

## Appendix A: Corporate Risk & Opportunity Register Q3 2016/17

Risk Identification Number (RIN)	Risk Description	Risk Type	Possible Consequences	Current Controls	Risk Score	Mitigating Actions	Residual Score	Risk Owner	Direction of Travel
CR1	Failure to implement fully the councils medium term financial strategy including the delivery of planned budget reductions	Economic	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.	<ul style="list-style-type: none"> <li>Monthly budget monitoring processes for Heads of Service and Directors with particular focus on agreed savings delivery.</li> <li>Ensure key programmes of activity (particularly linked to savings / downsizing) are adequately resourced.</li> <li>Quarterly Money Matters budget monitoring reports, MTFS, reserves and Treasury Management reports presented to members (includes capital).</li> <li>Management Team actions to monitor key areas of expenditure and consider remedial courses of action to address budgetary pressures.</li> <li>Robust Medium Term Financial Strategy and Plan, updated to reflect variations to resource and demand assumptions. Reserves regularly monitored and reviewed.</li> <li>Resources allocated to Base Budget Review. Rebalance budget savings via an ongoing risk assessment.</li> </ul>	25	<ul style="list-style-type: none"> <li>Recommendations from Zero Based Budget Review to be considered by members at Cabinet meeting December 2016 as part of Money matters report. This will also be considered by Budget Scrutiny Working Group</li> <li>Improve commercial and financial acumen.</li> <li>Continuously revalidate budget assumptions.</li> <li>Develop a future public service model for Lancashire in conjunction with partners – stakeholder engagement plan in place - briefings have been delivered by PWC. Outline proposals for council's new delivery model have been presented to the Political Governance Working Group. Report to Cabinet in January 2017.</li> <li>Development of response to the Treasury and DCLG regarding the implementation of business rate retention and future needs assessment/allocation formula.</li> <li>Communicating with stakeholders to ensure an understanding of the councils financial position and need for change</li> <li>Communicating specific proposals and service developments in the context of the financial scenario</li> <li>Programme Office supporting services to deliver savings and bring forward savings wherever possible</li> </ul>	16	Section 151 Officer	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.
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.	<ul style="list-style-type: none"> <li>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</li> </ul>	25	<ul style="list-style-type: none"> <li>Zero Based Review activity (focus on lower quartile) will determine the scope for additional savings in all remaining services within the County Council (ongoing).</li> <li>Links to Combined Authority work including Healthier Lancashire programme with the NHS as to any opportunities / additional pressures (ongoing).</li> <li>Lobbying – Treasury and DCLG by utilising ongoing existing networks MP's / Members, LGA, CCN, SCT (ongoing) – met with DCLG in July outlining financial position and outlook. Also explained PWC work and will meet again when this is available.</li> <li>Report on the Councils future delivery model will be reported to Cabinet in December 16.</li> <li>Development of response to the Treasury and DCLG of future needs assessment/allocation formula.</li> </ul>	25	MT	Level

