# Appendix A: Corporate Risk & Opportunity Register May 2016

<table>
<thead>
<tr>
<th>CR1</th>
<th>Risk Identification Number (RIN)</th>
<th>Risk Description</th>
<th>Risk Type</th>
<th>Possible Consequences</th>
<th>Current Controls</th>
<th>Risk Score</th>
<th>Mitigating Actions</th>
<th>Residual Score</th>
<th>Risk Owner</th>
<th>Direction of Travel</th>
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<td></td>
<td>Failure to implement fully the council's medium term financial strategy including the delivery of planned budget reductions</td>
<td>Economic</td>
<td>Financial Savings not achieved resulting in in-year overspends with pressure on following year budget and reserves depleted more quickly than planned. Reductions in service and/or drop in quality of delivery leading to JR and damage to Council’s reputation. New legislative requirements not being met and uncertainty over being able to deliver and/or implement future large projects. Potential for infrastructure to deteriorate.</td>
<td>• Monthly budget monitoring processes for Heads of Service and Directors with particular focus on agreed savings delivery. &lt;br&gt;• Ensure key programmes of activity (particularly linked to savings / downsizing) are adequately resourced. &lt;br&gt;• Quarterly Money Matters budget monitoring reports, MTFS, reserves and Treasury Management reports presented to members (includes capital). &lt;br&gt;• Management Team actions to monitor key areas of expenditure and consider remedial courses of action to address budgetary pressures. &lt;br&gt;• Robust Medium Term Financial Strategy and Plan, updated to reflect variations to resource and demand assumptions. Reserves regularly monitored and reviewed. &lt;br&gt;• Resources allocated to Base Budget Review. Rebalance budget savings via an ongoing risk assessment.</td>
<td>25</td>
<td>• Implementation of recommendations (Base Budget Savings Options and from scheduled Zero Based Review activity) from the Base Budget Service Review to be considered by members. &lt;br&gt;• Appropriate consultation to take place. &lt;br&gt;• Improve commercial and financial acumen. &lt;br&gt;• Continuously revalidate budget assumptions. &lt;br&gt;• Initial brief for council’s business and operating model has been agreed by Cabinet and progress reports to be presented to the Political Governance Working Group. &lt;br&gt;• Appointment of consultants to review council's business model. &lt;br&gt;• Develop a future public service model for Lancashire in conjunction with its partners. &lt;br&gt;• Development of response to the Treasury and DCLG of future needs assessment/allocation formula. &lt;br&gt;• Consultation on property strategy will be agreed by Cabinet in May 2016 &lt;br&gt;• Review of 15/16 out turn position and impact on 16/17 budget not factored into the MTFS</td>
<td>16</td>
<td>Section 151 Officer</td>
<td>As time progresses the risk to some extent reduces. However, the risk cannot be fully mitigated until all the necessary enabling decisions have been taken and the relevant budget options have been realised.</td>
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| CR2 | Risk to the ongoing longer-term Financial Viability of the County Council | Economic/Political/Social | Problems stored up for the future as a combination of delivery issues in CR1 and further national funding reductions causing minimum reserve position not to be maintained with the risk of not being able to set a balanced legal budget in future years. | • Base Budget Review has identified the risk of the County Council not being able to meet statutory obligations by 2018/19. The actual timing of when this situation may occur will be identified from the various monitoring and review process outlined in CR1 above | 25 | • Zero Based Review activity will determine the scope for additional savings in all remaining services within the County Council (ongoing). <br>• Links to Combined Authority work including Healthier Lancashire programme with the NHS as to any opportunities / additional pressures (ongoing). <br>• Lobbying – Treasury and DCLG by utilising ongoing existing networks MP’s / Members , LGA, CCN, SCT (ongoing) <br>• Funding Model – Review of borrowing Strategy & Treasury Management Strategy (Q1 2016) <br>• Initial brief for council’s business and operating model has been agreed by Cabinet and progress reports to be presented to the Political Governance Working Group. <br>• Appointment of consultants to review council’s business model. <br>• Develop a future public service model for Lancashire in conjunction with its partners. | 25 | MT | Level |
## Development of response to the Treasury and DCLG of future needs assessment/allocation formula.

