Ref	Risk	Q1 Net	Q2 Net	Q3 Gross	Q3 Net	Travel	Target
SR01A	Increased Demand for Adult's Services	16	16	16	16	↔	9
SR01C	Increased Demand for Children's Services	12	16	16	16	↔	9
SR02	NHS Funding	16	16	16	16	↔	12
SR03	Failure of Financial Management and Control	9	6	16	9	↑	9
SR04	Information Security and Cyber Threat	12	12	16	12	↔	12
SR05	Business Continuity	9	9	12	9	↔	9
SR06	Organisational Capacity and Demand	12	12	16	12	↔	12
SR07	Failure of Council Funding	12	16	16	16	↔	12
SR08A	Governance and Decision Making	9	9	16	9	↔	4
SR08B	Political Uncertainty	12	12	12	12	↔	6
SR09	Capital Projects - Place	6	6	16	8	↑	8
SR10	HS2 Infrastructure Investment	16	16	16	12	↓	6
SR11	Pandemic Virus	9	9	12	9	↔	6
SR12	Fragility and failure in the Social Care Market	16	16	16	12	↓	9
SR13	Reputation	9	9	16	9	↔	9
SR14	Climate Change (CEC Carbon Neutral 2025)	9	9	16	9	↔	6
SR15	Failure of the Local Economy	9	12	16	12	↔	12
SR16	Integrated Care System (ICS) Integration (Closed)	16	16	16	4	↓	1
SR17	LPA Modernisation Plan	-	6	12	9	↑	6
SR18	Delivery of the JTAI Improvement Plan	-	16	16	16	↔	12

Likelihood

	1 (Minor)	2 (Tolerable)	3 (Serious)	4 (Major)
4 (>75%)			SR04	SR01A, SR01C, SR02, SR07, SR18
3 (40-74%)			SR03, SR05, SR08A, SR11, SR13, SR14, SR17	SR06, SR08B, SR10, SR12, SR15
2 (10-39%)		SR16		SR09
1 (<10%)				

Impact

(Red)	Critical Risks - Only acceptable in the short to medium-term, requires immediate action implementing and close monitoring
(Orange)	Material Risks - Areas of concern, but due to capacity and or uncontrollable external factors, these can be accepted. Expectation is that these must be actively managed with on-going monitoring to ensure they don't escalate
(Yellow)	Moderate Risks - Acceptable level of risk only requiring on-going monitoring to ensure they don't develop into something more serious
(Green)	Negligible Risks - Lowest level of risk, only kept in the register for completeness and to ensure there are no unexpected changes in the profile

Greater weighting is given to impact over likelihood because we are more worried about a 10-39% chance of a serious event, than a 40-70% chance of a tolerable one
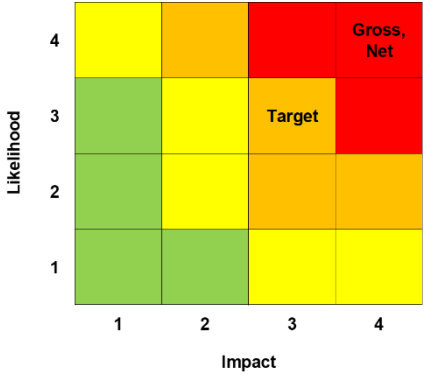
Risk Name: Increased Demand for Adult Services		Risk Owner: Executive Director of Adults, Health, and Integration
Risk Ref: SR01A	Date updated: 25th January 2023	Risk Manager: Executive Director of Adults, Health, and Integration

Risk Description: An increase in demand for adult social services that cannot be met within the existing budget

Since the COVID-19 pandemic the demand for adult social care has increased in both volume and complexity. There is currently a historically high demand for services from young adults right through to the elderly. This has been caused by an overall decrease in national adult health and wellbeing. Detailed consequences: A failure in one area of social care, either internal or external to the council, has knock-on effects and increases pressure on other services. This can cause an on-going downwards trend in adult health and wellbeing. In addition, the council may fail in its duty of care and its objective of supporting its most vulnerable individuals. Specific failures that have been seen are a reduction in preventative measure and early intervention, which ultimately increase demand. Increased pressure on practitioners causes stress related issues and reduces the appeal of working in the sector.

