

Lancashire County Council Corporate Risk and Opportunity Register 2022/23 Q1

Risk ID Corp 1 – Reshaping the County Council: Our Improvement Journey		Current risk score: 16		Target Risk Score: 9
<p>Risk Description</p> <ul style="list-style-type: none"> • That the council will not be sufficiently radical or innovative to transform services at the required pace to achieve the scale of change needed over the next 12 months and beyond • Inability to secure sufficient resource (capacity) across the organisation to deliver on some areas of the Improvement Journey due to competing priorities and the need to prioritise capacity towards ongoing COVID-19 response and recovery. • Risk of not having a joined up, cohesive, corporate wide LCC change programme with CMT oversight and appropriately allocated resources. • Risk of multiple front doors with multiple gatekeepers to initiate change – Digital Services, 	<p>Risk Consequences</p> <p>Capacity</p> <ul style="list-style-type: none"> • Inability to deliver full programme of staff and customer experience improvement • Inability to identify improvement opportunities that could contribute to service efficiencies / improved outcomes <p>Change programme</p> <ul style="list-style-type: none"> • Priority change activities are not happening as quickly as they could/should, and as a consequence, the benefits for citizens/staff are not being realised as soon as they could be. • Resources are not focused on the priority change activities; and the competing demands on resource time results in focus being across too many initiatives and therefore the delivery is not as effective or efficient as needed. • There are financial costs for LCC, either for additional resources or delayed benefit realisation, as a consequence of the current approach, with the potential to failure to deliver key programmes. <p>Our ways of working</p> <ul style="list-style-type: none"> • Our future workplace model does not optimise the performance of our people, places, processes and technology. We are unable to leverage the best of 	<p>Risk Owner</p> <p>Corporate Management Team (CMT)/Director of OD & Change</p> <p>Target date March 2023/Ongoing</p>	<p>Current Likelihood</p> <p>Major (4)</p> <p>Target Likelihood</p> <p>Possible</p> <p>Target Risk Confidence</p> <div style="background-color: orange; width: 50px; height: 20px; margin: 5px 0;"></div>	<p>Current Impact</p> <p>Major (4)</p> <p>Target Impact</p> <p>Moderate</p>

<p>Customer Access, operational services etc. This leads to:</p> <ul style="list-style-type: none"> • A lack of strategic prioritisation, sequencing and link to organisational objectives • Too many competing asks • Silo working approach • Inconsistent approach to prioritisation and delivery of change projects <ul style="list-style-type: none"> • Inability to deliver a balanced budget post 2023/24 	<p>what is possible today and continuously improve & adapt in response to future challenges.</p> <ul style="list-style-type: none"> • Inability to deliver full programme of staff and customer experience improvement • Inability to identify improvement opportunities that could contribute to service efficiencies / improved outcomes <p>Improved Partnership working</p> <ul style="list-style-type: none"> • Unable to build on the improved partnership working that has been a key feature of our response to the pandemic. The inability to build better alliances with our partners may have a detrimental impact on the outcomes for the people of Lancashire. <p>A New County Council</p> <ul style="list-style-type: none"> • County Councillors do not have the support they need to fulfil their roles within both the County Council and their communities. <p>Financial Sustainability</p> <ul style="list-style-type: none"> • Change opportunities may be missed that result in the council not meeting the needs of service users • Services become unsustainable and we cannot fulfil our statutory duties • Insufficient reserves • Unable to meet savings targets • External intervention if the council is unable to deliver a balanced budget in future years • Due to the pandemic there have been significant delays in the delivery of savings 			
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Current Controls

Capacity

- "Front Door to Change" designed and implemented to support prioritisation & allocation of resource for change across organisation.
- Core roles appointed to lead on the major elements (Staff Experience Lead, Customer Experience Lead, Analysis & Design Lead & PM Lead) who will drive and monitor progress against critical elements.

Change Programme

- Detailed PMO roadmaps developed with Adults, ECS and PH, and resourcing issues resolved.
- Director of OD & Change involvement in LCC change programme.

Our ways of working

- Improvement Journey priorities aligned with corporate priorities, subject to regular review by Strategic Improvement Board
- Staff Experience
 - Staff Experience Board established, with plan in place for priority outcomes & deliverables for the next 12 months
- Values & Behaviours developed and disseminated
- Customer Experience:
 - Customer Experience SRO appointed and funding in place to recruit customer experience lead
- Programme governance:
 - Head of Improvement appointed to drive Improvement Journey programme
 - Corporate Programme Office transferred to Director of OD & Change to support alignment of capacity & focus with agreed strategic & Improvement Journey priorities
- Data & Insight:
 - Adoption of Power Business Intelligence and agreement that it will become our core business analytics tool
- M365 landed – new tools and tech allowing flexible working

