

Cabinet Committee on Performance Improvement

Meeting to be held on Thursday, 24 March 2022

Report of the Head of Legal, Governance & Registration 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 2021/22 Quarter 4

(Appendices 'A' and 'B' refer)

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Brief Summary

This report provides an updated (Quarter 4) 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 the updated:

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

Detail

Risk Management Framework

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.

The Cabinet Committee for Performance and Improvement and the Audit, Risk and Governance Committee are both key components of the county council's governance framework. However, they serve different functions within that framework.

The purpose of the Audit, Risk and Governance Committee is to provide to those charged with governance, independent assurance on the adequacy of the risk management framework (amongst other functions). This includes keeping up to date with risk management actions, seeking assurance they are managed effectively, that the risks are owned properly and ensuring that the Annual Governance Statement is a true reflection of the risk environment. The Cabinet Committee on Performance Improvement which comprises the leadership of the organisation, needs to show top-level ownership and accountability for those risks. Presenting the Corporate Risk and Opportunity Register to Cabinet Committee allows the leadership to fulfil that role and provides an opportunity for those in opposition to challenge how those risks are being managed.

The Audit, Risk and Governance Committee monitors the effectiveness of risk management arrangements and supports the development and embedding of good practice in risk management across the organisation. A review of this is undertaken annually by Internal Audit. Internal Audit have recently completed a review of Risk Management and have provided **substantial assurance** that the council's corporate risk management framework is operating effectively.

Quarter 4 update

The risks and opportunities have been updated using information provided through directorate risk registers and by individual directors. The main changes are the:

- Removal of the risk relating to SEND following the assessment of improvement in September 2021.
- Family safeguarding - the risk confidence RAG rating for this risk has changed from green to amber. An audit identified that there was some inconsistency in the quality of workbooks completed by social workers. Steps have been put in place to improve practice and additional performance monitoring has also been implemented.

The updated Corporate Risk and Opportunity Register is set out at Appendix 'A' and the amended Corporate Summary Risk Profile summary is set out at Appendix 'B'. A summary of the risks and opportunities is set out below:

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 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

There is progress across all the above workstreams.

CORP2 – Family Safeguarding Model

Work continues to implement the new Family Safeguarding model to ensure children and families receive timely and effective support. However, due to some inconsistencies in practice, steps have been taken to rectify this and additional monitoring has been put in place.

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/reopening to the office has taken place.

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.

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.

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A