Detailed causes: Due to the additional wellbeing pressures placed on residents, council staff, third-party providers and the NHS, the volume and complexity of demand for adult services has increased materially. As have political factors such as changes in legislation and resettlement agreements. Due to several different socio-economic factors recruitment and retention of staff is difficult resulting in increased use of agency staff.

(Risk matrix: Likelihood (vertical axis 1–4) vs Impact (horizontal axis 1–4). "Gross, Net" plotted at Likelihood 4, Impact 4 (red). "Target" plotted at Likelihood 3, Impact 3 (yellow).)

Interdependencies (risks): NHS Funding Pressure, Financial resilience, Fragility in the social care market

Comments this quarter: No material change to the risk, actions updated. Planning for the winter period November to January and the anticipated strike action in the NHS is in hand to manage forecast demand. Providers are reporting a slight easing in recruitment issues due to the use of oversees recruitment projects, which is reflected in the improvement in the social care market identified. Following discussion and reviewing current processes it has not been necessary to create a waiting list for assessments, however the waiting list for services continues albeit slightly reduced.

Actions (Monitoring):	Target Date for Completion:
ASC/ Commissioning and Communities, together with Public Health one Directorate continuing to work jointly to respond to challenges pertaining to prevention, health inequalities and our workforce (Monthly Budget, performance and finance meetings)	On-going
ASC/Commissioning and Communities developed a Standard Set of Fit for the Future Contracts – that set out specific measurable outcomes pertaining to each service area in driving prevention and key performance indicators that test the providers ability to retain a viable and sustainable business in responding to a population of changing need – higher levels of resident satisfaction and improved control (Quarterly contract meetings)	On-going
Continue to monitor and review preventative and support service activity (Monthly Budget, performance and finance meetings)	On-going
Continue to develop improved monitoring of people's outcomes (Quality file audit checks monthly)	On-going
Improved utilisation of public health JSNA and wider regional data sets informing future commissioning plans (Monthly SMT meetings)	On-going
Develop engagement with community groups and 3rd sector (Monthly SMT meetings)	On-going
Strengthen liquid logic and contract solutions to better map trend and demand (Power BI reporting and monthly performance data analysis)	On-going
To monitor and review thresholds and gatekeeping processes (Trend Analysis from performance reports reviewed monthly)	On-going
Review and strengthen partnership working with wider agencies (Directorate management team)	March 2023
Restructured teams to ensure better integration with key partners (Directorate management team)	On-going
Continue to engage with leaders across teams – informing and influencing change (Directorate management team)	On-going
Continue with Connecting Leaders – through strong forward thinking visible leadership (Directorate management team)	On-going

Continued engagement with people who access services and the involvement of Healthwatch and independent advocacy (Directorate management team)	On-going
Proactive engagement with the new Integrated Care Partnership, including health partners (Directorate management team)	On-going
Ongoing response measures to COVID 19 pandemic (Directorate management team)	On-going
Maintaining Business Continuity across inhouse and external providers (Review and updated BCP quarterly)	Quarterly review of BCP