Control Owner

Director of OD & Change

<ul style="list-style-type: none"> • Significant programme of review of HR policy and procedure underway influencing flexible working and supporting desired new ways of working • Leadership and management development offer in place and evolving to meet needs of new ways of working • Budget allocation agreed for recruitment of core team to develop & monitor IJ programme • Development of framework to create "Front Door to Change" in order to agree priorities, allocate appropriate resources • The council has a number of work streams that support the corporate strategy and our ways of working e.g. digital connectivity: inequalities workshops etc <p>Improved Partnership Working</p> <ul style="list-style-type: none"> • Through the refreshed corporate strategy, we will set out the county council's vision and approach, but we will also acknowledge that we cannot achieve this on our own. We will adopt a flexible approach to partnerships that will allow us and the people and businesses of Lancashire to respond to the needs of the county, in a way that benefits everyone. • We are maintaining a number of the joint/strategic decision-making groups e.g. Adult Social care and Health Partnership (Formerly ASC cell), OOH cell to build on the collaborative ways of working • These joint boards have decision making ability and will feed into the new Strategic Commissioning Board <p>A New County Council</p> <ul style="list-style-type: none"> • All administrative procedures relating to county councillor appointments completed. • Induction programme completed • All councillors supplied with appropriate IT/telephony equipment <p>Financial Sustainability</p> <ul style="list-style-type: none"> • Updates provided to Cabinet through the money matters reports covering in-year financial position and medium-term financial strategy on a quarterly basis • Directorate Leadership Teams (DLT's) meet regularly and have a monthly focus on financial position and savings delivery chaired by the relevant Executive Director • Programme Office is supporting the overall programme of savings activity 	<p>CMT</p> <p>Director of Corporate services</p> <p>Chief Executive & S151 Officer/Director of Finance</p>
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<ul style="list-style-type: none"> • Financial Benchmarking information (with other County Councils) produced and reviewed annually as a basis for identifying those service areas with most scope for further efficiencies • Continue to monitor the impacts of price changes via our regular monitoring activity updating our forecast outturn and the MTFS • Continue to work with staff to develop new options savings options and revisit options • Continue to seek out, learn from and adapt services to follow best practice 	
<p>Mitigating Actions</p> <p>Capacity</p> <ul style="list-style-type: none"> • Continue to recruit to remaining positions and key matrix roles (including Change Hubs) • Regular engagement with CMT to understand capacity challenges and prioritisation requirements • Identify opportunities for realignment of roles / activities in complementary areas to support IJ delivery, including Directorate change hubs which will help to identify, prioritise & deliver priorities using the full range of available resources. • Develop resource profile for activity in scope of IJ and identify any potential shortfalls with associated options / costings for filling gaps • Implement "Front Door to Change" framework and recommended actions including mapping of change capacity & demand, and prioritisation across directorates. <p>Change Programme</p> <ul style="list-style-type: none"> • Develop a joined up, cohesive view of all change activity. • Support CMT to have greater visibility and discussion on the entire change programme enabling informed strategic decision making from CMT and appropriate resource allocation. • Agree governance which will allow effective prioritisation and sequencing of change activity at a corporate level. <p>Our Ways of Working</p> <ul style="list-style-type: none"> • Link values & behaviours to performance & development discussions • Recruit Staff Experience Lead to lead implementation of staff experience programme deliverables 	<p>Mitigation Owner Director of OD & Change</p>

- Ensure linkage between Ways of Working programme and Corporate Asset Management, use learning from Ways of Working to shape asset strategy to identify and deliver options for asset optimisation priorities and Introduce new staff survey / engagement approaches to improve data, insight and understanding of staff experience
- Establish corporate Data and Insight Board with remit to identify priority requirements and develop solutions

Improved Partnership Working

- Improved Partnership working is an explicit cross cutting theme within the Corporate Strategy
- Adult Social Care is continuing to feed into the county council's position on the levelling up agenda
- Exec Director and Unitary Directors of Adult Services continue to highlight the importance of Adult Social Care at strategic health led discussions
- Develop options for joint commissioning of learning & development to support systems leadership across key partners

A New County Council

- Member development programme in place
- Overview & Scrutiny work programme developed
- AGM & appointments to Cabinet & all committees
- Review of constitution

Financial Sustainability

- DLT's review progress and are each chaired by the relevant Executive Director
- Revenue position includes a planned contribution from reserves to support savings delivery and the 2022/23 funding gap
- Savings plans have been subject to review as part of the budget monitoring process

CMT

Director of Corporate Services

Chief Executive & S151 Officer/Director of Finance

Progress:

Our Improvement Journey

- Recruitment to Improvement Journey core team complete; phase 2 recruitment underway. "Front Door to Change" design work & key engagement completed
- Corporate Programme Management Office redesign underway to enhance ability to provide corporate view of change activity and effective co-ordination and prioritisation of activity.
- Strategic Improvement Board has been re-established and a draft Strategic Change Delivery plan produced
- Range of flexible spaces offered in County Hall complex to meet identified needs of services, using a single agile work style; desk and space booking pilot completed
- Flexible working policy approved with additional supporting policies under development
- Ongoing engagement with cabinet to ensure political support for progress
- Phase 2 options to be developed and tested with Corporate Management Team and cabinet
- Customer experience board established
- The review of HR, Skills Learning and Development has been completed and a set of recommendations, accompanied by an implementation plan, has been presented to Corporate Management Team
- Strategy & Policy review has been undertaken

A New County Council

- Discussions continue to take place with political groups to improve communications with members on key issues and a county councillor questionnaire has been completed and shared with political groups. An action plan is being developed.

- Full Council has considered a range of constitutional issues that include:
 - Changes to cabinet member portfolio descriptions
 - Proposals for changes to the scrutiny function
 - The disestablishment of the Cabinet Committee on Performance Improvement
 - That the Political Governance Working Group meets on a quarterly basis
 - Minor changes to the Local Member Grant Scheme
 - Lead members providing an annual report at Full Council meetings
 - Minor changes to the members Code of Conduct
- Local Government Association Peer review action plan is being progressed

Improved Partnership Working

- Continue the work towards the development of strengthened partnership working through a joint long term strategic plan and a County Deal for Lancashire. An outline business case 'Our New Deal for a Greater Lancashire' has been produced and Lancashire Leaders are waiting on Government for further discussions. A new director has been appointed to lead on this work going forward.
- Agreed co-terminus footprint with health partners (Integrated Care System)

Financial Sustainability

- Overall, the Council has an appropriate level of reserves available to manage the financial risks it is facing from 2022/23 to 2024/25. However, on current forecasts it will be necessary that additional savings will be required to bring the council to a financially sustainable position. Therefore, a further targeted service challenge review process will be undertaken as part of the 2023/24 budget process. A further significant factor is in relation to savings delivery, as

<p>in the region of c£15m of agreed 2021/22 savings must now be delivered in 2022/23, in addition to savings that have already been agreed to be delivered in future years as part of their agreed profile, with the total value of agreed savings to be delivered by 2024/25 being c£41m</p>		
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Risk ID Corp 2	Title: Integration & Innovation	Current risk score: 20		Target Risk Score: 6
Risk Description	Risk consequences	Risk Owner	Current Likelihood	Current Impact
<p>Earlier this year, the Department of Health and Social Care published the legislative proposals for a Health and Care Bill. The proposals contained within the white paper 'Integration and innovation: working together to improve health and social care for all' sets out a range of reforms due to take effect from April 2022. These include:</p> <ul style="list-style-type: none"> • Making Integrated Care Systems (ICS) statutory bodies • Transferring the functions of Clinical Commissioning Groups to the ICS • Removing competition and changing procurement rules • Seeking to strengthen the voice/influence of local government • Introducing measures to enhance assurance of social care by CQC • Creating a standalone power for Better Care Fund • Encouraging joint appointments of executive directors to support integrated care/working • Strengthening the role of Health and Wellbeing Boards <p>As mentioned above, several themes are particularly relevant to the future</p>	<p>Lack of clarity on governance during and following the White Paper reforms</p> <p>Uncertainty of health workforce during reforms leading to joint working on programmes / projects not moving forward at the pace needed so as not to lose the excellent progress made during the pandemic in relation to integration, decision making etc.</p> <p>Possible issues relating to finances, particularly if Covid temporary funding is ending as well as current NHS deficit</p> <p>Concerns from social care staff on future assurance inspections by CQC</p>	<p>Adult Social Care in conjunction with CMT and partners</p> <p>Target date March 2022</p>	<p>Possible</p> <p>Target Likelihood Certain</p> <p>Target Risk Confidence</p> <div style="background-color: yellow; width: 50px; height: 20px; margin: 5px 0;"></div>	<p>Minor</p> <p>Target Impact Major</p>