						<ul style="list-style-type: none"> <li>Communicating with stakeholders to ensure an understanding of the councils financial position and need for change</li> <li>Communicating specific proposals and service developments in the context of the financial scenario</li> </ul>			
CR4	Delivering organisational transformation including capacity and resilience	Organisational	<p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> <li>The draft corporate strategy has now been amended to reflect the consultation outcomes and has been to full council.</li> <li>The draft corporate strategy is being used to inform the development of the property review and proposed neighbourhood plans.</li> <li>As part of the base budget review process options for service delivery and redesign have been developed including proposals to stop some services.</li> <li>Management Team approval of all new appointments and cessation of temporary staff contracts.</li> <li>Senior Management Development programme implemented.</li> <li>Positive employee communication and engagement.</li> <li>Wellbeing initiatives and support for managers and employees.</li> <li>Introduced a new scheme of delegation for heads of service.</li> </ul>	16	<ul style="list-style-type: none"> <li>The draft corporate strategy has been amended to reflect the consultation outcomes and subject to amendment approved by full council. This process is on-going.</li> <li>Interim structures to reflect the base budget review options are being developed and implemented.</li> <li>Property strategy and accommodation review being progressed and approach to neighbourhood plan being developed.</li> <li>Independent challenge</li> <li>See specific actions in relation to other risk entries i.e. Ofsted inspection</li> <li>Use of transformation reserves to fund temporary staffing</li> <li>Property review – preparatory work on planned premises closures</li> <li>Implementation of recruitment and retention strategies</li> <li>Defining new service models across the organisation</li> <li>Adults service transformation – recruitment of temporary staff</li> <li>Children's service transformation – pilot programme in Fylde &amp; Wyre</li> <li>Children's services transformation – implementation of the framework contract and appointment of temporary staff</li> <li>Extensive information is made available through the councils website which is also used by the customer service centre as a core council information resource</li> <li>Promoting recognition and benefits of working at the council</li> </ul>	12	MT	Level
CR5	Failure to adequately protect and safeguard children	Social	Children are put at risk of harm.	<ul style="list-style-type: none"> <li>MASH hub.</li> <li>Serious incident reporting.</li> <li>Quarterly safeguarding report, to include LSCB.</li> <li>SCR learning shared.</li> <li>Case file audits.</li> <li>Multi-agency inspections.</li> <li>Supervision with HOS.</li> <li>Performance Data</li> </ul>	25	<ul style="list-style-type: none"> <li>Post Improvement Inspection Board with Independent Chair appointed.</li> <li>LSCB membership of Improvement Board and acting as critical friend.</li> <li>Post Inspection Improvement Plan.</li> <li>Review of all CiN cases using internal and external capacity.</li> <li>Social Work Recruitment Strategy.</li> <li>Peer Challenge.</li> <li>Newton Europe review of pathways.</li> <li>Established new QA system - developed risk sensible model develop CIN teams.</li> <li>LSCB have established new QA system including multi-agency case file audits.</li> <li>Monthly compliance recording of Strategy Meetings.</li> </ul>	16	Director of Children's Services	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

						<ul style="list-style-type: none"> <li>Strengthen quality assurance role of Independent Reviewing Officers.</li> <li>Management Team approval of 15 additional IRO posts and 3.5 additional Quality and Review Manager posts post inspection.</li> <li>IRO completion of mid-point checks on case files.</li> <li>Prepared for and supported Ofsted inspection of children in need and child protection cases that took place early September</li> <li>Serious case review rota in place</li> <li>Lancashire Safeguarding Children's Board to review the referral process</li> <li>Completed diagnostic of MASH &amp; Contact &amp; Contact and Referral assessment Centre</li> <li>New Director of Children's Services appointed</li> <li>Ofsted quarterly monitoring visit scheduled for 11th January 2017</li> <li>Peer review/challenge scheduled for New Year</li> </ul>			Customer Access Service to ensure appropriate referrals to CSC and timely response to S47 enquiries. Recruited to additional CSE posts to improve identification, assessment and intervention
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.	<ul style="list-style-type: none"> <li>Corporate legal oversight.</li> <li>Quarterly safeguarding report.</li> <li>Serious incident reporting.</li> <li>Serious case review learning.</li> <li>Peer review and challenge.</li> <li>Stronger management oversight in Districts.</li> </ul>	25	<ul style="list-style-type: none"> <li>Monthly compliance recording of Strategy Meetings and S47 Enquiries.</li> <li>LSCB have established new QA system including multi-agency case file audits.</li> <li>Back to basics SW practice training.</li> <li>Locality Practice Improvement Meetings.</li> <li>Develop PPA Teams.</li> </ul>	16	Director of Children's Services	Compliance reporting shows multi-agency Strategy Meetings are taking place in the majority of cases.
CR7	<p>Failure to recruit and retain experienced Social Work staff</p> <p>Failure to recruit and retain Independent Reviewing Officers.</p> <p>Failure to recruit and retain experienced BSO staff.</p>	Organisational	Inability to deliver effective services. High caseloads. Lack of management oversight. Increased staff turnover. Increased agency spend.	<ul style="list-style-type: none"> <li>Vacancy monitoring. Recruitment strategy. Quarterly safeguarding report.</li> <li>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.</li> <li>Insufficient BSO support resulting in increased administrative tasks for managers and practitioners.</li> </ul>	25	<ul style="list-style-type: none"> <li>Additional funding envelope. Enhanced recruiting – vacancies being filled with a high proportion of newly qualified staff. Newton Europe pathway review. Increased focus on retention.</li> <li>External agency contract to look at CIN cases and work following MASH</li> <li>Increased focus on staff retention</li> </ul>	16	Director of Children's Services	Improving Social Work recruitment is now at the levels within the original funding envelope prior to the £5M and recruitment is continuing
CR8	<p>Reputational damage and risk of Direct Intervention by DFE.</p> <p>Negative media exposure.</p>	Reputational	<p>DFE manages services directly and removes them from the LA. Commission arrangements brought in.</p> <p>Loss of reputation. Impact on partner agencies.</p>	<ul style="list-style-type: none"> <li>Safeguarding and Audit arrangements. Direct management oversight of services.</li> <li>Media planning around key issues and Serious Case Reviews. Scrutiny of key reports and information. Communication with Comms Team.</li> </ul>	25	<ul style="list-style-type: none"> <li>Post Improvement Inspection Board with Independent Chair appointed. Post Inspection Improvement Plan. Senior management input into each of the 3 Children Social Care Districts. Review of all CiN cases using internal and external capacity. Social Work Recruitment Strategy. Peer Challenge. Newton Europe review of pathways.</li> <li>The council has been issued with an Improvement Notice by DFE which is the lowest level of implementation.</li> </ul>	16	Director of Children's Services	Increased IRO capacity (now fully staffed) and Improved systems in place to quality assure practice.