Key Mitigating Controls:
- ASC/Commissioning and Communities is engaged in the facilitation and forward planning of market engagement events, so to keep providers / people informed of preventative change as we progress with our People Live Well, for Longer Transformation Programme of Work.
- ASC/Commissioning have in place a robust Contracts and Quality Monitoring Policy Framework – that makes clear – how quality in monitored in a person-centred way with a vast range of partners, when to activate a suspension protocol working with care quality commission and when/ how we are decommissioning services – keeping people at the centre of decision making regarding any service disruption or period of market failure.
- ASC/Commissioning operate a monthly quality monitoring partnership forum that includes Police, Safeguarding, Care Quality Commission, ASC operations, Legal, CCG's and ASC lead commissioner – in the ongoing monitoring of quality and reporting and alerting of risk escalation that can be effectively managed – reports into relevant DMT's and Safeguarding Board.
- ASC/Commissioning hold a provider risk register whereby we monitor and review risk pertaining to specific providers as part of our role working with Care Quality Commissioning pertaining to Market oversight.
- ASC/Commissioning care sourcing/brokerage team support service and a local area co-ordination services- supporting vulnerable people to access wider community/ third sector services and wider more universal offers – diverting people away from care where appropriate.
- ASC/Commissioning finance and planning resource allocation system to promote and engage more people to take direct payments and will enable people to identify against changing needs – an indicative robust budget thus reducing people reliance on traditional models of care.
- ASC/Commissioning preventative policy framework that standardise of approach to prevention across adult social care "front door – whereby people will be directed away from traditional services towards a more empowering community solution, those accessing services will be fully assured working with providers – what our clear aim, vision and intentions are over the next three years.
- ASC/Commissioning provider financial self-assessment accreditation tool – to assist with the monitoring and management of potential uplift and or additional funding. This will ensure that funding is robustly based on clear evidence, against demand / trends in market development and impact on provider/ council and people accessing the service.
- ASC/Quarterly staff engagement groups are developed through leadership forums so to keep people informed and abreast of change as we progress to respond to demand and growth in the sector. Services operate regular staff conferences to address service specific developments and challenges.
- ASC/Commissioning are involved in the North-West regional and local programme of work pertaining to health and care staff recruitment, retention, and selection – resulting in a robust career path being developed with key partners and in being clear pertaining to local strategy.
- ASC/Commissioning influencing and working with Cheshire CCG pertaining to development of ICS and ICP plans
- ASC/Commissioning/communities have developed a robust and responsive policy framework (People Helping People) with a vast range of third sector providers – thus reducing demand on adult social care.
- To continue to develop with Children/families services joint commissioning and cross department work with adults – whereby risks can be better reduced together through a new joint commissioning management monthly working group.
- ASC/Commissioning monitor performance and demand against capacity to ensure service meets demand where possible, developing robust action plans for service/market failure.
- ASC performance monitoring reported on regular basis to CLT and Adult and Health Committee
- Additional risks escalated as appropriate.
- Consider the implementation of waiting lists to control demand and rising costs.

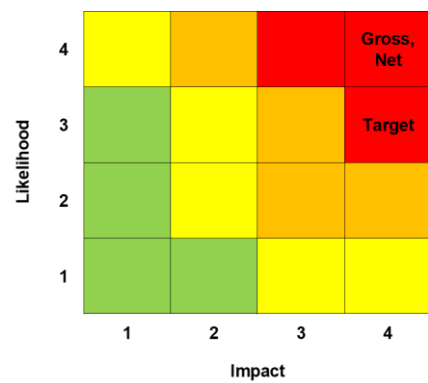**Lead Service Committee:** Adults and Health Committee

Risk Name: Increased Demand for Children's Services		**Risk Owner:** Executive Director of Children's Services
Risk Ref: SR01C	**Date updated:** 25th January 2023	**Risk Manager:** Children's Services Directorate Management Team

Risk Description: That Cheshire East's local social, economic and demographic factors, including the impact of the pandemic, lead to an increase in the level of need and demand for children's services, resulting in the capacity of the council's systems relevant to these areas being unable to continue to respond/ absorb the pressures presented. Children's services has a mitigated budget deficit for 2022-23 due to an increase in the complexity of children and young people's needs and the increased costs of placements and services including transport.

Nationally and locally there are challenges recruiting and retaining staff within specific areas of children's services, which is resulting in higher than average workloads and some delays in delivering services. There is a risk that this could result in children experiencing delays in receiving support leading to escalation of need and increased risk of poorer outcomes - including risk of harm and risk to life, a lack of continuity of workers for children and young people, and increased costs to the council. There is a risk that this impacts on our ability to deliver improvements in response to the joint targeted area inspection (JTAI).

