

## Corporate Risk Register – Audit Committee 27 June 2011

Dir	Potential risk areas	Score without controls		Summary of existing controls and mitigations	Score with controls		What else do we need to do? By whom and by when?	Lead officer on actions	Review date
		Impact	Likelihood		Impact	Likelihood			
Mgt Team	<p><b>Failure to deliver required budget savings in three year budget cycle. Additional budget reductions needed as a result of:</b></p> <ul style="list-style-type: none"> <li>• Delivery milestones not being met</li> <li>• Impact of potential legal challenge</li> <li>• Impact of demographics under estimated</li> </ul>	4	3	<p>Continued robust financial and performance monitoring considered monthly at the Management Team and quarterly at Cabinet to ensure the delivery of the approved budget strategy is on track.</p> <p>Delivery plans, including key milestones and accountable officers held at project and Directorate level.</p> <p>Directorate management teams monitoring progress.</p>	3	2	On-going 'horizon scanning' of likely financial impact of changing policy agenda, demographics and achievement of delivery milestones.	Management Team	Monthly
Mgt Team / RES	<p><b>Strategic Partnership with British Telecommunications plc</b></p> <p>- Unprecedented partnership working with a private sector organisation.</p>	3	3	<p>Joint governance arrangements in place prior to commencement.</p> <p>Staff at a senior level from both LCC and BT have been involved to date and will continue to be involved to establish, develop and provide continuity around relationships.</p> <p>LCC Cabinet Committee on the Strategic Partnership established.</p>	2	1	<p>Joint Venture Company Board meetings to be held quarterly.</p> <p>Annual Review process to be followed, as contractually agreed.</p>	Eddie Sutton, Director of Special Projects	Quarterly
Mgt Team	<p><b>Effective delivery of the corporate strategy</b></p> <p>- failure to measure stated outcomes</p> <p>- no ownership of the corporate strategy</p> <p>- no plans in place to highlight and address</p>	3	3	<p>A council-wide executive performance group chaired by a member of ELT has been established to oversee the delivery of the corporate strategy.</p> <p>A basket of indicators has been established to measure the delivery of the corporate strategy (and Corporate Scorecard).</p> <p>A performance management</p>	2	2		Management Team	Quarterly

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	poor performance			framework which identifies under performance and leads to recovery plans being developed and discussed by ELT and the Cabinet Committee for Performance Improvement (CCPI)					
OCE	<p><b>Lancashire Local Enterprise Partnership (LEP)</b></p> <p>- Need to establish a single economic voice for Lancashire</p> <p>- Need to engage key business leaders in shaping and delivering agreed economic priorities</p>	3	3	<p>Economic Development Framework agreed.</p> <p>Shadow business leadership group in place.</p> <p>Majority of local authorities in support of Lancashire LEP.</p> <p>Draft LEP governance arrangements to be agreed.</p>	2	2	Continue to engage positively with private sector business leaders.	Martin Kelly, Director of Economic Development	Ongoing
ACS	<p><b>Public Health White Paper</b></p> <p>Part of fundamental NHS reforms.</p> <p>Significant additional responsibilities for LCC from 2013 for public health and health improvement outcomes, ring fenced PH budget, establishing Health and Wellbeing as statutory committee, conducting joint strategic needs assessment, developing high-level strategy for health, wellbeing, social</p>	5	5	<p>Influencing final proposals via robust and detailed responses to current consultations.</p> <p>Identifying implications for LCC, including financial, legal and constitutional.</p> <p>Working regionally and locally to ensure transition plans for systems to be completely in place by April 2013 are fit for purpose and reflect LCC position.</p>	4	3	<p>Develop options for Public Health Lancashire, future PH service for which LCC will be responsible with PCTs, districts etc. Consider models from other, similar counties.</p> <p>Develop and deliver detailed transition plan for LCC, within an overall partnership PH transition plan.</p> <p>Undertake more detailed work to identify implications, including HR.</p> <p>Confirm / identify member lead for transition to new health system, including Public Health.</p> <p>Work towards "early implementer" status for Health and Wellbeing</p>	Management Team	Ongoing

