

## **Cabinet Committee on Performance Improvement**

Meeting to be held on Thursday, 25 November 2021

### **Report of the Head of Legal & Democratic Services**

#### **Part I**

Electoral Division affected:  
(All Divisions);

#### **Corporate Priorities:**

Delivering better services;  
Protecting our environment;  
Supporting economic  
growth;  
Caring for the vulnerable;

### **Corporate Risk & Opportunity Register Quarter 3 2021/22**

(Appendices 'A' and 'B' refer)

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#### **Brief Summary**

This report provides an updated (Quarter 3) Corporate Risk and Opportunity Register and Summary Risk profile for the Cabinet Committee to consider and comment upon.

#### **Recommendation**

The Cabinet Committee on Performance Improvement is asked to note:

- (i) The Corporate Risk and Opportunity Register as set out at Appendix 'A'.
- (ii) The Corporate Summary Risk Profile as set out at Appendix 'B'.

#### **Detail**

This is the first time the Cabinet Committee has reviewed the Corporate Risk and Opportunity Register, following its suspension as a result of the pandemic. Therefore, the current risk entries in the corporate register reflect the governance issues for 2021/22, as set out in the Annual Governance Statement 2020/21. The Corporate Risk and Opportunity Register is used to monitor progress against those governance issues, and quarterly progress reports are also presented to Corporate Management Team (CMT) and the Audit, Risk & Governance Committee.

Following a review of directorate risk registers, CMT have included an additional risk on the corporate register that focuses on demand for client led services, together with some opportunities.

The updated Corporate Risk and Opportunity Register is attached at Appendix 'A'.

### **Review of the Risk Management Process**

Prior to lockdown, CMT had agreed that the way risk information was presented did not necessarily lend itself to decision making, as the information was difficult to digest and suggested that a review be undertaken.

As a result of the review, the following recommendations were implemented:

- Directorate level risk registers were introduced that would be updated quarterly and presented to directorate senior management team meetings for monitoring and discussion. Directorate risks and opportunities would continue to be assessed quarterly and any having a residual (target) risk (this is the score after mitigation actions have been put in place) or opportunity score of 12 or above would be presented to CMT for consideration and possible inclusion on the corporate register.
- The risk registers have been reformatted so that they are easier to digest. Additional information has been included such as target (residual) scores and target dates together with control and mitigation owners to improve transparency and accountability.
- The introduction of a Summary Risk Profile. This document shows:
  - target dates by which the risk rating would become acceptable
  - Allow progress monitoring on a quarterly basis (using RAG rating). This will highlight and provide the information on which management decisions can be made
  - Provide clearer accountability for actions

The Summary Risk Profile is attached at Appendix 'B'.

A summary of the key risks and opportunities is as follows:

### ***Corporate Risks***

#### **CORP1 Reshaping the County Council**

This risk remains on the register but has been updated to reflect the current position. Whilst this risk still focuses on ensuring we have the 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, the focus is now on:

- The change programme including capacity to deliver
- Our ways of working

- Improved partnership working
- A new County Council
- Financial Sustainability

### **CORP2 – Family Safeguarding Model**

Work continues to implement the new Family Safeguarding model to ensure children and families receive timely and effective support. This is making good progress against the implementation plan.

### **CORP3 – Special Educational Needs & Disability Improvement Plan**

Continued positive progress in delivery of the Improvement Plan with accelerated improvement plans agreed and the risks being managed.

### **CORP4 – Integration & Innovation**

Responding to the Government legislative proposals for greater collaboration across the health and social care sector. Adult Social Care and Health Partnership Board has agreed a joint work programme. Engagement with members and senior officers is taking place.

### **CORP5 – ICT Provision**

This risk focuses on the transition from Oracle R12 to Oracle Fusion, the use of data to plan and improve service provision and improving the councils core systems to promote innovation and implement best practice.

### **CORP6 – Covid 19 Impact on Services & Communities**

This risk focuses on the council's response to the pandemic and the demand the response has put on both staff and service delivery. Parts of the organisation are still responding to the crisis whilst others have returned to business as usual as part of the recovery. A phased return to the office is underway.

### **CORP7 – Impact on Community & Services**

The demand for client-based services continues to increase so there is a risk that this may result in increased budget pressures and poor outcomes for those people in receipt of our services.

### ***Opportunities***

#### **CO1 – Strengths Based Working**

New ways of working in Adult Social Care as a result of covid being a catalyst for change - The 'lessons learned' have provided a platform for future ways of working. We have made a significant number of changes that we will endeavour to maintain.

## **CO2 – Environmental Improvements**

Reduce the Authorities Carbon Footprint/Reduce impact on air quality from operations especially in urban areas to improve health outcomes.

### **Audit, Risk & Governance Committee**

The Corporate Risk and Opportunity Register was presented to Audit, Risk and Governance Committee on 18<sup>th</sup> October 2021. The Committee noted the register and discussed the issue of county councillor safety, following the tragic event that had just taken place in Leigh-on-Sea. It was explained that such a risk would be captured as part of Corp 1 – Reshaping the County Council under the subheading 'A New County Council'. Here the risk consequence relates to County Councillors not having the support they need to fulfil their duties within the County Council and their communities. At the meeting, Members were informed that steps were already being put in place to help mitigate the risk. Subsequently, members have received:

- Guidance on personal safety
- An invite to an online Personal Safety training session run by the LGIU (28<sup>th</sup> October 2021)

Further to this, security arrangements have been reviewed on the committee floor and discussions with the Lancashire constabulary are on-going. Discussions are also taking place with the LGA about delivering a bespoke training session for county councillors. An evaluation of the suitability of the Lone Worker System for use by county councillors is also being undertaken. A report is being presented to the next Member Development Working Group for consideration.

### **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