-line assessment and determination of services (see ASC 8 below). Undertaking an evaluation in terms of demand and capacity to ensure we have the right capacity in the right place to respond appropriately to demand and waiting lists. • Sharp focus on 'demand management' through ASC Savings programme/Finance Board • Participation in hospital escalation calls to undertake mitigating actions required as appropriate. Ongoing dialogue with internal and external partners, including the NHS, VCFS and NWADASS <p>Children's Social Care</p> <ul style="list-style-type: none"> • Delivery of Early Help Strategy • Delivery of Family Safeguarding 	<p>Mitigation Owner</p> <p>As above plus Area and County Managers across directorates</p>

<ul style="list-style-type: none"> • 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 and Alternative Provision Strategy 	
<p>Progress:</p> <p>Adult Social Care</p> <ul style="list-style-type: none"> • New Living Well at Home framework now incorporated into a single 'Pseudo Dynamic Purchasing System' to enable better utilisation of provider capacity at a fixed price. • Living Better Lives in Lancashire new operating model is agreed and operational plan being formulated. • Additional resource being procured to help reduce waiting lists and risk assessment plans for people on waiting lists are in place. <p>Children's Social Care</p> <ul style="list-style-type: none"> • Strong 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 	

<ul style="list-style-type: none"> • 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 • Exploitation workstream established through Where Our Children Live project • Strong oversight of high-cost homes • Strengthened interface between children's social care and CAMHS teams through NHS funded Risk Support roles • Development of proposals to increase fostering sufficiency <p>SEND</p> <ul style="list-style-type: none"> • 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 • Refreshed Alternative Provision Strategy 2023-26 agreed by Cabinet September 2023 	
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

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"> • 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>Possible Causes:</p> <ul style="list-style-type: none"> • Competing / unclear priorities • Inability to secure sufficient resource / capacity across the 	<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. 	<p>Executive Management Team (EMT)/Director of OD & Change</p> <p>Target date March 2024/Ongoing</p>	<p>Major (4)</p> <p>Target Likelihood Possible</p>	<p>Major (4)</p> <p>Target Impact Moderate</p>			

<p>organisation to deliver on the strategic budget options whilst also delivering existing projects and programmes across directorates</p> <ul style="list-style-type: none"> • Lack of a clear corporate wide strategic change plan / programme with EMT oversight and appropriately allocated resources. • Multiple routes initiate change leading to: <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>	<ul style="list-style-type: none"> • 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 technology. We are unable to leverage the best of what is possible today and continuously improve & adapt in response to future challenges. • 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"> • LCC Change plan sets out priority programmes and projects, agreed by EMT. • Creation of Change & Digital Board agreed by EMT; the Board will consider any new proposals for change activity, and will make decisions on whether capacity can be allocated to support it. This will enable prioritisation & allocation of resource for change across the organisation; and 		<p>Control Owner Director of OD & Change</p>		

<ul style="list-style-type: none"> • 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 • 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 		
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--

Risk ID CORP5	Title: School Places	Current risk score: 12	Target Risk Score: 8	
<p>Risk Description</p> <p>Insufficient school Places meaning children and young people are missing out on education</p> <p>Possible causes:</p> <ul style="list-style-type: none"> • Insufficient places 	<p>Risk Consequences</p> <ul style="list-style-type: none"> • Children are put at risk of harm • Children missing out on education • Adverse publicity 	<p>Risk Owner</p> <p>Director of Education and Children's Services</p> <p>Target date March 2024</p>	<p>Current Likelihood</p> <p>Possible (3)</p> <p>Target Likelihood</p> <p>Unlikely (2)</p> <p>Target Risk Confidence</p>	<p>Current Impact</p> <p>Major (4)</p> <p>Target Impact</p> <p>Major (4)</p>