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	care, service integration and joint commissioning.						Board.		
Mgt Team / CCG	<b>The Authority to effectively manage the consequences of an emergency, thereby impacting on the delivery of services.</b>	<b>5</b>	<b>3</b>	<p>The Authority has established a governance mechanism through the Corporate Contingencies Group (CCG) to oversee the strategic issues relating to Business Continuity Planning (BCP).</p> <p>There is a planned roll-out of BCP throughout the Authority in order to build resilience within services.</p> <p>A reporting system has been established through the Directorate structures to enable the Authority to capture the impacts from Emergencies on Service delivery and to take the appropriate actions to mitigate the effects on service users (i.e. public).</p> <p>Directorate Emergency Liaison Team established within ACS, OCE/RES &amp; ENV and currently being developed for CYP &amp; LCCG.</p>	<b>3</b>	<b>3</b>	Complete the roll-out of Business Continuity Planning to all services within the Authority and complete the establishment of Directorate Emergency Liaison Team to increase the ability of Directorates to respond to, and manage, emergencies which affect service delivery.	CCG / Management Team	April 2011
OCE / PU	<p><b>Voluntary Community Faith Sector (VCFS)</b> Sustainability of Third Sector Lancashire (VCFS consortium): no structure through which to facilitate strategic engagement of the sector</p> <p>Breach of compact principles leading to a challenge for breach</p>	<b>3</b>	<b>2</b>	<p>The Principal Policy officer from Corporate Policy Team (CPT) is to be replaced by the post of VCFS Development and Commissioning Officer. This role will continue to support and advise Third Sector Lancashire (TSL).</p> <p>It is also anticipated that this post holder will review existing arrangements with a view to strengthening the relationship in terms</p>	<b>2</b>	<b>1</b>	<p>Principal Policy Officer CPT will be replaced by the VCFS Development and Commissioning Officer which should be completed mid June 2011. This post holder will continue to develop a relationship with Chair TSL and lead a review of the Third Sector Compact.</p> <p>Directors of commissioning across authority now agreeing a general</p>	VCFS Development and Commissioning Officer. Based within ACS (TBC.)	Ongoing

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	<p>resulting in bad reputation and time and resources responding to challenge</p> <p>Increased involvement of the sector in public service delivery: the risk is not yet clear and is dependent on the extent to which coalition expect to see evidence of more third sector commissioning</p> <p>Uncoordinated approach to funding leading to the possibility of double funding and missed opportunity for joint commissioning and efficiency savings</p> <p>Increased involvement of the VCFS in public service delivery – risk = lack of capacity/capability within the sector to respond</p> <p>Competition aid i.e. giving core grants to organisations who are tendering for services – risk possible legal challenge from other VCFS or private sector organisation on the grounds of unfair</p>			<p>of strategically engaging with the sector.</p> <p>Improvements to the oracle database is an ongoing process. We continue to identify gaps in information and consult with the oracle team to find solutions.</p> <p>The directors of commissioning from across the directorates are currently considering a corporate approach to commissioning. A VCFS commissioning framework will follow and capacity and capability building will be integral to the framework.</p> <p>The criteria for gateway grant funding have been revised to reflect a new approach to core funding particularly where organisations requesting core funding are delivering multiple contracts. This new approach has now been applied by a newly introduced assessments panel.</p>			<p>approach to commissioning prior to developing a VCFS commissioning framework</p> <p>Process for tagging VCFS organisations is in progress, but there is still work to do in the accounts payable area. This work is continuing and will be considered as part of the review of commissioning as described above.</p> <p>Undertake a full review of investment in capacity building and develop proposals for how capability can be developed. This review is continuing and has led to changes to the central gateway programme in relation to funding infrastructure groups. Capacity building will be an integral element of the VCFS commissioning framework.</p> <p>Undertake a critical analysis of current core funding grants and then consult across the authority on the implications of withdrawing this kind of support. This analysis has been carried out and the outcome is reflected in a new approach to core funding VCF organisations via the Central Gateway grants programme.</p>		

