

<b>Risk Description</b>	<b>CORP1: Financial Sustainability</b> Failure to deliver a sustainable financial strategy that supports the delivery of the corporate strategy and four priorities.									
<b>Risk Owner</b>	Executive Director of Resources: <b>Mark Wynn</b>									
<b>Last Update</b>	Period: Q4 23/24					Target Date: March 24/Ongoing				
<b>Target Score</b>	Amber (12)		Likelihood		Possible 3		Impact		Major 4	
<b>Current Score</b>	Red (16)		Likelihood		Probable 4		Impact		Major 4	
<b>Risk Confidence Profile (Likelihood of achieving target score by target date)</b>	22/23	Q1	Q2	Q3	Q4	23/24	Q1	Q2	Q3	Q4
<b>Progress</b>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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 presented to November Cabinet along with MTFS update.</li> <li>2023/24 Quarter 1 monitoring position presented to Cabinet in October showing a forecast small revenue overspend of £7.629m (0.73% of the revenue budget) with pressures on demand led services particularly children's social care and home to school transport being mitigated by offsetting cost reductions identified by services.</li> <li>The updated MTFS and budget proposals (including council tax) is due to go to January Cabinet incorporating the outcome of the local government financial settlement which is expected in late December.</li> </ul>									

<b>Risk Description</b>	<b>CORP2: Workforce Recruitment and Retention</b> Unable to attract and recruit candidates and retain staff leading to an inability to deliver services.										
<b>Risk Owner</b>	Executive Director of Resources: <b>Mark Wynn</b>										
<b>Last Update</b>	Period: Q4 23/24					Target Date: March 24					
<b>Target Score</b>	Amber (12)		Likelihood			Possible 3		Impact		Major 4	
<b>Current Score</b>	Red (16)		Likelihood			Probable 4		Impact		Major 4	
<b>Risk Confidence Profile</b>	22/23	Q1	Q2	Q3	Q4	23/24	Q1	Q2	Q3	Q4	
<b>Progress</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• New operating model for people services agreed to support the business with key strategic people risks and activities.</li> <li>• Full review of contingent workforce completed to identify required staffing levels and skills.</li> <li>• Recruitment process to be redesigned and benchmarked against emerging and best practice.</li> <li>• Talent attraction team in place as part of People Services operating model</li> <li>• Development of a leadership capability framework</li> <li>• Revised approach to strategic Workforce planning launched November 2023</li> <li>• Adult Social Care vacancy rate reducing overall from 20% to 15%</li> </ul>										

<b>Risk Description</b>	<b>CORP3: Demand on Services</b> Demand for client-based services continues to increase resulting in increased budget pressures and poor outcomes for those people in receipt of our services									
<b>Risk Owner</b>	Executive Director of Adult Social Care: <b>Louise Taylor</b>					Executive Director of Education and Children's Services: <b>Jacqui Old</b>				
<b>Last Update</b>	Period: Q4 23/24					Target Date: March 24/ongoing				
<b>Target Score</b>	Amber (9)		Likelihood		Possible 3		Impact		Moderate 3	
<b>Current Score</b>	Amber (12)		Likelihood		Probable 3		Impact		Major 4	
<b>Risk Confidence Profile</b>	22/23	Q1	Q2	Q3	Q4	23/24	Q1	Q2	Q3	Q4
<b>Progress</b>	<p><b>Adult Social Care</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Living Better Lives in Lancashire new operating model is agreed, and operational plan is being formulated.</li> <li>• Additional resource has been procured to help reduce waiting lists and risk assessment plans for people on waiting lists. This work will start in January.</li> </ul> <p><b>SEND</b></p> <ul style="list-style-type: none"> <li>• Additional SEN Units continue to be established.</li> <li>• Agreement to establish new SEN provision in North of the county.</li> <li>• Staffing options developed and short-term investment secured.</li> <li>• Refreshed Alternative Provision Strategy 2023-26 agreed by Cabinet September 2023</li> <li>• SEND Inspection readiness work continues to strengthen oversight.</li> <li>• Refreshing Improvement Plan.</li> </ul>									

<b>Risk Description</b>	<b>CORP4: Our Improvement Journey</b> 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									
<b>Risk Owner</b>	Executive Director of Resources: <b>Mark Wynn</b>									
<b>Last Update</b>	Period: Q4 23/24					Target Date: March 24/Ongoing				
<b>Target Score</b>	Amber (9)		Likelihood		Possible 3		Impact		Moderate 3	
<b>Current Score</b>	Red (16)		Likelihood		Probable 4		Impact		Major 4	
<b>Risk Confidence Profile</b>	22/23	Q1	Q2	Q3	Q4	23/24	Q1	Q2	Q3	Q4
<b>Progress</b>	<ul style="list-style-type: none"> <li>• Revised change governance in place - Change &amp; Digital Board established and meeting.</li> <li>• Further prioritisation of change activity underway with paper to EMT Dec 23 proposing further consolidation of priorities</li> <li>• Single view of change requirements developing through collaboration between C&amp;D Board and People Board, plus links to property programme</li> <li>• Single change and programme management office service to be introduced by end of FY 23, review to commence imminently; includes additional resources to deliver agreed priorities.</li> <li>• Service redesign proofs of concept on course to complete on schedule by Dec 23, including business case for implementing first element of service redesign.</li> <li>• Initial work to develop Resources redesign and agreed areas of LCC blueprint on course to complete Dec 23.</li> </ul>									