| CR4 | Delivering organisational transformation including capacity and resilience | Organisational | The failure to clearly implement the draft corporate strategy that sets out our vision, aims and priorities could result in a lack of purpose, direction and have an impact on service delivery and produce an adverse external audit report. The new structure that seeks to provide the ability to join up our services in a new way may not be fit for purpose. Ineffective employee engagement and buy in. A fall in staff morale could increase sickness absence and stress. Loss of knowledge and skills due to turnover puts demand on remaining staff which can expose the council to key person dependency and the risk of poor resilience. | The draft corporate strategy has now been amended to reflect the consultation outcomes and has been to full council. The draft corporate strategy is being used to inform the development of the property review and proposed neighbourhood plans. As part of the base budget review process options for service delivery and redesign have been developed including proposals to stop some services. Management Team approval of all new appointments and cessation of temporary staff contracts. | 16 | Level 4 |
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| CR5 | Failure to adequately protect and safeguard children | Social | Children are at risk of harm. | MASH hub. Serious incident reporting. Quarterly safeguarding report, to include LSCB. SCR learning shared. Case file audits. Multi-agency inspections. Supervision with HOS. Performance Data | 25 | Director of Children’s Services |
| --- | --- | --- | --- | --- | --- | --- | --- |

*Development of response to the Treasury and DCLG of future needs assessment/allocation formula.*

- Development of response to the Treasury and DCLG of future needs assessment/allocation formula.
- Interim structures to reflect the base budget review options are being developed.
- Property strategy and accommodation review being progressed.
- Independent challenge
- See specific actions in relation to other risk entries i.e. Ofsted inspection
- Use of transformation reserves to fund temporary staffing
- Property review – preparatory work on planned premises closures
- Implementation of recruitment and retention strategies
- Defining new service models across the organisation
- Adults service transformation – recruitment of temporary staff
- Children's services transformation – implementation of the framework contract and appointment of temporary staff

- Post Improvement Inspection Board with Independent Chair appointed.
- LSCB membership of Improvement Board and acting as critical friend.
- Post Inspection Improvement Plan.
- Review of all CIN cases using internal and external capacity.
- Social Work Recruitment Strategy.
- Peer Challenge.
- Newton Europe review of pathways.
- Established new QA system - developed risk sensible model develop CIN teams.
- LSCB have established new QA system including multi-agency case file audits.
- Monthly compliance recording of Strategy Meetings.
- Strengthen quality assurance role of Independent Reviewing Officers.
- Management Team approval of 15 additional IRO posts and 3.5 additional Quality and Review Manager posts post inspection.
- IRO completion of mid-point checks on case files.
- Creation of 12 Advanced Practitioner posts within the Audit Team post inspection.
- Creation of 1 PDRO within the Audit Team post inspection. | 16 | SW recruitment has improved. Senior managers are now working in districts. Independent Board Chair appointed. CSC remodelling including new CIN Hubs and PPA teams. 2 qualified social workers now working in Customer Access Service to ensure appropriate referrals to CSC and timely response to S47 enquiries. |
| CR6 | Failure to comply with statutory requirements and duties relating to children looked after, children in need and children leaving care. | Legal/Political | LA is legally and possibly financially liable, judicial review. Further OFSTED intervention. | Corporate legal oversight.  
Quarterly safeguarding report.  
Serious incident reporting.  
Serious case review learning.  
Peer review and challenge.  
Stronger management oversight in Districts. | Monthly compliance recording of Strategy Meetings and S47 Enquiries.  
LSCB have established new QA system including multi-agency case file audits.  
Revised audit framework to be launched on 13 May 2016, will strengthen management grip and quality assurance of practice.  
Back to basics SW practice training.  
Locality Practice Improvement Meetings.  
Develop PPA Teams. | 16 | Director of Children's Services | Compliance reporting shows multi-agency Strategy Meetings are taking place in the majority of cases. |
| CR7 | Failure to recruit and retain experienced Social Work staff  
Failure to recruit and retain Independent Reviewing Officers.  
Reliance on agency staff risk of high staff turnover and inconsistency of practice. CYP experience frequent changes of IRO. Lack of consistent IRO oversight of Care Plans and CP plans. Impact on the budget - cost of agency staff.  
Insufficient BSO support resulting in increased administrative tasks for managers and practitioners. | Additional funding envelope. Enhanced recruiting. Weekly monitoring of SW workforce position. External agency contract to look at CIN cases and work following MASH. Newton Europe pathway review. Increased focus on retention. Improving SW recruitment is now at the levels within the original funding envelope prior to the £5m and recruitment is continuing.  
Additional funding envelope. Enhanced recruiting. Ring fenced interviews May 2016 followed by external recruitment. Newton Europe pathway review. Increased focus on retention. Management led request for regrading of Independent Reviewing Officers. Monthly report to SLT on impact of vacancies. Management Team approval of additional IRO and Q&R manager posts to increase capacity within the service.  
Vacancy monitoring. Interim revised structure agreed with additional new posts.  
Framework agreement in place | 16 | Director of Children's Services | Downwards |
| CR8 | Reputational damage and risk of Direct Intervention by DFE.  
Negative media exposure. | Reputational | DFE manages services directly and removes them from the LA. Commission arrangements brought in. Loss of reputation. Impact on partner agencies. | Safeguarding and Audit arrangements. Direct management oversight of services.  
The council has been issued with an Improvement Notice by DFE which is the lowest level of implementation.  
Communication planning surrounding publication of Serious Case Reviews. Two way | 16 | Director of Children's Services | Positive - given feedback from OFSTED and appointment of Independent Chair  
Risk remains high given high profile of SCRs in the media. |
| CR12 | Failure to implement/maintain systems that produce effective management information | Organisational | Ineffective collection, collation and input of data. Ineffective use of business intelligence, resulting in the inability to identify and respond to changing trends and inform strategic decisions. Impact on strategic planning, understanding and management demand e.g. around demographics and ageing population profile. Ineffective reporting arrangements. Statutory returns will be compromised, so incorrect performance will be reported nationally. OFSTED/CQC/LGA and other external organisations will be using inaccurate information to judge performance. Service planning and management will be severely compromised. | 15 | External support to focus on Children's Services data issues. Introduction of new governance arrangements for children's services. Introduce a new performance management framework that is aligned to draft corporate strategy. Agree performance, financial data and intelligence required for all levels within the County Council. Agree milestones and metrics. Project Accuracy being supported by Newton Europe, SRO and close involvement of Business Intelligence. Developing improvement plan that includes culture and assurance. The plan will include systems such as Controcc and LAS. Performance sub-group reporting the Improvement Board Chair. |