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	advantage in competitive market								
ACS	<b>Failure of the working partnership between Adult Community Services and health:</b> strategic and operational failures and negative publicity	4	4	<p>Working more closely with partner organisations in light of changes in government policy, introducing stronger Partnership agreements and looking at joint Project Governance arrangements.</p> <p>Collaborating on service delivery with, for example, joint funded posts and integrated delivery teams and the now the introduction of Public Health within the authority.</p> <p>Collaborating on projects with shared project plans and objectives.</p> <p>Prioritising strategic work with new working arrangements in health to maintain ongoing relationships.</p>	2	3	<p>Commissioning to prioritise areas where health funding is crucial to delivery of our priorities, secure senior management support within health for the priority areas and develop contingency plans in the event of failure.</p> <p>Reach agreement about government funding stream with regard to Reablement.</p> <p>Agree the Public Health governance and funding arrangements.</p>	Steve Gross	August 11
ACS	<b>Market failure of Adult and Older People provider services</b> – market withdrawals and take-overs leading to reduced capacity for choice.	4	3	<p>Developing robust commissioning and procurement planning systems and strategies which ensure the current and future market is understood and themes are identified for development.</p> <p>Working with providers in identifying their service offer and costs, changes in requirements and areas which might lead to business failure. Development of a preferred supplier list and provider engagement strategy.</p> <p>Framework agreements set up with providers providing a broad market across small, medium and large providers which mitigates some of the risks if a provider ceases business.</p>	4	2	<p>Using and evaluating an information framework to improve intelligence on market changes, budgetary issues and use of monitoring information.</p> <p>The development and monitoring of more flexible contracting arrangements which assist the use of individual budgets and cut out unnecessary costs from the system</p>	Ann Mylie	August 11

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ACS	<b>Budget Cuts combined with increased call on social care budgets and the changing demographic profile (ageing population) leading to increased requirements for services. Budgets could be subject to legal challenge</b>	<b>4</b>	<b>5</b>	<p>Medium and Long Term Financial planning in place. Robust forecasting tools. Robust and regular Budget monitoring. Well developed financial reporting systems.</p> <p>Projects and programmes ongoing to plan and achieve each of the budget cut proposals, Each has a senior lead. Careful monitoring of work programmes. Redirection of resources where necessary.</p> <p>Budget reductions proposals agreed by cabinet following consultations with the public. EIA completed.</p>	<b>3</b>	<b>5</b>	<p>This risk is now an issue as the CSR significantly reduced the councils budget.</p> <p>Continue implementation projects and monitoring / reporting. Ensure sufficient resource and governance in place to realise the budget cut reductions.</p> <p>Continue preparations for Judicial Reviews.</p>	Roger Hulme	August 11
ACS	<b>Unexpected death or serious injury of service user with Adult Community Services</b>	<b>5</b>	<b>3</b>	<p>Safeguarding Board and Governance in place, Safeguarding Project established, with an Action Plan. Safeguarding Procedures have been refreshed. This project has completed and a Service Improvement Plan developed.</p> <p>Procedures in place should something happen, including Communications unit available to deal with any public information / communication issues.</p> <p>In House-Providers: comprehensive set of Risk Assessments and Health and Safety Procedures in place.</p> <p>Staff training programme in place to raise practice standards in safeguarding and familiarise with procedures.</p> <p>DoL work, like restraint etc training</p>	<b>5</b>	<b>2</b>	<p>Continue roll out of Safeguarding and Awareness Training. E-Learning package available June 2011.</p> <p>Complete the Safeguarding Service Improvement Plan to further improve Safeguarding arrangements and responses. On-going</p> <p>Review systems to identify hidden safeguarding alerts in all the correspondence.</p>	Olive Carroll (Mike Banks)	August 11