<p>working relationship between health and local government, and we will be looking to develop these through 21/22.</p> <p>The government has also said that reforms to social care and public health will be dealt with later in 2021 outside the Health and Care Bill addressed in the white paper, with some minor exceptions. In readiness for this, the County Councils Network simultaneously launched ' The Future of Adult Social Care- Optimised Delivery.</p>				
<p>Current Controls</p> <ul style="list-style-type: none"> We are maintaining a number of the joint/strategic decision-making groups e.g. Adult Social Care & Health Partnership, OOH cell, to build on the collaborative ways of working 	<p>Control Owner Directors & HoS</p>			
<p>Mitigating Actions</p> <ul style="list-style-type: none"> Joint work programmes agreed between Adult Social Care and Health 	<p>Mitigation Owner Directors & HoS</p>			
<p>Progress:</p> <ul style="list-style-type: none"> We will continue to work with health partners on our joint work programme and ensure continued senior county council representation at the Integrated Care Provider Development Advisory Group (Exec Director) and at the Integrated Care System Development Oversight Group (Chief Executive). This is pivotal to ensuring local government context and opportunity is understood and reflected in all plans and priorities. We will also continue to hold regular Internal health integration meetings (cross directorate) that are chaired by the Chief Executive to ensure clear and consistent approach to all meetings with NHS colleagues. Briefings for county councillors involved in NHS meetings will continue as will weekly meetings with lead cabinet members. 				

- We are exploring the opportunity to create an integrated approach to commissioning and the development of an integrated approach to service delivery, in particular the use of Lancashire County Council's residential care to prevent avoidable admissions and increase the offer for older people who are mentally ill or have dementia.
- Co-terminus boundaries have been agreed with health partners

Risk ID Corp 3		Title: ICT Provision		Current risk score: 16		Target Risk Score: 8	
Risk Description		Risk Consequences		Risk Owner		Current Likelihood	
<p>Oracle R12 to Fusion Oracle vR12 supports the heart of the council's people and financial resources. R12 is now end of life and is approaching the end of the final extended support period. LCC have embarked on a programme to replace R12 with Oracle Fusion and associated new processes for managing our money and our people information for 45,000 users.</p> <p>Further risk of challenge to implement Fusion exists when contract novation from BTLS to LCC is executed.</p> <p>Failure to assign resources to the Oracle Fusion Programme will leave LCC without the ability to complete the project on time</p> <p>Data The organisation fails to use its data resource to good effect for the benefit of Lancashire residents</p> <p>Core Systems Lancashire has built up a 'technology debt' with regards to its major</p>		<p>Should the Fusion Programme fail, major disruption can be expected in the management of the Council's money, suppliers, customers, debtors, creditors, current workforce, retired workforce and impact for other beneficiaries of the system outside of LCC specifically with payroll services.</p> <p>Contract award to Oracle has been made via BTLS and novation challenge could halt project progress without the ability to extend the programme end date past March 2022</p> <p>Un-optimised service provision with failure to plan service intervention and service delivery at appropriate times.</p> <p>These line of business (LOB) systems restrict the council from operating efficiently and hamper teams from innovation, automation and modern best practice.</p>		<p>Director of Strategy & Performance/ Director of Finance</p> <p>Target date March 2023</p>		<p>4</p> <p>Target Likelihood 2</p> <p>Target Risk Confidence</p>	
						Current Impact	
						4	
						Target Impact	
						4	

<p>systems which help the organisation function in a modern, efficient, effective way.</p>				
<p>Current Controls</p> <p>Oracle Fusion Fusion Project Board established, SRO identified, programme under active management of the Chief Digital Officer.</p> <p>Data Some management information is provided through appropriate Service Management Line of Business Systems. These systems are supported through best practice reporting and through the contribution of the Business Intelligence Team. This team are a stretched resource and cannot cover all data for the County Council.</p> <p>Core Systems Controls for this are informal and exist on a basis of replacing the systems at the very end of their life as they are about to, or following, the data they go out of support by their vendor.</p>		<p>Chief Digital Officer</p> <p>Director of Strategy and Performance</p> <p>Director of Strategy and Performance</p>		
<p>Mitigating Actions</p> <p>Oracle Fusion</p> <ul style="list-style-type: none"> • Replace R12 with Oracle Fusion • Let contract with Oracle • Appoint Systems Integrator and deliver technical implementation • Appoint Change Partner and with them adopt new processes for all Fusion capabilities • Appoint Data migration partner and secure LCC resource to ensure data is R12 is cleaned and migrated in a timely manner to Fusion <p>Data</p> <ul style="list-style-type: none"> • New head of data has been recruited and is in post. The post supports the needs of the organisations data requirements and to ensure they are designed and architected in optimal ways to support service delivery and customer experience. 		<p>Mitigation Owner Oracle Fusion Programme Manager</p> <p>Chief Digital Officer</p>		

- Next phase of planned work is to develop DaaS (Data as a Service) for Business Intelligence and the creation of Data Catalogues alongside a Master Data Management System which provides a single view of multiple systems

Core Systems

- The appointment of the Chief Digital Officer, the insourcing of the IT function and the creation of a Head of Architecture are helping to support the development of improved ways of working. The Head of Architecture is responsible for having agreed roadmaps for maintain products either via a SaaS (Software as a Service) route or regular updates products to enable business department to have LOB systems that provide the support for their respective function. The top SaaS product is the migration to Oracle Fusion which is the subject of a separate risk. A Head of Digital Business Engagement post has also been created and filled to ensure that digital services understand and help to deliver service needs.