- Communication between LSCB and partner agencies.
- LGA peer review later in the year

| 12 | MT | Need for implementation of formal and legal processes increases time taken to deliver transformation and subsequently increases risk. Elements of risk will reduce further as each stage of transformation is completed. Neutral. Clear potential exists to reduce various budget | Head of Waste Management |
| CR16 | Management of the County Councils Assets | Organisational | Failure to maintain council owned assets and buildings. Inability to deliver in the timescale required and impact on organisational ability to achieve savings | • Effective planning and programming method of delivery, Management of organisational transition and effective engagement with operational services  
• Manage health and safety risks of customers and staff and ensure budgets are managed effectively to maintain assets to a satisfactory standard.  
• Consider and manage risks associated with redundant properties. Planned maintenance approach. Risk assessments and regular H&S inspections. Presently undertaken by various operational service areas. | 16 | • Asset Management Strategy and accommodation review  
• Consultation on property strategy will be agreed by Cabinet in May 2016  
• Establishment of a Premises Compliance Team  
• Short-medium term facilities management strategy defined to deliver the spike in resource demand during the organisational transition period | 12 | Head of Asset Management/ Head of facilities Management |  
Downwards as long as the, shortly to be formed, Premises Compliance Team is effective in its efforts to improve strategic premises management activities |