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				<p>courses, procedures well established Arrangements to review serious cases, including domestic homicide reviews safeguarding on a multi agency basis, so that we can all learn when things go well.</p> <p>Item approved: Principals of the MCA and Dols need to be embedded for people living in their own homes or supported tenancies. The financial envelope around this work is now agreed.</p> <p>Serious case review procedure in place to learn lessons from serious incidents.- ratified</p>					
ACS	<b>Death or serious injury of staff member working within Adult Community Services</b>	<b>5</b>	<b>3</b>	<p>For work with service users: Lone Worker Policy, Risk Assessments and Health and Safety Procedures in place. Robust on call arrangements, use of mobile phones and safety alarms. Use of virtual whiteboard to track staff whereabouts and monitor returns. Handover arrangements to brief staff of potential problems.</p> <p>Personal Social Care (PSC) Quality Framework project has embedded changes and improvements into PSC working practices. This project completes Jan 2011.</p> <p>Risk Assessment flag in ISSIS.</p> <p>For worker self harm: Use of Occupational Health Unit (OHU) assessment where medical conditions</p>	<b>5</b>	<b>2</b>	<p>Review of framework for all Service User related risk assessments to be undertaken as part of PSC work programme: an interim review has been done, but once Self Directed Service (SDS) and the PSC restructure is complete, they will be reviewed and updated again.</p> <p>All PSC team lone-worker policies to be reviewed in the context of Agile Working and restructuring - on-going.</p>	Olive Carroll (Barbara Lewis)	August 11

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				exist, return to work procedures for staff who have medical problems.					
LCCG	<b>Public sector spending cuts leading to threats to workload within the county commercial group services</b>	3	5	Being flexible to reduce fixed costs. Good capacity mgt. Review of options.	3	4	Awareness, cost reduction and efficiency measures. Development of options.	Nigel Finnamore	Ongoing
LCCG	<b>Sustainability post Equal Pay Review within Commercial Services</b> - increased costs - disaffected employees - impact on costs and competitiveness	3	4	Sustainability and affordability for LCCG is being considered.	3	3	Identify measures to be taken and other options for service delivery where applicable.	Nigel Finnamore / Bernard Noblett	Ongoing
LCCG	<b>Serious Health and Safety Service Failure</b> (including food hygiene) potentially involving:  - employee - someone in our care - member of public  <b>Costs associated with accidents</b> (fines, litigation, insurance costs), business disruption, LCCG's reputation. Resulting in reduced profitability e.g. impact of Corporate Manslaughter and Corporate Homicide Act – Larger fines, publicity orders and impact on future business.	5	4	Maintaining health and safety management system third party certificated to OHSAS 18001. Audits by IMS team Competency based training in Operations. Greater emphasis on incident reviews and lesson learned. IMS team's audit schedule with increased audits and non conformance close outs monitored and trends analysed. HACCP for School and Care Catering. IMS Business Plan 2011 being implemented to address the most frequently occurring types of serious incidents that result in days lost etc	5	3	Review of Integrated Management Systems to simplify, integrate and to reduce bureaucracy and increase accessibility via the intranet*. Action By MDS (Dec 2012)	Nigel Finnamore	Quarterly
							Revision of Catering procedures to determine suitability. Action By Janette Mason / IMS (Jan 2011)	Catering SMT	Quarterly
							Oracle Self Service being used to record all incidents. Reporting output to be provided by Oracle Self Service project team Action By (Jul 2011)	Nigel Finnamore	Quarterly
	<b>Adverse impacts of</b>	4	4	Corporate Information Governance	3	3	Annual Information Risk Review	SIRO +	June 11