						<ul style="list-style-type: none"> <li>Communication planning surrounding publication of Serious Case Reviews. Two way communication between LSCB and partner agencies.</li> <li>Additional IRO and Advanced Practitioner posts</li> </ul>			
CR12	<p>Failure to implement/maintain systems that produce effective management information</p> <p>Failure to improve quality of data in Liquid Logic's systems (LCS/LAS)</p> <p>Operational failure in the main IT Computer Suite (T101)</p>	Organisational	<p>Ineffective collection, collation and input of data</p> <p>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</p> <p>Ineffective reporting arrangements.</p> <p>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.</p> <p>Reliance on uninterrupted operation of T101 cannot be over emphasised. Power up following an uncontrolled failure takes 5 times longer than after a controlled shutdown. Impact on service delivery</p>	<ul style="list-style-type: none"> <li>Information management strategy. Data Quality processes. Oracle. Local Information Systems. Corporate performance information. JSNA and other needs assessments</li> <li>Weekly provision of information to operational managers. Monthly Performance Books or dashboards provided to Start Well Management Team and Adults Leadership Team. Use of exception reports to flag up data quality issues.</li> <li>Over £200k has been invested to improve the back-up services for T101 to improve reliability. However, there are still potential risks regarding A/C cooling, maintenance of UPS units and insurance requirements regarding fire alarm links</li> </ul>	15	<ul style="list-style-type: none"> <li>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.</li> <li>Project Accuracy being supported by Newton Europe, SRO and close involvement of Business Intelligence.</li> <li>Developing improvement plan that includes culture and assurance. The plan will include systems such as Controcc and LAS</li> <li>Performance sub-group reporting the Improvement Board Chair</li> <li>Additional temporary resource employed within Business Intelligence to provide reports for Project Accuracy 2.</li> <li>Multimillion pound refurbishment programme including upgrading the electrical infrastructure of county hall complex - to improve the reliability of the IT Suite.</li> <li>Joint working of Children's Services, Business Intelligence, System Control Team and Programme Office to establish an Accuracy Working Group (relating to Children's services).</li> <li>'Passport to Independence' reporting work stream incorporating exception reporting.</li> <li>'P2P' project (led by System Control Team) focussing on procedures and data quality.</li> </ul>	12	MT	Level
CR15	<p>Delivering new waste management arrangements</p> <p>Delivery of BOP 046 and GRLOL Transformation</p>	Economic Environmental Reputational Legal	Excessive transitional costs. Excessive operating cost. Operational hazards and liabilities. Health and Safety issues. Permit non-compliance. Increased landfill/reduced recycling. Public disillusionment	<ul style="list-style-type: none"> <li>LCC strategic leadership of waste company. LCC HR, Legal and Financial support. Programme office monitoring of savings targets. Regular liaison with Environment Agency. Cabinet Member briefing. Union consultation. Regular liaison with WCAs and Blackpool Council.</li> </ul>	16	<ul style="list-style-type: none"> <li>Approval of GRLOL structure by Board and Employment Committee. Staff consultation and notice of redundancy. Review and reconsideration of operating proposals. Submission of permit modification</li> <li>Review calculation of waste budget with finance. Development of detailed company operating and</li> </ul>	12	Head of Waste Management	Downwards. Risk from key transformation processes significantly reduced. Operational risks will reduce

