Cabinet Committee on Performance Improvement
Meeting to be held on Wednesday, 19 February 2020

Report of the Head of Legal & Democratic Services

Part I

Electoral Division affected: (All Divisions);

Corporate Risk and Opportunity Register Quarter 3 2019/20
(Appendix 'A' refers)

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Executive Summary

This report provides an updated (quarter 3) Corporate Risk and Opportunity Register for the Cabinet Committee to consider and comment upon. The report also provides an update on a pilot that is being undertaken within Education and Children's Services to improve management information in relation to risk.

Recommendation

The Cabinet Committee on Performance Improvement is asked to note the updated Corporate Risk and Opportunity Register as set out at Appendix 'A'.

Background and Advice

Following the corporate approach to reporting on risk and opportunity, the quarter 3 Risk and Opportunity Register was reported to Corporate Management Team following a review of the register. The register has now been updated to show progress against the risks and opportunities. For this quarter, a new risk has been added in relation to the county council's relationship with the Lancashire and South Cumbria Integrated Care System. Details of the new risk are set out at CR13 in the register. An updated Corporate Risk and Opportunity Register is attached at Appendix 'A'.

A summary of the key updates to the register is set out below.

Lancashire
County
Council

Corporate Risks (CR)

CR1 Reshaping the county council
This risk replaces the previous risk on delivering the operational plan, and focuses on having the right workforce plans, capacity and skills to ensure we are sufficiently innovative/radical to transform services at the required pace, in order to achieve the scale of change needed to deliver a balanced budget. This has been updated and includes:

- reference to developing the Organisational Development strategy
- Our story and aiming to be council of the year 2021
- Staff survey results

It also covers further embedding a focus on service delivery through a second phase of the service challenge process. This has been updated to indicate that completed templates will feed into the budget setting process.

CR 2 - Protect and safeguard children
Work has begun to implement the new Family Safeguarding model to ensure a clear focus on demand management. Hertfordshire County Council is working with us to review the Multi Agency Safeguarding Hub in the context of the new model.

CR 3 - Complying with statutory requirements and duties relating to children looked after, children in need and children leaving care
The Getting to Good plan has been refreshed and an Ofsted visit focussing on "permanence", took place on 4 and 5 November 2019. The outcome of the visit will be known after the general election.

CR4 - Increase in demand, including rise in number of contacts and referrals and an increase in children looked after numbers
Work has begun to implement the new Family Safeguarding model to ensure a clear focus on demand management. Hertfordshire County Council is working with us to review the Multi Agency Safeguarding Hub in the context of the new model. Work has begun with partners to implement the multi-agency Early Help strategy.

CR5 – Recruit and retain experienced staff across the organisation
Using the Apprenticeship Levy to retain and develop staff (grow our own) with a focus on difficult to recruit areas.

CR6 - Managing our data well and producing effective management information
Corporate Management Team approved the development of a business intelligence analytics solution proof of concept. The Digital Delivery plan is in place.

CR7 - Implement/maintain core systems that support the organisation, deliver transformational change and deliver efficiencies, cost reductions and produce effective management information that supports management decision making
For this risk there are updates on the support work around service challenge.

CR8 - Delivering major projects/schemes on time and within budget

A lot of work has been undertaken on the asset management strategy that will underpin both the capital strategy and the development of a risk register for the capital programme.

CR9 - Delivering a statutory service for children and young people with special educational needs and/or disabilities

Continued positive progress in the delivery of the Improvement Plan but with some slippage. A transitions strategy and sufficiency strategy have been drafted.

CR10 - Supporting disadvantaged families to fulfil their potential (Troubled Families Programme)

No change.

CR 11 Future provision of ICT services

An ICT transition partner has been appointed along with an Interim Chief Digital Officer. Governance arrangements are now in place and the Digital strategy has been agreed.

CR12 - Intermediate care for older people in a residential setting

The Carnall Farrer Review of Intermediate Care has concluded. This work suggests opportunities for significant improvement and cost savings across the NHS – local government system.

CR13 - Risk that system leadership is unable to address the financial health and care challenges of our population to improve outcomes for children and adults

This is a new risk on the register that focuses on how the county council works with partners to ensure effective health outcomes for children and adults in Lancashire.

Corporate Opportunities (CO)

CO1 - Delivering growth and prosperity for the whole of Lancashire

Main European Regional Development Fund Project Boost, has secured a Grant Funding Agreement and is applying for funding to June 2023.

CO2 - Apprenticeship Levy and apprentice % in public sector

Includes an update on transactional spend.

CO3 – Fair Funding and Business Rate Retention

An update on the business rate retention pilot in Lancashire. Pilot ends March 2020. One year settlement for 20/21 (50% rate retention).

CO4 – Working collaboratively with key health partners

Update on the initial work being undertaken to develop a Lancashire County Council offer to the health economy.

Audit work completed on governance controls

At Audit, Risk and Governance Committee on 27th January, 2020, the Internal Auditor, as part of her progress report, informed the committee that a recent full risk and control evaluation audit on the risk management framework provided substantial assurance.

Review of the Risk Management Process

At a previous Corporate Management Team meeting, it was agreed that the way risk information was currently presented did not lend itself to decision making and suggested that a review be undertaken. At the same meeting, it was also commented on that a directorate level register would be useful as the current service level registers are difficult to digest.

In response to the above, a revised approach has been developed that includes reformatting the existing register and introducing a risk profile summary. The risk profile summary would:

- Clearly show target dates by which the risk rating would become acceptable
- Allow progress monitoring on a quarterly basis (using a red, amber green rating). This will highlight and provide the information on which management decisions can be made
- Provide clearer accountability for actions

The revised approach is currently being piloted in Education and Children's Services.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

Good governance enables an authority to pursue its vision effectively as well as underpinning that vision with sound arrangements for control and management of risk. An Authority must ensure that it has a sound system of internal control which includes effective arrangements for the management of risk. Failure to develop and maintain a Corporate Risk and Opportunity Register means the council would be negligent in its responsibilities for ensuring accountability and the proper conduct of public business.

Local Government (Access to Information) Act 1985
List of Background Papers

Paper	Date	Contact/Tel
None		

Reason for inclusion in Part II, if appropriate

N/A