| CR20 | Transforming Care (Winterbourne)- the accelerated discharge of the population of adults with a Learning Disability from secure hospital in-patient beds into community houses | Economic/Political/Social | Increased pressure on the adult social care budget. Resettlement from hospital to community health and social care packages shifts the funding responsibility from solely NHS to a shared responsibility between CCG’s and LA’s to fund these high cost intensive health and social care packages. LCC may not be able to afford these new packages of care in the current financial climate. There is a National Plan to facilitate discharge therefore there is a reputational and political risk in not achieving as Lancashire is identified as a National Fast Track programme for this work due to the high number of Lancashire residents currently in in-patients LD | There is a governance structure for the Fast Track programme through the Fast Track Steering Group with representation from LCC Director Adult Social Care and HoS Commissioning working alongside SRO’s from NHS and CCG’s in order to achieve agreement on financial issues including the dowry and any future agreement for a pooled budget. There are identified work streams each with a defined action plan with leads identified from commissioners across Lancs. Work streams are monitored by the Steering group in addition to oversight by NHS England. The trajectory for possible discharge Sept 15- Mar 19 is to be carefully monitored so appropriate development and procurement of suitable housing and care can be planned for. | 16 | • Improved engagement with procurement colleagues to ensure due process is followed operationally in meeting the needs of this population.  
• Lancashire’s Fast track plan identifies the implementation of a revised model of care for people with LD improving crisis support through multi-disciplinary teams.  
• This approach is aimed at reducing admissions and supporting providers to maintain a person’s tenure in their chosen house rather than re-enter hospital.  
• The plan commits to securing improved and alternate care and housing solutions for this population with the aim of creating shared tenancies with back ground support, rather than the current single tenancy model currently used, which will be more cost effective. There are plans to stimulate the provider market to inform innovative solutions to providing for these peoples care  
• Health covering the costs from transformation | 12 | Director of Adult Services | Level – however the direction of travel is increased as these are new service users entering the social care system from the NHS, the risk is constant from a financial perspective as the cost will be high and require providing for life. (although there are plans to mitigate costs through a dowry system and improved commissioning solutions) |
| CR21 | Service user/Customer risk associated with the inability to influence demand whilst expectations continue to rise | Reputational/economic/political | Demand and expectations continue to rise against a backdrop of reduced resources, thus leading to service failure and an increase in complaints. Failure to integrate health and social care to reduce pressures on demand and expectations as a result of ageing population. Unacceptable waiting times for assessment and reviews including occupational therapy, safeguarding and social care reviews. | Consultation and engagement with service users and customers. Co-ordination of communications. Changes and impacts communicated to stakeholders. Impact assessments. Alternative delivery options being explored as part of base budget review option development. Learning from complaints and oversight at CCPI. | 16 | 12 | MT | ↓ Downwards. |

| CR24 | Failure to achieve targets agreed with National Troubled Families Unit team due to the specific requirements of the programme. Failure to provide robust data to evidence the impact on outcomes for those families engaged with the programme | Economic/Political | Failure to accrue maximum income from the programme for the authority Possible reputational risk as a result of failing to meet the national target. Risk of additional scrutiny of Lancashire's response to the programme | • Manual tracking processes in development with view to maximising payment by result claim opportunities • Improvement plan with operational staff with implementation to ensure that 'attached' cases meet national TFU principles • Ongoing data matching to identify new eligible families | 16 | 12 | Head of Wellbeing, Prevention and Early Help | Downwards |

| CR25 | Failure to implement and meet the statutory requirement to children and young people with special educational needs | Organisational | Not providing adequate service to SEND leading to inspection failure. Lack of appropriate IT platform. Failure to recruit and retain staff. Commissioning arrangements with health not consistent. | • Self-assessment completed against new framework • N/W regional peer support group established | 16 | 12 | Head of Special Education Needs and Disability | Level |
The proposal to close five museums has attracted negative publicity nationally, regionally and locally due to the national importance of the sites and collections. Impact on staff leading to sickness absence. The Council could be challenged by Judicial review if the process by which museums are either closed or transferred to a third party cannot be shown to be fair and legally robust.

- Weekly meetings between Museums managers and asset management, equality and diversity, communications and business intelligence to proactively manage the process.
- Decisions on process continue to be cleared through legal services and cabinet member as appropriate.
- Expressions of interest have been invited for interested parties that can show they have the resources and expertise to continue operating the museum and ensuring the collections continue to be made accessible to the public.
- Public consultation has taken place to inform future service design and strategy of the museum service.
- EIA detailing the mitigating actions have been completed.
- A Cabinet Working Group with cross party membership has been established to ensure that any transfer of assets which may take place is transparent, fair and robust.
- Information has been circulated to all staff to assist them with their health and wellbeing as a result of closures.
- Senior management update staff on a weekly basis.
- Application for heritage lottery funding submitted.