	Delivery within 16-17 budget		<p>regarding recycling services. Impacts on WCAs and LWP. Employee and Union claims. Impacts</p> <p>Potential for budget overspend based due to following attributing factors: Initial calculation of waste budget (and MTFS); Increased and uncertain in year company operating costs; One off and uncertain company transitional costs; uncertainty with regards to delivery of operational changes (i.e. odour management systems, insurances)</p>	<p>Communications strategies</p> <ul style="list-style-type: none"> <li>Regular budget monitoring and forecasting exercises. Monthly monitoring meetings. Direct financial support to waste service. Dedicated liaison with waste company.</li> </ul>		<p>transition costs. Capitalisation where possible of transitional costs. Potential to reduce operational cost over and above GRLOL model. Potential delivery of additional one-off savings</p> <ul style="list-style-type: none"> <li>Potential for increased diversion from landfill at reduced costs</li> </ul>			<p>once operational changes established. Elements of risk will reduce further as each stage of transformation is completed. Upward. Clear potential exists to reduce various budget costs but realisation of these cannot be assumed to be guaranteed at this stage. Current monitoring identifying potential overspend</p>
CR16	Management of the County Councils Assets	Organisatio nal	<p>Failure to maintain council owned assets and buildings.</p> <p>Inability to deliver in the timescale required and impact on organisational ability to achieve savings</p> <p>Failure to timely deliver a smaller more affordable property portfolio and associated savings. Inability to deliver service plans and savings effectively within required timescales, risks to service delivery across a number of services. Due to the high profile of Property Strategy (Neighbourhood Centres) delayed delivery could have reputational effect. Legal or public challenges.</p>	<ul style="list-style-type: none"> <li>Effective planning and programming method of delivery. Management of organisational transition and effective engagement with operational services</li> <li>Manage health and safety risks of customers and staff and ensure budgets are managed effectively to maintain assets to a satisfactory standard.</li> <li>Consider and manage risks associated with redundant properties. Planned maintenance approach. Risk assessments and regular H&amp;S inspections. Presently undertaken by various operational service areas.</li> <li>Delivery of Property Portfolio Rationalisation Programme (PPRP) is being managed by the programme board. Asset Management Service are working to specific timescales for the public consultation and delivery of recommendations to Cabinet. Office rationalisation is ongoing and is being managed by the PPRP team as a whole. Risks for each part of the project are registered and</li> </ul>	16	<ul style="list-style-type: none"> <li>Asset Management Strategy and accommodation review</li> <li>Establishment of a Premises Compliance Team</li> <li>Short-medium term facilities management strategy defined to deliver the spike in resource demand during the organisational transition period</li> <li>Property Strategy - Ongoing work to develop initial recommendations and to undertake public consultation continues. Multi-service working ensures the relevant professional input, including communications. Following Cabinet approval delivery of Neighbourhood Centres will be undertaken by the wider PPRP team.</li> <li>Communicating with stakeholders to ensure an understanding of the councils financial position and need for change</li> <li>Communicating specific proposals and service developments in the context of the financial scenario</li> <li>Libraries – public consultation has taken place to help inform service design and future strategy. The service is liaising closely with asset management, commissioning and estates services to ensure that the process of handover to community organisations who wish to provide an independent community library is as smooth as possible.</li> <li>Asset management strategy and implementation of the Property Strategy.</li> </ul>	12	Head of Asset Management/ Head of facilities Management	Stable – risks are significant but currently managed