There is also a risk that if the number of cared for children and young people increase, or if the complexity of children's needs increases, or the availability of placements decreases, this could result in increased pressure on placements, which could lead to difficulty providing the right homes for children and increased financial cost to the council.

There is a risk that the demand for education placements for children and young people with special educational needs and/ or disabilities (SEND) outstrips the number available, leading to children and young people needing to travel further, increasing travel costs, and requiring the use of more expensive provision. Changes proposed in the SEND Review could also have an impact on pressures within the SEND service if significant changes are required to working practices. The Medium Term Financial Strategy for 2023-27 shows that there is a predicted deficit of around £45.6m for the dedicated schools grant reserve for 2022/23. This is a result of the growth in the number of pupils with an education, health and care plan. This is a national issue and local authorities are allowed to hold a negative reserve for this purpose, however this position is unaffordable and unsustainable. This risk continues to be a feature of ongoing liaison with the Department for Education and the Department for Levelling Up, Housing and Communities. This risk would mean that we would not achieve the council's desired outcomes for children and young people.

Interdependencies (risks): This risk shares an interdependency with the risk relating to demand to adult social care and health services. If NHS services experience an increase in demand this could impact on demand to children's services or could impact on the quality of support delivered by children's services, as services rely on health input to ensure children's needs are assessed and met. The same social, economic and demographic factors will also impact on the demand to adult and health services so it is possible that both risks would escalate at similar points. Pressures on other parts of the public sector, for example for tier 4 mental health beds, places further pressure on council children's services.

This risk is also affected by the risk to the council's financial resilience and lack of certainty about future funding, as increased funding may be required to enable services to meet increased demand. It is also affected by the UK economy, as rising inflation increases costs for providers, which results in increased costs of placements or services such as transport. There are also inter-relationships with the strategic risk on organisational capacity, as we need sufficient capacity to support recruitment and retention activity within children's services. Any capacity issues within support to this activity impacts children's services' ability to ensure our workforce can meet demand for services.

If the risk as a result of increased demand is not effectively managed, this could cause damage to the council's reputation, and damage to the relationship with our partners. The quality of the council's work to support children and young people is inspected by Ofsted, and an inadequate rating by Ofsted would have a significant impact on the council's reputation, ability to recruit and retain staff, and would increase costs in order to deliver improvement activity.

We do not have a large degree of control over our exposure to the risk as demand, and complexity of that demand, is driven by factors outside of our influence. Our appetite for the risk must remain low as the risk can result in children's needs not being met appropriately resulting in them experiencing poorer outcomes or harm. It can also impact on recruitment and retention, as an established and experienced workforce is crucial in delivering effective support to children and young people. To mitigate the risk we need to continue to monitor demand, take action to strengthen resilience within families and communities, for example through early help and prevention support, and to mitigate contributing factors which increase need, such as financial support to families made vulnerable to poverty as a result of the pandemic.

Comments this quarter: The Medium-Term Financial Strategy for 2023-27 will include growth proposals for children's social care, school transport and SEND services in response to the demand in these areas. All indications are that demand, complexity and cost will continue to increase and therefore it is vital that the directorate and the service committee reviews its options to address the financial challenges for 2023/24 and beyond. The Children's Directorate is committed to increasing the pace of implementing reforms and service improvements to make

financial savings by reducing demand for expensive, reactive services. We will consider savings proposals and decisions to refocus and realign non statutory services to both modernise and future-proof our delivery model and ensure that spend is delivering best outcomes for children and best value.

We have completed stage 1 of the DfE's delivering better value (DBV) programme to support the council to achieve a more sustainable financial position in relation to SEND. This has identified two priority areas of cultural change that will make the biggest difference on managing demand, and we have applied for a grant of £1.2m to deliver this cultural change.