Chief Digital Officer

Progress:

Oracle Fusion


The Oracle Fusion programme that will replace the existing system for managing our money and people resources will go live during 2022/23 although the original go live date has been put back. To ensure smooth transition end user engagement sessions are being rolled out and we are identifying 'hard to reach' users in service areas. Business Readiness surveys and Business Readiness Assessments are to be completed for each service area.

Data

A data strategy is being developed and mature processes are being adopted to establish the difference between unassured data and assured data.

Core Systems

Work continues to ensure our core systems are fit for purpose and that the organisation's data requirements are met. In terms of core systems, all senior management posts in the service are appointed to with staff in place. A Digital Services transformation programme is progressing and is due to be completed by the end of 2022. This will adopt best practice to deliver a high performing Digital Service.

Risk ID Corp 4	Title: Demand Impact on Community & Services	Current risk score: 16	Target Risk Score: 12	
<p>Risk Description</p> <p>Demand for client-based services continues to increase resulting in increased budget pressures and poor outcomes for those people in receipt of our services</p>	<p>Risk Consequences</p> <p>Adult Social Care Significant risk of provider failure, particularly for residential care and day service providers</p> <p>Further waves of Covid exacerbate these issues</p> <p>Risk of reduction in quality standards/not meeting CQC requirements and potential for an increase in safeguarding issues</p> <p>Potential for increased costs for the county council in maintaining provider income levels to 'shore up' the market and protect people's homes</p> <p>Some care home providers taking people for the 6 weeks 'discharge to assess' period at inflated rates. Risk to families if the placement needs to continue or very high 3rd party top ups, and to LCC if no other placement available and the top up needs to be absorbed by the council.</p> <p>Providers may increase their fees to maintain their ability to operate/generate sufficient returns. Could result in increased costs for the county council and for self-funders</p> <p>Risks for in-house services – ability to continue to operate/compete in the wider market</p> <p>Potential for increased complaints and less choice. Increase in number of safeguarding alerts</p>	<p>Risk Owner</p> <p>ASC leadership</p> <p>Target date</p> <p>December 2022</p>	<p>Current Likelihood</p> <p>Likely</p> <p>Target Likelihood</p> <p>Possible</p> <p>Target Risk Confidence</p> 	<p>Current Impact</p> <p>Major</p> <p>Target Impact</p> <p>Major</p>

	<p>People may not be receiving services in a setting assessed as appropriate. Families and care providers are under pressure and are reporting being concerned that they are not able to safely manage risk, leading to increased potential harm or death. Increased risk to others in residential care settings.</p> <p>As yet, the future demand for such services is difficult to quantify. Some aspects of daytime support /accommodation-based services may require complete redesign.</p> <p>People are waiting many days for MH beds that have been recommended by Adults Mental Health Practitioners (AMHPs) and medics, leaving people in the community or in residential care who have been assessed as requiring detention under the Mental Health Act</p> <p>Puts families under more pressure and risks people being admitted to hospital, residential care or being placed out of Lancashire.</p> <p>Puts pressure on the budget as we are not able to fill voids in a timely way, meaning that there are supported living settings with empty rooms rendering the care therein less cost effective.</p> <p>Children's Social Care Potential drift and delay – impact on timeliness of assessments, plans and interventions with children and families</p>			
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	<p>Increased revenue budget pressures</p> <p>SEND Insufficient local places to meet needs</p> <p>Unsustainable financial position</p> <p>Poor outcomes for children and families</p>			
<p>Current Controls</p> <p>Adult Social Care</p> <ul style="list-style-type: none"> Financial support package agreed by CMT for residential and day service providers Residential and day service providers are called every day to monitor their 'stability' on a range of issues and pathways in place to address e.g. workforce, financial issues, PPE etc Contracts team have dedicated resource to support providers on a day to day basis. Also have 'stand by' arrangements in place in case of provider failure LSCFT have put in place a team to support people while they await a mental health bed Commissioning team working with Contracts team, NHS and the care sector market to review the Market Position Statement - this will better inform the current state of the market and enable more confident joint planning for future need Adults leadership team strong links with NWADASS and national work being done on wider market viability/reshaping Position closely monitored by Adult Social Care & Health Partnership Board in form of ongoing reporting and jointly agreed action plans <p>Children's Social Care</p> <ul style="list-style-type: none"> Clear governance and accountability arrangements in place via the Keeping Children Safe Board MASH / Demand Management group and Permanence and Children in Our Care group providing oversight of service improvements Family Safeguarding Board providing leadership and oversight of Family Safeguarding Programme 		<p>Control Owner</p> <p>Adult Social Care Senior Leadership Team</p> <p>Director of Education and Skills / Director of Children's Social Care</p>		