				<p>reviewed by the PPRP team and Board on a regular basis, reporting to Management Team separately.</p> <ul style="list-style-type: none"> <li>Communications strategy for property strategy</li> </ul>		<ul style="list-style-type: none"> <li>Cabinet approval sets out the portfolio of buildings to be retained as Neighbourhood Centres. Ongoing work to develop design briefs for retained buildings requiring works and enable community asset transfer of surplus buildings where appropriate.</li> </ul>			
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 hospitals. The closure of Calderstones hospital is part of this national plan. Failure to agree locally a reasonable figure for a dowry that is planned to follow a person from hospital (NHS) to LA's is a further financial risk.	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	<ul style="list-style-type: none"> <li>Improved engagement with procurement colleagues to ensure due process is followed operationally in meeting the needs of this population.</li> <li>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.</li> <li>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.</li> <li>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</li> <li>STP budget considerations</li> <li>Currently the financial risk has been negotiated with the CCG and immediate pressures have been offset whilst negotiations around the pooled budget take place.</li> </ul>	12	Director of Adult Services	↑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 and the decision taken by Management Team re funding discharges and the decision taken by Management Team regarding funding discharges )
CR21	Service user/Customer risk associated with the inability to influence demand whilst expectations continue to rise	Reputation al/social/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	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	<ul style="list-style-type: none"> <li>Alternative delivery options being explored as part of base budget review option development</li> <li>In relation to adult and children's social care Newton's Europe have been partly been engaged in this area of work</li> <li>See opportunities entry on Healthy Lancashire</li> <li>Early help and prevention investment in integrated wellbeing services</li> <li>Children's demand management strategy</li> <li>Additional capacity is being secured in key areas such as social work and occupational therapy</li> <li>Realignment of management capacity in adult</li> </ul>	12	MT	↓ Downwards.

			times for assessment and reviews including occupational therapy, safeguarding and social care reviews.			<p>social care to provide improved focus on operational priorities</p> <ul style="list-style-type: none"> <li>• Clear triaging/prioritisation schemes at Customer Access Centre</li> <li>• Work with Newton Europe is underway to improve productivity</li> <li>• Working with health partners to improve arrangements around discharges from hospital</li> <li>• Communicating with stakeholders to ensure an understanding of the councils financial position and need for change</li> <li>• Communicating specific proposals and service developments in the context of the financial scenario</li> </ul>			
CR24	<p>Failure to achieve targets agreed with National Troubled Families Unit team due to the specific requirements of the programme.</p> <p>Failure to provide robust data to evidence the impact on outcomes for those families engaged with the programme</p>	Economic Political	<p>Failure to accrue maximum income from the programme for the authority</p> <p>Possible reputational risk as a result of failing to meet the national target.</p> <p>Risk of additional scrutiny of Lancashire's response to the programme</p>	<ul style="list-style-type: none"> <li>• Manual tracking processes in development with view to maximising payment by result claim opportunities</li> <li>• Improvement plan with operational staff with implementation to ensure that 'attached' cases meet national TFU principles</li> <li>• Ongoing data matching to identify new eligible families</li> </ul>	16	<ul style="list-style-type: none"> <li>• Development of reporting processes to ensure monthly progress checks against targets</li> <li>• Business case to request additional resources to support tracking and claiming processes</li> <li>• Redesigning of outcomes plan to set more achievable/realistic targets</li> <li>• Establishment of multi-agency CYPTB task and finish group to drive multi-agency partnership working and explore how to embed the TFU principles within partner organisations</li> <li>• Exploration of digital systems that can be used to undertake the necessary analysis for Lancashire's response to the programme.</li> <li>• Workforce development ongoing for CAF and LP working.</li> <li>• Revised CoN thresholds and CAF documentation, Quality Assurance and processes to assist in meeting requirements.</li> </ul>	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 and/or disabilities.	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.	<ul style="list-style-type: none"> <li>• Self-assessment completed against new framework</li> <li>• N/W regional peer support group established</li> </ul>	16	<ul style="list-style-type: none"> <li>• Implementation of the early help (IT) module.</li> <li>• Recruitment of qualified staff funded by the SEND reform grant.</li> <li>• Commissioning arrangements with Health being reviewed.</li> </ul>	12	Head of Special Education Needs and Disability	Level
CR26	Proposed museum closures	Organisational/political/reputational/financial/legal	<p>The proposal to close five museums has attracted negative publicity nationally, regionally and locally due to the national importance of the sites and collections</p> <p>Impact on staff leading to sickness absence</p>	<ul style="list-style-type: none"> <li>• Weekly meetings between Museums managers and asset management, equality and diversity, communications and business intelligence to proactively manage the process.</li> <li>• Decisions on process continue to be cleared through legal services and cabinet member as appropriate.</li> <li>• Expressions of interest have been</li> </ul>	16	<ul style="list-style-type: none"> <li>• Public consultation has taken place to inform future service design and strategy of the museum service</li> <li>• EIA detailing the mitigating actions have been completed</li> <li>• 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. This has met</li> </ul>	12	Head of Libraries, museums, culture & registrars	Level