Actions (Monitoring):	Target Date for Completion:
We are exploring expanding our in-house residential provision to offer more local and cost-effective homes for children and young people (Children's social care senior leadership team to monitor progress)	February 2024
Participation in the DfE's delivering better value (DBV) programme to support the council to achieve a more sustainable financial position in relation to SEND (Through DfE monitoring)	March 2025
Continue to increase SEND provision in Cheshire East (Reviewed quarterly)	September 2023
Implement Family Hubs – improving access and reach of services, supporting earlier intervention, and improving partnership working (Family Hub Steering group)	March 2024
The Executive Director of Children's Services is engaged in the regional Cheshire and Merseyside workstream to look at regional solutions to recruitment and retention within children's services and is a member of the Association of Directors of Children's Services workforce committee (Reviewed through the Cheshire and Merseyside workstream group)	January 2024
HR and service areas are working together to develop a refreshed recruitment and retention strategy (Reviewed monthly through directorate management team meetings)	April 2023
The Medium-Term Financial Strategy for 2023-27 will include growth proposals for children's social care, school transport and SEND services in response to the demand in these areas	January 2023

Key Mitigating Controls:
- In 2021/22, the council committed to growth bids for Children's Social Care, and for increased capacity in the SEND service to meet the continuing demands of the service. Additional business cases were agreed within the Medium Term Financial Strategy for further funding from 2022 onwards in these two areas to continue to meet the rising demand.
- We are closely monitoring the demand to services and the reasons that are driving demand so that we can be responsive and mitigate any risks to service delivery. Performance is monitored on a monthly basis by services. The children's services quarterly scorecard is reviewed at the Children and Families Committee and the Safeguarding Review Meeting attended by the chief executive and lead member for children and families. The Corporate Safeguarding Accountabilities meeting includes discussion of workforce pressures and risks.
- We have a range of support available to families through early help and prevention services, including council, partner, voluntary, community, faith sector and commissioned services. These services support families and help prevent needs from escalating and requiring higher level intervention. We are continuing to develop our service offer through developing our partnership working and joint commissioning.
- The Cheshire East Safeguarding Children's Partnership and the 0-25 SEND Partnership Board meet on a regular basis and are sighted on changes to demand for services so there can be a partnership approach to meeting children and young people's needs.
- Our approach is to ensure only the right children come into care; this is right for children and young people and will also reduce demand to Children's Social Care services.
- A robust governance structure is established for SEND. A strategy is in place to manage increasing demand and reinforce SEN support in settings strategy. There is significant investment in local SEND provision to meets children's needs more locally but also reduce dependency on high cost independent school placements.
- High needs management plan in place to monitor the impact of demand to SEND services on financial pressures and monitor the delivery and impact of mitigations that have been put in place. Moving forward this plan will become part of the work around the delivering better value programme.
- We are participating in the DfE's delivering better value (DBV) programme to support the council to achieve a more sustainable financial position in relation to SEND. This has identified two priority areas of cultural change that will make the biggest difference on managing demand.
- We are continuing to support children and young people who are most vulnerable through the Household Support Fund and the Holiday Activity Fund.

Lead Service Committee: Children and Families Committee

Risk Name: NHS Funding		**Risk Owner:** Executive Director of Adults, Health and Integration
Risk Ref: SR02	**Date updated:** 25th January 2023	**Risk Manager:** Director of Commissioning

Risk Description: An NHS funding deficit reduces their health service delivery and places additional strain on the council's provision of adult social care The ability to meet the council's target of residents living well for longer can only be achieved by an effective and comprehensive joint programme of health and social care services. Detailed consequences: Additional pressure on social care may be realised in diverse and unexpected ways due to the complex and volume of interactions between the two services. Their symbiotic relationship means that one partner under or over performing has a corresponding effect on the other. An effective relationship would see reductions in health inequality and reduce the requirement for long-term care. Potential causes: A funding deficit would be cause by a mismatch in resource and demand. The relatively poor levels of national public health and wellbeing following the pandemic and limited expectations for economic growth are potential drivers of a mismatch. Ultimately however NHS funding is a political decision, currently an area of uncertainty	

Likelihood / Impact matrix (Gross, Net at Likelihood 4 / Impact 4; Target at Likelihood 3 / Impact 4)

Interdependencies (risks): Increased Demand for Adult's Services, Increased Demand for Children's Services, Financial Resilience, Pandemic Virus
Comments this quarter: There is a continued deficit across the health system, with unidentified savings. The newly formed Health and Care partnership- is identifying 'system' pressures and developing a transformation programme to reduce costs. Additional pandemic related funding and covid planning rules for the NHS end in March 2023. A return to statutory funding arrangements for local NHS organisations will need to be monitored to assess impact.