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	<p><b>weaknesses in quality or security of information, information systems or information handling within the organisation, in electronic and paper forms.</b></p> <p>Adverse impacts may include</p> <ul style="list-style-type: none"> <li>• Financial cost</li> <li>• Service delivery failures</li> <li>• Damage to individuals</li> <li>• Reputation damage</li> <li>• Effect on legal proceedings</li> </ul>			<p>Group.</p> <p>Directorate information Champions.</p> <p>Guidance, policies and procedures on Intranet and in e-Learning Course.</p> <p>Management processes in place and in business planning process.</p> <p>Security controls and encryption protection.</p> <p>Statements of conformity, spot checks and security breach procedures.</p>			<p>underway.</p> <p>External review of all governance documentation.</p> <p>Technical infrastructure review underway plus penetration testing.</p> <p>Data Quality Strategy Statement of Conformity returns being collected.</p> <p>Large intranet site full of guidance: <a href="http://lccintranet2/corporate/web/view.asp?siteid=4305">http://lccintranet2/corporate/web/view.asp?siteid=4305</a>.</p>	CIGG	
	<p><b>Failure to comply with Information Governance requirements</b> e.g. Freedom of Information Act, Data Protection Act</p> <p><b>Legal penalties in the event of breaches of Data Protection Act</b> e.g. Civil Monetary Penalty, potentially up to £0.5million</p>	4	4	<p>Management controls, including effective logging and tracking, complaints and appeals procedures</p> <p>Effective use of technology</p> <p>The Publication Scheme has been reviewed and updated, and the model publication scheme approved by the Information Commissioner adopted.</p>	3	3	<p>Some staff training and awareness sessions have taken place with many more still to take place.</p> <p>The work load of the Access to Information Team continues to increase due to the growing number of Freedom of Information requests and Data Protection enquiries/subject access requests.</p> <p>Additional resources for the team are being considered</p> <p>Directorate IG champions to be vigilant looking for examples of data misuse in particular that data is:</p> <ol style="list-style-type: none"> <li>1. Fairly and lawfully processed</li> <li>2. Processed for limited purposes</li> <li>3. Adequate, relevant and not excessive</li> <li>4. Accurate</li> <li>5. Not kept longer than necessary</li> <li>6. Processed in accordance with the data subject's rights</li> </ol>	SIRO + CIGG	June 11

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							7. Secure 8. Not transferred to countries without adequate protection. CIGG to review security breach records from security breach procedure and look for trends and issue action plans and guidance accordingly		
CYP	<b>Death or serious injury of a child known to us, or who have been known to us as a result of systemic failure</b>	<b>5</b>	<b>3</b>	<p>Multi-agency safeguarding children Board Arrangements in place and safeguarding children procedures updated.</p> <p>Mechanisms in place to review all cases. Clear procedures in place with Communications Unit in respect to response to media enquiries</p> <p>Closely monitor referrals and assessments and statutory reviews for children subject to Child Protection Plans in place. The roll out of Contact, Referral and Assessment Team (CART) to improve responses to referrals and improve assessments has been completed.</p> <p>Provide training and support to staff including multi-agency training in respect to Child Protection, assessing risk, Child death and Serious Case Reviews.</p> <p>Panels in place to learn lessons and disseminate learning to practitioners and managers.</p> <p>Monitor Educational Visits and policy and guidelines in place.</p>	<b>3</b>	<b>3</b>	<p>Continued implementation of service and post inspection action plans.</p> <p>Ensure staff attendance at Multi-agency conferences disseminating lessons from Serious Case Reviews both within Lancashire, regionally and nationally.</p> <p>Continue to improve information sharing between agencies via training and agreed procedures and protocols.</p> <p>Continue to explore integrated and co-located multi-agency teams to improve assessments and information sharing between agencies.</p> <p>Through the Directorate Corporate Electronic Records Management System (CERMS) Lead and Data Capture Storage and Distribution Project Board, address current system issues that may prevent frontline staff from accessing information required to provide effective help to vulnerable children and young people.</p> <p>Continue to audit practice and respond to recommendations which highlight areas for improvement.</p>	Tony Morrissey Head of Safeguarding Inspection & Audit	Ongoing