			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	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.		<p>monthly. Cabinet member has agreed recommendations of working group.</p> <ul style="list-style-type: none"> <li>Information has been circulated to all staff to assist them with their health and wellbeing as a result of closures.</li> <li>Senior management update staff on a weekly basis</li> <li>To help develop a revised cultural offer an application for heritage lottery funding submitted</li> </ul>			
Opportunity Identification Number	Opportunity Description	Opportunity Type	Possible Benefits	Progress to date	Opportunity Score	Maximising Actions	Residual Opportunity Score	Opportunity Owner	Direction of Travel
C01	Establishing a new model for public service delivery in Lancashire	Political	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.	Lancashire Leaders to formally take proposals for a new model (in principle) to their authorities. Briefings for County Council members. Progression of work streams.	12	<ul style="list-style-type: none"> <li>Work with local authority partners on the establishment of a Combined Authority for Lancashire and in securing a Devolution Deal with Government.</li> <li>The Combined Authority has now been operating in shadow form since September 2016. A "Lancashire Plan" is in development, and progress is regularly reported to the CA. Discussions are underway with government in relation to possible devolution opportunities. Workstreams have been identified, and arrangements established for political leads for each workstream. Consideration is being given to the establishment of a Lancashire Public Services Board reporting to the CA and engaging with key public sector partners</li> <li>One Public Estate submission has been developed and submitted</li> <li>A workshop took place on 5th October 16 facilitated by PWC. This was an information sharing session to identify potential opportunities for a pan Lancashire approach to service delivery. Key public sector partners were invited.</li> </ul>	16	Chief Executive	↑ Upwards
C02	Delivering economic growth	Economic	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.	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.	12	<ul style="list-style-type: none"> <li>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.</li> <li>Maximise the support from key local and national public and private sector stakeholders outside of the County Council.</li> <li>Submitted growth deal 3</li> <li>As part of the City Deal, a planning application is being prepared for submission for a mixed use site at Cuerden.</li> </ul>	16	Director of Economic Development	↑ Upwards



						If successful the proposal will create up to 5000 new jobs. Public consultation on the proposal commenced 17 <sup>th</sup> November 2016.			
CO3	Opportunities through delivering the draft corporate strategy and property strategy	Economic/Social	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	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	12	<ul style="list-style-type: none"> <li>• 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</li> <li>• Digital by design</li> <li>• Embedding evidence based policy/decision making to plan for the future</li> <li>• Aligning with health to meet need</li> <li>• Property strategy consultation presented to cabinet September 16</li> </ul>	16	MT	↑ Upwards
CO4	Health and Social Care Integration	Organisational	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 minimise the impact of funding reductions as well as providing a better offer for service users	Participation in the Healthier Lancashire programme building upon the "Alignment of the Plans" work undertaken  Sustainability and Transformation Plan (STP). <ul style="list-style-type: none"> <li>• Influencing and shaping the process to take account of Combined Authority objectives if and where appropriate.</li> <li>• Aligning, where appropriate with existing work at a pan Lancashire level, and within individual health economies.</li> <li>• Consideration of new models of delivery and potential new funding arrangements, such as pooled budgets where appropriate.</li> </ul>	12	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Develop a future public service model for Lancashire in conjunction with partners – stakeholder engagement plan in place - briefings have been delivered by PWC. Outline proposals for council's business and operating model has been presented to the Political Governance Working Group. Report to Cabinet in January 2017. Proposed briefing</li> </ul>	16	MT	Level

						for political groups.			
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Key to Scores

	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			