Actions (Monitoring):	**Target Date for Completion:**
To continue to be a key player in the development of the integrated care system at a regional and local level (Via ICS review visits) bi-monthly) new Governance arrangements (Monthly), A&H Committee (bi-monthly), Health and Wellbeing Board (bi-monthly))	On-going
The development of new local Integrated Governance arrangements (Via Health and Care Partnership Board (bi-monthly) Leadership Group (bi-weekly))	November 2022
Joint appointment of the Director of Commissioning as the Associate Director of Transformation and Partnerships (Via the Director of Place and Executive Director of Adults, Health and Integration)	August 2022

Key Mitigating Controls:
- A Health and Wellbeing Board is established with representation from Clinical Commissioning Groups and the Council, which provides a forum for these challenges to be addressed at a strategic level. In addition, a Cheshire East Health and Care Partnership Board has been created where system leaders are looking at integration and how to make the system more financially sustainable to achieve better outcomes for the residents of the Borough.
- Contract clauses are in place to address cessation of service and performance management arrangements should any failing performance materialise.
- Partnership working is in place and commissioning is informed through the JSNA. The H&WB is working with Cheshire Fire and Rescue, NHS and other partners on various schemes of intervention and prevention which are intended to decrease demand. The Adults, Health and Community Directorate has introduced a new model for helping people to retain control and maintain their independence and reduce additional strain on services.
- The Cheshire East Integrated Care Partnership has been in place since October 2020 and is developing implementation plans across a number of work streams designed to achieve quality improvement and financial efficiencies across the system.

Lead Service Committee: Adults and Health Committee

Risk Name: Failure of Financial Management and Control		**Risk Owner:** Executive Director of Corporate Services
Risk Ref: SR03	**Date updated:** 26th January 2023	**Risk Manager:** Director of Finance and Customer Services (s151 Officer)

Risk Description: The risk relating to the effective planning, recording, allocation, review and transacting of income and expenditure, relative to approved budgets.

Consequences: Misuse of public funds and a failure to ensure good value for money would result in poorer services for residents and local infrastructure; ultimately reducing the health and prosperity of the borough and its residents; and leading to financial difficulties for the Council regarding sufficiency of reserves, and a reduced ability to effectively plan, manage and deliver robust, balanced and sustainable budgeting in the future.

Causes: This risk is particularly operational in nature; failure to develop and follow comprehensive and effective internal controls and sound budget management practices would result in the risk materialising.

[Risk matrix chart showing Likelihood (y-axis, 1–4) vs Impact (x-axis, 1–4). "Gross" marked at Impact 4, Likelihood 4 (red). "Net Target" marked at Impact 3, Likelihood 3 (red).]

Interdependencies (risks): Economy, External Funding

Comments this quarter: In-year reviews have identified options and mitigating actions to help reduce net spending required during 2022/23; and along with reviews by CLT and Members have received information via Financial Review reports to service committees (and in the Draft MTFS) – but latest forecasts still indicate an overspend for the current year, which will consume a level of reserves, and consequently make resilience and contingency planning more challenging for the medium-term.

Business planning developed for the 2023-27 MTFS update has reflected this change in reserve levels – and also that 'core spending power' changes facilitated by central government as regards grant allocations and ability to raise council tax fall significantly short of the estimates of spending required, due to inflationary pressures and increases in demand for services. As a consequence, the draft MTFS 2023-27 includes a number of significant proposals which, if approved, may still be challenging to deliver, within the necessary timescales in order to deliver the quantum of 'net spending change' required to stay within budget. The plans for delivery tracking and management are described above – but nonetheless the risks of failure in service budget management and control are recognised as increasing, and this is reflected in the increase of the net score from 6 to 9.