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CYP	<b>Failure in performance in schools and other educational settings</b>	<b>4</b>	<b>5</b>	Quality Audit Tool used by Early Years (EY) consultants with EY settings. Early warning system identifying schools/settings at risk of failure on wide range of factors. Settings where there are concerns are monitored and supported by the School Improvement Challenge Board (SICB). Schools where there are concerns relating to Finance, Personnel, Governance, Standards, Quality of Education are reported to, monitored and supported by the SICB. Contracts of support are provided for schools in difficulty including school to school support. Review the Early Warning systems in the light of the new Ofsted Framework for Inspection (Head of QCI March 2010).	<b>2</b>	<b>4</b>	Develop the Early Years Workforce through programme of training and support. Further develop the support/challenge/monitoring arrangements for Children's Centres (Head of QCI July 2011). Review early warning systems in the light of reduced funding and the loss of the school improvement partner role and further develop school to school support programmes through: collaborations/federations, the work of National and Local leaders in Education, Teaching Schools and consultancy support (Head of QCI September 2011).	Bob Stott Director for Universal and Prevention Services	Ongoing
CYP	<b>Workforce recruitment and retention</b> within Children's services-capacity to undertake workforce planning; shortages of key skills/workers/leaders; low levels of workforce well-being & poor retention; lack of key leadership competencies; lack of training & development opportunities	<b>3</b>	<b>3</b>	<ul style="list-style-type: none"> <li>Children's Workforce Strategy in place. Implementation underway</li> <li>Common workforce data collection undertaken</li> <li>Leadership development programme underway</li> <li>Development of career pathways across sections of the Directorate</li> <li>Range of initiatives in place for work-based recruitment – teachers (GRTP), social workers, apprentices &amp; graduate trainees</li> <li>Range of training &amp; development opportunities to support retention and progression</li> <li>Flexible working arrangements in place</li> <li>Range of staff well-being schemes across Directorate</li> </ul>	<b>2</b>	<b>1</b>	<ul style="list-style-type: none"> <li>Continue development and implementation of Children's Workforce Strategy</li> <li>Implement change programme projects</li> <li>Managing budget/staffing reductions through a managed process of restructuring</li> <li>Transition CYP Change Programme to Continuous Improvement Programme</li> </ul>	Dave Carr, Head of Efficiency and Business Support	Ongoing

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				<ul style="list-style-type: none"> <li>Talent Pool programme in place</li> <li>Range of support in place to identify and develop school leaders.</li> </ul>					
CYP	<b>Inspection failure</b> in limiting judgement area relating to services to children, young people and families which leads to failure in performance of the County Council as a whole	<b>3</b>	<b>3</b>	<p>Post inspection action plans in place monitored by Directorate Leadership Team and Safeguarding Steering Group.</p> <p>Inspection preparation group in place.</p> <p>Mock inspections have been undertaken to review against inspection criteria.</p> <p>Service plan and performance management framework in place.</p> <p>Audit team established and a calendar of audits including 'themed audits are being progressed to review practice.</p> <p>Multi-agency Partnership Board in place and critically evaluating specific services</p> <p>Peer Review taking place in July 2011 by LGID in respect to safeguarding and children looked after. This will offer a challenge and support and inform us of our strengths and areas for development in preparation for future Ofsted inspection.</p>	<b>3</b>	<b>2</b>	<p>Need to consider implications for inspections from Munro Review and Government response.</p> <p>Refresh the Common Assessment Framework (CAF).</p>	Tony Morrissey Head of Safeguarding Inspection and Audit	Ongoing  To be completed by October 2011
CYP	<b>System and process failure leading to inability to deliver effective social care services</b>	<b>5</b>	<b>4</b>	<p>Data Capture Storage and Distribution (DCSD) Project Board established and will continue to provide governance until outstanding project issues are resolved</p> <p>Key issues identified and</p>	<b>4</b>	<b>3</b>	<p>Ensure all remaining files are scanned and indexed (Sept 2011)</p> <p>Complete Corporate Electronic Records Management System (CERMS) review and assess impact on social care services (June 2011)</p>	Dave Carr Head of Efficiency and Business Support	July 2011