<p>SEND</p> <ul style="list-style-type: none"> • Delivery of priorities within the SEND sufficiency strategy • Consulted on Strategy • Ongoing consideration of Covid impact 	
<p>Progress: Adult Social Care</p> <ul style="list-style-type: none"> • Market Position Statement and Intermediate Care Review on work programme for Adult Social Care & Health Partnership Board • Capital Board has now approved an investment pot for older people's services and a Service Level Agreement for facilities management, cleaning and catering services has been developed • Meetings held with Clinical Commissioning Groups (CCG), Lancashire Teaching Hospitals Trust (LTHT) and Lancashire and South Cumbria Foundation Trust (LSCFT) to consider flexible use of Lancashire County Council's (LCC) beds to relieve pressures • CCG / LCC progressing discussions to explore the "Bradford Model" and having internal discussions with Mental Health services to seek to expand the offer to Elderly Mental Ill/Dementia. • Report to Corporate Management Team regarding longer term strategic development of services agreed • Discussions in progress with Shared Lives Plus to potentially expand the offer • Transformation of day services – current offer in Older People's Community Services and Disability services being reviewed • Reviewing Shared Lives with a view to providing an expanded model / offer to different client groups • Established an internal Supported Accommodation working group to improve the scale, and pace of delivery 	<p>Director of Education and Skills</p>


- Dedicated work to consider how we can manage demand differently, including joint work with Customer Access Service to support people earlier in the process and signpost them to support available in their local communities

Children's Social Care

- Early Help Strategy agreed and delivery ongoing
- Family Safeguarding launched
- Outreach services expanded. Family Group Conferencing evaluation planned as part of national programme, with additional national funding provided. Pilot Voluntary Community and Faith Sector (VCFS) provision is in place supporting referrals from Children's Social Care Teams and funding agreed to extending service for further 12 months.
- "Where Our Children Live" project - delivery plan in development
- Shifted block residential provision to establish more for children and young people with most complex needs. There is a continued focus on step down fostering placements with option to pay retainers to secure provision.
- Rates for Child in Need, Child Protection and Children Looked After all reducing but continued oversight in event of surge
- 'Where our Children Live' capital bid to Department for Education was successful and plans to implement developed


SEND

- Increased Government funding provides some mitigation, but substantial pressure remains
- Additional investment to reduce SENDO caseloads
- Additional inclusion teachers and support workers provide direct support to enable the full-time attendance and inclusion of pupils with EHC plans who are either experiencing difficulties with their mental health that prevents their attendance at school or who are at risk of exclusion.


Risk ID Corp 5		Title: School Places		Current risk score: 12		Target Risk Score: 12	
Risk Description Insufficient school Places meaning children and young people are missing out on education	Risk Consequences <ul style="list-style-type: none"> • Children are put at risk of harm • Children missing out on education • Adverse publicity 	Risk Owner Director of Education and Children's Services Target date March 2023	Current Likelihood Possible (3) Target Likelihood Possible (3) Target Risk Confidence 	Current Impact Major (4) Target Impact Major (4)			
Current Controls <ul style="list-style-type: none"> • School Place Sufficiency Strategy in place • Monitoring of admission preferences key performance indicators • Monitoring of children missing education to identify localities where there are pressures, and proactive work with schools and settings to secure places and provide additional support to secure places for in-year admissions 		Control Owner Director of Education and Children's Services					
Mitigating Actions <ul style="list-style-type: none"> • Working with the Assets Team to ensure that the Directorate is informing and supporting the Implementation of the plans set out in the School Place Sufficiency Strategy 2022-2025 		Mitigation Owner Director of Policy, Commissioning and Children's Health					
Progress: <ul style="list-style-type: none"> • Initial discussions scheduled to identify further opportunities and mitigations 							

Risk ID	Corp 7	Title:	Capital Investment Pressures	Current risk score: 16	Target Risk Score: 12	
Risk Description The council is unable to support all of its capital investment requirements going forward.		Risk Consequences Focus primarily on reactive works and resultant negative impact on asset condition.		Risk Owner Director of Finance	Current Likelihood 4	Current Impact 4
				Target date Ongoing	Target Likelihood 3	Target Impact 4
				Target Risk Confidence Amber		
Current Controls Capital Strategy and capital delivery programme approved annually at Full Council in February. The purpose of the capital strategy is to set the long-term strategic framework within which the authority will use as the framework and context for capital and investment decisions. The strategy recognises that there is a significant ongoing and future capital requirement in maintaining our current asset base with a significant volume of reactive works and risk about future grant funding levels. The key priorities set out in the strategy for application of capital expenditure are: <ul style="list-style-type: none"> • Delivering the policy ambitions of the Corporate Strategy • Managing the risks within the existing asset base • Exercising financial prudence and maintaining debt levels that are sustainable within the council's revenue budget. • Investing in schemes which will reduce the council's revenue costs • Being alert to opportunities to lever in additional resources including external funds to help deliver the Corporate Strategy priorities. 				Control Owner Director of Finance / Director of Strategy and Performance		