Actions (Monitoring):	**Target Date for Completion**
Training and briefing to Councillors (Delivered, via Committee Work Programmes. Future need and timing of subsequent Member training to be reviewed after Council May 2023. To include a report on the CIPFA review of the role of audit/ governance committees)	January 2023
Education and training on Finance and Contract Procedure Rules for officers and Members (Via Committee Work Programmes)	Complete
Action Plan on adherence to FM Code (Via Finance & Customer Services Departmental Plan. Action Plan to be developed by Head of Finance and newly appointed Finance Manager, by March 2023, for progression through 2023/24)	March 2023
Each Directorate required to develop an action plan to balance their net spending to budgets, following the first in-year forecasts of financial pressure relating to 2022/23 (Financial forecasts prepared and reviewed within Services on an ongoing basis. Formal reporting of forecasts to Committees in 3 Financial Reviews during the year)	October 2022
Budget management regime to be implemented for 2023/24 to track activities relating to delivery of approved budget changes (Tracking of delivery activities, and frequent reporting to CLT, to facilitate 'early warning system' ahead of formal financial reporting, enabling greater service business management control)	March 2023

Key Mitigating Controls:
- Financial planning arrangements include preparation by the finance team, in liaison with senior operational managers, of detailed financial forecasts, based on the best available information and including prudent assumptions based on professional judgement and external advice
- Use of quality financial systems, with appropriate training and subsequent audit of their effectiveness to provide management and control of the Council's finances
- Balanced budget to put into effect the council's service plans for the forthcoming year, matched by available funding and including a risk assessment of the adequacy of general reserves
- MTFS sets out how the Council will deliver the Council's corporate plan including identification of budget gaps

- Use of a standard report format and report clearance process which ensures provision of relevant information on financial impact and risk exposure to the decision makers
- Clear and effective communication of changes or updates to Finance and Contract Procedure Rules
- Sources of specialist advice and guidance
- Budget monitoring, comparing actual performance against approved budget, is undertaken throughout the financial year and reported to service committees.
- Outturn reporting and audit of statements supports in-year monitoring and future year planning
- Risk-based approach to the use of reserves, identifying appropriate reserve levels and ensuring that reserves are not depleted without first identifying a strategy to restore them to risk-assessed levels during the MTFS period.
- Where a residual deficit is forecast, a number of actions will be explored including:
  - use of any service or non-specific underspends to offset pressures elsewhere within the budget
  - accessing external funding ensuring compliance with any funding conditions
  - use of reserves
  - use of general balances
- Treasury management strategy to manage the council's cash flows, including an investment strategy focused on the security of principal sums and a borrowing strategy to manage interest payable and other charges
- A capital strategy that prioritises capital investment programmes, identifies the financial impact of investment in schemes and limits the amount of unsupported borrowing to be taken
- Education and training for Officers and Councillor, includes Finance and Contract Procedure rules
- Engagement with government departments related to financial models and consultation

Lead Service Committee: Corporate Policy Committee
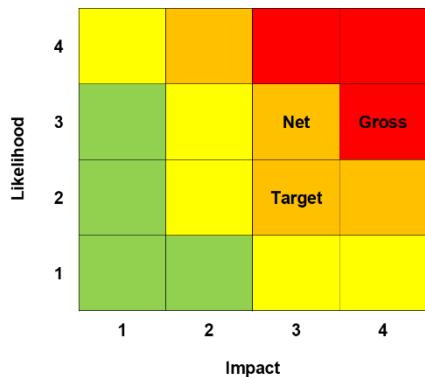
Risk Name: Information Security and Cyber Threat		Risk Owner: Executive Director of Corporate Services
Risk Ref: SR04	Date Updated: 11th January 2023	Risk Manager: Head of Information Communication Technology and CIO

Risk Description: (Cause) There is a risk that as the Council continues to move towards using new technology systems to reduce costs and fulfil communication, accessibility, and transaction requirements, (threat) it becomes increasingly vulnerable to a security breach, either maliciously or inadvertently from within the Council or from external attacks by cyber-criminals. (Impact) This could result in many negative impacts, such as distress to individuals, legal, financial, and reputational damage to the Council, in addition to the possible penetration and crippling of the Council's IT systems preventing it from delivering its Corporate Outcomes.	