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				responsibilities for resolution identified  BT/One Connect committed to review of future systems for delivery of electronic records management  Support calls to be logged via CSD where they will be directed as appropriate to ensure a speedy resolution.			Increase training capacity for front line staff (to be agreed with learning and development team/one connect) Provide facilities for LCC staff working on partner networks to access scanned records (no timescale agreed – solution being sought by one connect) Complete priority system enhancements (presented to one connect change board)		
OCE	<b>Equal Pay Review</b>  leading to:  - serious industrial action;  - significant numbers of tribunal claims;  - difficulties in retaining staff;	<b>4</b>	<b>5</b>	A Collective Agreement has now been signed by the main trade unions agreeing to most of the new terms and conditions introduced wef 1 August 2010.  On-going dialogue with trade unions and continuing communication with staff.  Ongoing communications with schools to keep them engaged and informed.	<b>2</b>	<b>2</b>	Continue communication with staff groups affected and trade unions.  Continue engagement of senior managers to ensure consistent messages are given and communicated to staff.  Continue and complete the JE appeals process.  Complete JE for special and chief officer grades.  Complete JE for other staff groups e.g. soulbury grades.	Deputy County Secretary and Solicitor	Quarterly
ENV	<b>Surface water flooding.</b>  LAs now responsible for surface water management (Flood and Water Management Act April 2010)	<b>3</b>	<b>4</b>	Ongoing development of Surface Water Management Plan for Lancashire. Development of prioritised and targeted action to reduce risk.	<b>2</b>	<b>3</b>	Re-prioritise capital funding. Develop in-house expertise.	Jo Turton, Executive Director	Six - Monthly
ENV	<b>Loss of highway infrastructure due to flooding</b>	<b>4</b>	<b>2</b>	General inspections of high risk structures now being undertaken every year (previously every 2 years). Principal Inspections (hands-on close	<b>3</b>	<b>1</b>	Close monitoring of risk via service risk register (ongoing).	Jo Turton, Executive Director	Annually

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				quarter check) of high risk structures now being undertaken every 6 years (not undertaken previously). Scour inspections of high risk bridges over rivers now being taken every 2-3 years (in Autumn prior to periods of heavy rainfall). Superficial inspections of high risk bridges over rivers being undertaken immediately following high rainfall events.					
ENV	<b>Failure of Waste PFI Contract</b> - financial and reputation risk.	<b>4</b>	<b>2</b>	Weekly, Monthly, Quarterly and Annual monitoring and reconciliation of data and performance against both diversion and financial targets. Maximising throughputs and exploring commercial opportunities from various sectors will aid in the challenge to effectively manage baseline costs.	<b>2</b>	<b>1</b>	Close monitoring of risk via service risk register (ongoing).	Jo Turton, Executive Director	Six - Monthly
ENV	Failure of Public Transport Contracts - financial and reputation risk	<b>3</b>	<b>2</b>	Public transport operators closely monitored. Where appropriate, contingency measures are put in place allow us to replace contracts quickly and efficiently should the need arise.	<b>2</b>	<b>1</b>	No further action proposed.	Jo Turton, Executive Director	Six - Monthly
ENV	Corporate Manslaughter on highway	<b>3</b>	<b>2</b>	Highway safety inspections (3,6 or 12-monthly as appropriate) .Annual skid resistance surveys. Bi-annual bridge inspections. Monitoring of highway slopes and embankments. Annual review of Highest risk routes undertaken.	<b>2</b>	<b>1</b>	Close monitoring of risk via service risk register (ongoing). Resolution of risks highlighted as a result of Audit inspection as per delivery programme in directorate's response.	Jo Turton, Executive Director	Six - Monthly