<p>Mitigating Actions</p> <p>This is managed by Capital Board at an officer level to ensure that the development of the capital programme is carried out with due regard to risk management and prudent and sustainable resource management. Alignment with property strategy review with capital work being focused on those buildings likely to remain operational and not surplus to requirements going forward given potential embedding of different working arrangements going forward.</p> <p>Grant levels confirmed for 2022/23 and projects / schemes they will support being agreed and the agreed delivery programme for 22/23 also being reviewed to reflect the impact of slippage / earlier than planned delivery in the final quarter of 2021/22.</p> <p>Additional capital requirements for 2023/24 to be provided by services before the end of July for consideration by CMT / Cabinet as part of the 2023/24 budget process.</p>	<p>Mitigation Owner</p> <p>Director of Finance</p>
<p>Progress:</p> <p>Capital Board meets fortnightly and has senior membership from all key service areas</p>	

Opportunity ID: CO1		Title: Strengths Based Working		Current Opp score: 15	Target Opp Score: 20
Opportunity Description	Opportunity Consequences	Opp Owner	Current Likelihood	Current Impact	
<p>Covid has been a catalyst for a number of positive changes to the way we work.</p> <p>Remote working has enabled people to adopt a more flexible approach to their work/life balance, we have embraced technology as a way of staying in touch with our teams and our service users and providers, we have used people's skills in a more flexible way and have trusted them to get on and do, we have spent far less time in planning and more time in doing, we have maintained 'light touch' governance and stuck to the decisions that we have made, and we have proved to ourselves and our partners that we can continue to provide high levels of customer service and response in a crisis.</p> <p>There are many 'lessons learned' with our partners including our health and district colleagues and we have demonstrated that spending time arguing about 'who pays' is unproductive and unhelpful for our citizens.</p>	<p>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.</p> <p>We will build on the relationships that we have developed with our partners and will continue to take a 'system wide' approach to decision making.</p> <p>We will trust our staff to work at home, but we must be mindful not to disregard the disbenefits of home working and will seek to achieve a more balanced approach when we are able to.</p> <p>We are able to take advantage of technology to improve the way we work and also improve and enhance our service offer.</p> <p>We will pursue the 'joint funding' approach and seek to agree the use of pooled budgets where appropriate.</p> <p>We will maintain the level of engagement that we have achieved with our valued providers. We will move forward at pace our market shaping work and will involve providers and service users at the forefront of our thinking.</p> <p>We have used our staff flexibility. Many of them have stepped forward to take on new roles and have been very successful. We have recognised the huge amount of talent and commitment that we have across all of our teams.</p>	<p>ASC leadership</p> <p>Target date March 2023</p>	<p>Certain</p> <p>Target Likelihood Certain</p> <p>Target Opp Confidence</p> 	<p>Moderate</p> <p>Target Impact Major</p>	

<p>Improved Partnership working – responding to the pandemic has highlighted the importance of partnership working and is proof of what can be achieved if we work together. We want to use this as a platform to build better alliances with our partners to deliver improved outcomes for the people of Lancashire.</p>	<p>Many of our lessons learned, new ways of working and innovative approaches to service delivery should enable financial savings to be achieved.</p>			
<p>Current Controls</p> <ul style="list-style-type: none"> • ASC leadership team continue to seek best practice examples and share learning • Ongoing reviews of services will capture potential financial savings • Discussions with partners continue to focus on more joined up approaches and opportunities to improve outcomes and save money 		<p>Control Owner ASC Directors and HoS</p>		
<p>Progress:</p> <ul style="list-style-type: none"> • ASC themed discussion on lessons learned/new ways of working. Seeking to build on the positives achieved through the pandemic. • Ongoing discussions with partners 		<p>Mitigation Owner As above</p>		
<p>Actions to realise: Partners4Change project will build on new ways of working Adult Social Care and Health Partnership Board continues to build on benefits of joint working</p>				