<p>Current Controls</p> <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 	<p>Control Owner</p> <p>Director of Education and Children's Services</p>
<p>Mitigating Actions</p> <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 	<p>Mitigation Owner</p> <p>Director of Education and Skills</p>
<p>Progress:</p> <ul style="list-style-type: none"> • Ongoing discussions to identify further opportunities and mitigations • Developed 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 (Burnley), Primet Academy (Colne) and Saints John Fisher & Thomas More RC High School (Colne). 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. • An Inquiry Day has been held to consider School Place Planning (Mainstream and SEND) and School Transport. The Inquiry Day Panel comprised members of the Children, Families and Skills Scrutiny Committee and the Scrutiny Management Board • Consultations have taken place in respect of primary and secondary schools in Preston. • 11 secondary schools increased their intake of pupils to reflect the growth in demand; Longridge High, St Cecelia's RC High, Fulwood Academy, Lostock Hall Academy, 	

Academy@Worden, Albany Academy, Parklands Academy, Bowland High, Clitheroe Royal Grammar, Shuttleworth College, Burnley High.

Risk ID CORP 10		Title: Lack of Available Mental Health Beds		Current risk score: 18 Target Risk Score: 5	
<p>Risk Description</p> <p>The demand for a Mental Health Act (MHA) assessment remains extremely high and has continued to rise since the start of 2021.</p> <p>The number of 'double assessments' carried out by Approved Mental Health Professionals (AMHPs) due to bed unavailability is increasing each month.</p> <p>Continued disparity in bed wait durations between people awaiting admission in A&E compared with people waiting in the community.</p> <p>Due to the current deficit in inpatient bed provision, there is a consistent reliance on the provision of Out of Area Placements. This has a continued negative impact on people admitted out of area and their families, as well as the operational challenges this creates to support discharge planning in a timely manner.</p>	<p>Risk Consequences</p> <ol style="list-style-type: none"> 1) People being left without treatment for a mental health condition resulting in risk to themselves and members of the public. Sadly, people awaiting a bed following an assessment have passed away due to self-harm or suicide. That could have been prevented had an appropriate mental health bed been available. 2) People waiting in care homes, supported living and other placements for long periods of time is placing the person and staff at risk in an already fragile care market. This is having a significant impact on the person being assessed and their families as they are having to go through the experience again. It is also putting a significant amount of pressure on the Mental Health Service. 3) Overall delays within the mental health system are impacting on response times for adults and children awaiting an assessment in the community. 4) Care providers are reluctant to have people return in some cases or requiring significant additional funding. 5) People are being labelled for risk behaviours whilst unwell and untreated in the community while awaiting a bed. This means that additional support is needed. Additional resources being used in the community for example 1-1, which has an impact on homecare providers and capacity for other people. 	<p>Risk Owner Director of Adults Community Social Care</p> <p>Target date March 2024</p>	<p>Current Likelihood Likely</p> <p>Target Likelihood Possible</p> <p>Target Risk Confidence RED</p>	<p>Current Impact Major</p> <p>Target Impact Moderate</p>	

	<ul style="list-style-type: none"> 6) There have been serious incidents while people have been awaiting a bed, where people have taken their own lives. 7) The use of Out of Area Beds which causing further distress to people and leads of higher risk of suicide. 8) Increased financial risk to the Local Authority and resources on the Mental Health workforce, additional support hours being commissioned whilst awaiting a bed. 9) Negative impact on market sustainability within the residential and supported living areas. 			
<p>Current Controls</p> <p>Daily multi-agency calls take place for high-risk cases to be escalated using section 140 of the Mental Health Act. There is agreement that Health will make funding available for additional support when someone is awaiting a bed.</p> <ul style="list-style-type: none"> 1) Additional 1-1 is being provided to providers and funded by Health whilst awaiting a bed. 2) Lancashire & South Cumbria NHS Trust (LSCFT) support patients in the community awaiting a mental health inpatient bed, with Home Treatment Teams continuing to undertake face to face appointments whilst a bed is being sourced. 3) Approved Mental Health Professionals Team have daily calls with people/MDT who are awaiting a bed 4) Risks have been highlighted and raised at the Lancashire Safeguarding Adults Board 5) Risks are shared with ICB and Urgent Care Board. 		<p>Control Owner</p> <p>Director of Adults Community Social Care / Head of Adult Social Care-Learning Disabilities, Autism & Mental Health</p>		
<p>Mitigating Actions</p> <p>CMHT Transformation should support earlier intervention and support in times of crisis and will be rolled out in Q3</p> <p>LSCFT have an ambitious capital & workforce plan phased over the next 2 years to significantly increase the overall inpatient bed base to address this gap.</p> <p>The use of Out of Area placements will continue throughout this period of transition.</p>		<p>Mitigation Owner</p> <p>Director of Adults Community Social Care / Head of Adult Social Care-Learning Disabilities, Autism & Mental Health</p>		
<p>Progress:</p> <ul style="list-style-type: none"> 1) Despite all the above, bed delays continue to increase. 				