<b>Risk Description</b>	<b>CORP5: School Places</b> Insufficient school Places in some parts of Lancashire meaning children and young people are missing out on education.									
<b>Risk Owner</b>	Executive Director of Education & Childrens Services: <b>Jacqui Old</b>									
<b>Last Update</b>	Period: Q4 23/24					Target Date: March 24				
<b>Target Score</b>	Amber (9)		Likelihood		Possible 3		Impact		Moderate 3	
<b>Current Score</b>	Amber (12)		Likelihood		Possible 3		Impact		Major 4	
<b>Risk Confidence Profile</b>	22/23	Q1	Q2	Q3	Q4	23/24	Q1	Q2	Q3	Q4
<b>Progress</b>	<ul style="list-style-type: none"> <li>• Ongoing discussions to identify further opportunities and mitigations.</li> <li>• Developed 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 (Burnley), Primet Academy (Colne) and Saints John Fisher &amp; 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.</li> <li>• Consultations have taken place in respect of primary and secondary schools in Preston.</li> <li>• 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.</li> </ul>									

<b>Risk Description</b>	<b>CORP10: Lack of Available Mental Health Beds</b> The demand for a Mental Health Act (MHA) assessment remains extremely high and has continued to rise since the start of 2021. Despite controls and mitigations being put in place bed delays continue to increase.									
<b>Risk Owner</b>	Executive Director of Adult Social Care: <b>Louise Taylor</b>									
<b>Last Update</b>	Period: Q4 23/24					Target Date: March 24				
<b>Target Score</b>	Amber (9)		Likelihood		Possible 3		Impact		Moderate 3	
<b>Current Score</b>	Red (16)		Likelihood		Probable 4		Impact		Major 4	
<b>Risk Confidence Profile</b>	22/23	Q1	Q2	Q3	Q4	23/24	Q1	Q2	Q3	Q4
<b>Progress</b>	<ul style="list-style-type: none"> <li>Community Mental Health Team Transformation supports earlier intervention and support in times of crisis and was rolled out in Quarter 3.</li> <li>Lancashire &amp; South Cumbria Foundation Trust have an ambitious capital &amp; workforce plan phased over the next 2 years to significantly increase the overall inpatient bed base to address this gap.</li> <li>The use of Out of Area placements will continue throughout this period of transition.</li> </ul>									

<b>Opportunity Description</b>	<b>Opportunity ID CO1: Sub Regional Place Leadership &amp; Governance</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 Council Authority and Devolution Deal(s)) through Central Government legislation, negotiation, reorganisation or other mechanism.									
<b>Risk Owner</b>	Executive Director of Growth, Environment, Transport & Health: <b>Phil Green</b>									
<b>Last Update</b>	Period: Q4 23/24					Target Date: March 24				
<b>Target Score</b>	Light Blue (12)		Likelihood		Possible 3		Impact		Major 4	
<b>Current Score</b>	Blue (16)		Likelihood		Probable 4		Impact		Major 4	
<b>Risk Confidence Profile</b>	22/23	Q1	Q2	Q3	Q4	23/24	Q1	Q2	Q3	Q4
<b>Progress</b>	<ul style="list-style-type: none"> <li>• A Devolution Deal was signed by the 3 UTLA Leaders and the Levelling Up Minister in November 2023. Full Council approval for the deal and subsequent consultation was achieved in late November.</li> <li>• The process for securing the Deal and the CCA is ongoing with risks being managed.</li> <li>• Resources required to support the next phase of work, drawing on all UTLAs is being agreed, ahead of a more detailed design of the CCA Governance, Organisational design, and funding proposals.</li> <li>• Resource allocation and recruitment proposals are being considered.</li> </ul>									

### Scoring Matrix

	CATASTROP HIC (for risk) OUTSTANDIN G (for opportunity)	5	10	15	20	25
	MAJOR	4	8	12	16	20
	MODERATE	3	6	9	12	15
<b>IMPAC T</b>	MINOR	2	4	6	8	10
	INSIGNIFICAN T	1	2	3	4	5
		RAR E	UNLIKELY	POSSIBL E	LIKEL Y	CERTAI N
			<b>LIKELIHO OD</b>			