Opportunity ID: CO2		Title: Environmental Improvements		Current Opportunity score: 6		Target Opportunity Score: 16			
Opportunity Description Environmental Improvements (Air Quality, Noise and Safety) Green Fleet <ul style="list-style-type: none"> • Electric Vehicles (EV) • Ultra Low Emission Vehicles (ULEV) • Alternative Fuels (CNG and Hydrogen) • Lower Emission combustion engines 		Opportunity Consequences <ul style="list-style-type: none"> • Reduce Authorities Carbon Footprint • Reduce impact on air quality from LCC operations especially in urban areas by removing or reducing tailpipe emissions of noxious gases and particulates which impact adversely on health. 		Risk Owner HoS P&IT		Current Likelihood 3		Current Impact 2	
				Target date Ongoing		Target Likelihood 4		Target Impact 4	
						Target Confidence 			
Progress to date <ul style="list-style-type: none"> • Replacement of older significantly less environmentally friendly vehicles with newer lower emission vehicles and plant as part of Capital Fleet Replacement Programme (Note latest Euro specification vehicles emit exponentially less than earlier Euro standard vehicles). • Looking at Electric Vehicles (EV's) but ranges and charging remain an issue • Working group formed with Fleet, Property and D&C and proposals being completed for pilot for single dual point 22 KW charging facilities at Bamber Bridge and N65 to trial EV's in Fleet and inform the working group to enable further roll out of infrastructure and EV's within LCC. • Three EV mid-sized vans now in Fleet Services (delivered April 21) which will inform further the feasibility and actions that may need to be considered with a larger roll out of EV and ULEV's; one of the vans will initially be used by user departments and teams on extended trials and to inform of possible changes to working practices and infrastructure requirements to achieve zero emission vehicles in practical operational use. • Investigation and trialling of various EVs (vans and cars) with Parking Services re enabling the use of suitable EV's for the Parking Services operations moving in-house this year. 				Control Owner HoS P&IT Fleet Manager and Property Service					
Actions to realise <ul style="list-style-type: none"> • Corporate Charging infrastructure for Electric Vehicles 				Opportunity Owner Director of Highways & Transport					

Opportunity ID CO3 – Sub Regional Place Leadership and Governance		Current Opportunity score: 12		Target Opportunity Score: 16	
<p>Risk Description</p> <p>Failure of Lancashire to secure appropriate sub-regional governance, powers and resource to maximise shared outcomes and priorities (e.g. Combined Authority, Elected Mayor, County/Devolution Deal or other appropriate arrangement) through Central Government legislation, negotiation, Local Government Reorganisation or other mechanism.</p>	<p>Risk Consequences</p> <p>At a strategic level, in the absence of a Combined Authority, County/Devolution Deal or other arrangement for Lancashire, failure to secure devolved funding and powers impacts on the ability to achieve Lancashire's target outcomes and priorities to the detriment of residents and businesses. Furthermore, an amplified, stronger and unified voice for other sub-regions around the county, particularly those regions surrounding Lancashire, is likely to compromise Lancashire's ability to present its case and advocate for its residents and businesses with the same level of authority/influence.</p>	<p>Risk Owner</p> <p>Phil Green</p> <p>Target date</p> <p>Lancashire (collectively all 15 authorities) to adopt the 'Lancashire 2050' Strategy and further to Levelling Up White Paper agree a new governance model and commence negotiations with Gov't on County Deal by April 2023.</p>	<p>Current Likelihood</p> <p>Likely (4)</p> <p>Target Likelihood</p> <p>Possible (3)</p> <p>Target Risk Confidence</p> <div style="background-color: yellow; width: 50px; height: 20px; margin: 5px 0;"></div>	<p>Current Impact</p> <p>Major (4)</p> <p>Target Impact</p> <p>Major (4)</p>	
<p>Current Controls</p> <ul style="list-style-type: none"> • (Previously) engaged specialised consultants advising on approach and submitted outline business case for change to Government. Leaders agreed principles of establishing a Lancashire strategic plan. • (2021/22) Aligned to introduction of County Deals, Lancashire councils agreed the principle of establishing a strategic plan, a governance model and the scope of a potential county deal to inform negotiations with Government. • (Feb/March 2022) Following publication of Levelling Up White Paper and devolution framework, Leaders have agreed to seek a dialogue with Government on county deal/governance and to commence work on Lancashire 2050. 		<p>Control Owner</p> <p>Director of Growth, Environment & Planning</p>			

<p>Mitigating Actions</p> <ul style="list-style-type: none"> • Reviewing new Government policy and statements on levelling up, devolution/county deals and local government reorganisation and continued lobbying • Aligning to and responding to Levelling Up White Paper (including the twelve 'missions' and devolution framework) • Continue with preparation and development of the scope of a potential County Deal including through the application of the recently concluded evidence base and emerging evidence. • Support Lancashire Leaders to strengthen governance and engage with Government with a unified voice. • Building strategic capacity and resource to develop and deliver new strategic and policy framework including operational governance and theme groups. 	<p>Mitigation Owner</p> <p>Director of Growth, Environment & Planning</p>	
<p>Progress: The Government has re-emphasised its commitment to devolution through the Levelling Up White Paper. Work on Lancashire 2050, governance and scope continues through regular meetings of Lancashire Leaders. Leaders await a response from Government with regard to further engagement on county deal.</p>		

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			