Opportunity ID: CO2		Title: Environmental Improvements		Current Opportunity score: 6		Target Opportunity Score: 16	
Opportunity Description Environmental Improvements (Air Quality, Noise and Safety) Green Fleet <ul style="list-style-type: none"> • Electric Vehicles (EV) • Ultra Low Emission Vehicles (ULEV) • Alternative Fuels (CNG and Hydrogen) • Lower Emission combustion engines 	Opportunity Consequences <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. 	Risk Owner HoS P&IT	Current Likelihood 3	Current Impact 2	Target date Ongoing	Target Likelihood 4	Target Impact 4
				Target Confidence			
Progress to date <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). • 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 		Control Owner HoS P&IT Fleet Manager and Property Service					
Actions to realise <ul style="list-style-type: none"> • Corporate Charging infrastructure for Electric Vehicles 		Opportunity Owner Director of Highways & Transport Director of Strategy & Performance					

<ul style="list-style-type: none"> 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. 	
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

Opportunity ID CO3 – Sub Regional Place Leadership and Governance		Current Opportunity score: 12	Target Opportunity Score: 16	
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 Council Authority and Devolution Deal(s)) through Central Government legislation, negotiation, reorganisation or other mechanism.	Opportunity Consequences At a strategic level, in the absence of a combined county authority, devolution deal or other arrangement for Lancashire, failure to secure devolved funding and powers impacts on the ability to maximise 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.	Opp Owner Simon Lawrence Target date All 15 Lancashire authorities achieved 'Lancashire 2050' targets in 2022/23. Further to Levelling Up White Paper and subsequent Levelling Up and Regeneration Bill, to agree a new governance model and commence negotiations with Gov't on a devolution deal in 2023/24.	Current Likelihood Likely (4) Target Likelihood Possible (3) Target Opp Confidence	Current Impact Major (4) Target Impact Major (4)
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. 		Control Owner Director of Growth and Regeneration		

<ul style="list-style-type: none"> • (Feb/March 2022) Following publication of Levelling Up White Paper and devolution framework, Leaders agreed to seek a dialogue with Government on county deal/governance and to commence work on Lancashire 2050. • (Autumn/Winter 2022) Lancashire 2050 strategic framework agreed by all 15 Leaders and Local Authorities and launched in Westminster. • (Spring 2023/ongoing) Dialogue with government to seek to progress county combined authority and devolution deal. 		
<p>Maximising Actions</p> <ul style="list-style-type: none"> • Engage with and review new Government policy, draft bill and statements on levelling up, devolution deals and local government reorganisation, so emerging plans can be adapted accordingly. • Aligning to and responding to Levelling Up White Paper (including the twelve 'missions' and devolution framework) and subsequent Bill (passing House of Lords Committee stage as at May 2023) • Continue with preparation and development of the scope of a potential county combined authority and devolution 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. 	<p>Owner</p> <p>Director of Growth and Regeneration</p>	
<p>Progress</p> <ul style="list-style-type: none"> • Negotiations with government on a Devolution deal for Lancashire are at an advanced stage, with a strong commitment from all parties to the creation of a Combined County Authority • Alongside the deal, opportunities for one-off capital funding opportunities are being explored with government. • Discussions on issues around funding and resource continue. • Progress continues on L2050, with positive developments in a number of the priority areas. • Discussions are progressing with the district councils in relation to both L2050 and the Devolution deal. 		

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			