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<thead>
<tr>
<th>Opportunity Identification Number</th>
<th>Opportunity Description</th>
<th>Opportunity Type</th>
<th>Possible Benefits</th>
<th>Progress to date</th>
<th>Maximising Actions</th>
<th>Residual Opportunity Score</th>
<th>Opportunity Owner</th>
<th>Direction of Travel</th>
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<tr>
<td>C01</td>
<td>Establishing a new model for public service delivery in Lancashire</td>
<td>Political</td>
<td>The establishment of a Lancashire Combined Authority and securing a devolution deal with central government. A Combined Authority is an accountable body in its own right – this means it is a single point of decision making on agreed functions (quicker and simpler decisions); has powers delegated to it from Government and the individual local authorities (subject to local discussion and determination); can hold substantial amounts of Government and European funding. In relation to transport, greater co-operation will allow improvements to the region’s public transport network.</td>
<td>Lancashire Leaders to formally take proposals for a new model (in principle) to their authorities. Briefings for County Council members. Progression of work streams.</td>
<td>12</td>
<td>Work with local authority partners on the establishment of a Combined Authority for Lancashire and in securing a Devolution Deal with Government. Constituent authorities of the proposed combined authority have agreed to proceed with the establishment of a shadow CA in July 16. One Public Estate submission being developed.</td>
<td>16</td>
<td>Chief Executive</td>
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<td>CO2</td>
<td>Delivering economic growth</td>
<td>Economic</td>
<td>Continued successful delivery of the LEP’s current strategic economic growth programmes. Successfully secured new resources for Lancashire to support job and business creation, housing growth and the delivery of strategic transport infrastructure linking to drive economic growth and regeneration, linking residents and businesses with economic opportunities.</td>
<td>Lancashire Enterprise Partnership has secured almost £1 billion of national resources to deliver a transformational programme of economic growth which see the delivery of new jobs, business and housing growth and strategic transport infrastructure. Key programmes/projects secured include the Preston, South Ribble and Lancashire City Deal, Growth Deal, three Enterprise Zones, Growing Places Funding, Boost Business Lancashire and Superfast Broadband.</td>
<td>• Work with local authority partners on the establishment of a Combined Authority for Lancashire and in securing a Devolution Deal with Government to ensure national resources to support economic growth and regeneration are secured. • Maximise the support from key local and national public and private sector stakeholders outside of the County Council.</td>
<td>16</td>
<td>Director of Economic Development</td>
<td>↑ Upwards</td>
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<td>CO3</td>
<td>Opportunities through delivering the draft corporate strategy and property strategy</td>
<td>Economic/Social</td>
<td>This strategy seeks to ensure we continue to meet the immediate needs of our communities while shaping the council into an organisation that is sustainable and able to deliver successfully against its goals for years to come. It sets out what we will be doing to achieve that balance, along with our commitment to securing the best outcome for our citizens, communities and for Lancashire. The strategy will help to ensure that we deliver on the following strategic outcomes: • To live a healthy life • To live in a decent home in a good environment • To have employment that provides an income that allows full participation in society</td>
<td>A draft Corporate Strategy, has been produced and has been subject to Consultation. Cabinet considered the Strategy document and the approach contained within it at its meeting of the 26 November 2015. The Strategy was submitted to full Council on the 17 December 2015. The Strategy was debated and amendments agreed. It was resolved that the Corporate Strategy, as now amended, be approved subject to the section ‘Our approach to service delivery’ being referred back to Cabinet for further consideration. That review process is ongoing</td>
<td>• Use the strategy and associated evidence base to guide our decision making and as the overarching framework for planning interventions which will meet the needs of communities • Digital by design • Embedding evidence based policy/decision making to plan for the future • Aligning with health to meet need</td>
<td>16</td>
<td>MT</td>
<td>↑ Upwards</td>
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<td>CO4</td>
<td>Health and Social Care Integration</td>
<td>Organisational</td>
<td>The principle of the separate organisations working together to align plans, strategies and budgets will involve the development of new delivery models and ways of working, to avoid duplication and focus activity where it is needed, recognising that current models of service delivery are unsustainable. Integration would provide the best opportunity to</td>
<td>Participation in the Healthier Lancashire programme building upon the “Alignment of the Plans” work undertaken</td>
<td>• Recognise the need for: an ambitious vision, robust partnerships, clear and credible delivery plans, and strong leadership and governance arrangements at a pan-Lancashire level. • Lead the integration agenda, recognising the need for an ambitious vision, robust partnerships, clear and credible delivery plans. Strong leadership and governance arrangements at a pan-Lancashire level.</td>
<td>16</td>
<td>MT</td>
<td>Level</td>
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minimise the impact of funding reductions as well as providing a better offer for service users

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<thead>
<tr>
<th>Key to Scores</th>
<th>CATASTROPHIC (for risk)</th>
<th>OUTSTANDING (for opportunity)</th>
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<td>MAJOR</td>
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<td>RARE</td>
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