(Risk matrix chart: Likelihood (vertical axis 1–4) vs Impact (horizontal axis 1–4). "Net, Target" positioned at Likelihood 4, Impact 3. "Gross" positioned at Likelihood 4, Impact 4.)

Interdependencies: This risk has interdependencies with corporate risk SR5 Business Continuity and SR13 Reputation. It also has links to the Financial Resilience risk, as funds for maintenance and replacement will be stretched, placing additional strain on assets and resilience of information security controls.

Comments this quarter: Work continues on defining activities and actions that will support the Security & Compliance HLBC. This work has been supported by the Council's technical advisor Info-Tech. Activities in relation to new reporting and detection capabilities provided by the Council's acquirement of Microsoft E5 licences are ongoing.
There have been phishing tests across the workforce and supported e-learning to increase the understanding across the enterprise.

There is still significant activity that affects the likelihood of attacks, through the direct consequence of international conflict and state actors and through the financial benefits that can be derived from ransomware disruption.

Even though that there are mitigation activities within the organisation which can limit the exposure of risk and minimise likelihood it is felt that the Net Risk should remain constant.

Actions (Monitoring):	Target Date for Completion:
Simplify and consolidate the ICT infrastructure (TDA runs on a weekly basis to ensure that solution adhere to ICT principles of standardisation)	March 2023
Reduction of the information storage, removal of duplicates information and validate that the asset register is being adhered to. (Projects under the IADM Programme are in flight which address issues connected to information storage and removal of duplicates. The Information Asset Register is continually under review, the Records Management Team contact services via the Virtual Information Governance Group to request the services review their areas on the IAR. The ECM project to migrate to ethe latest SharePoint platform is also reducing the number of sites by deleting legacy volumes not in use. This project is scheduled to complete March 2023)	March 2023
Enhancement of the Data Classification and technical controls to further protect information. (Project commission to expand on the foundation technology of Data Protection to apply technical controls to content. Project has re-scope with the introduction of e5 licensing. Project completion now March 2023)	March 2023
Enable Data Quality consistency across multiple service areas. (IADM will embed and centralise Addressing data against national data quality standards, which feeds business applications e.g., Master Data Management which will standardise the format and structure of corporate data fields which are prevalent across the Authority relating to Resident, Employee, Address and Business Records. Phase 1 MDM scheduled live date end of March 2023)	March 2023

Key Mitigating Controls:
- The CIO is an advocate of and reports on Information Risk to the Corporate Leadership Team and the Audit and Governance Committee and makes the Annual Statement of Internal Control of Information Risk.
- The Council has a number of Information and Data Security policies which are published on the Centranet and help to protect from the Council from inappropriate and unauthorised access and communicates what to do in the case of an incident. Policies; Information Security Policy Overview, ICT Access Policy, ICT Communications and Operations Policy, ICT Computer, Telephone and Desk Use Policy, ICT Email and Messaging Policy, ICT Flexible and Mobile Device Policy, ICT Incident management Policy, ICT Infrastructure Policy, ICT

Internet Policy, ICT Legal Responsibilities for Data Policy, ICT Personnel Standards for Information Security, ICT Protection Policy, ICT Removable Media Policy and ICT Software Policy. Policies review and guidance materials updated to strengthen advice to staff on how to manage various information types

- Progress on Information Risk and Information Security is monitored through the Information Security Steering Committee (ISSC), Strategic Information Governance Group (SIGG) and the Virtual IGG Task and Finish Group.
- The Council has an Incident Reporting process which has been communicated to staff, all incidents are scored and assessed by IGG to ensure that the breaches are minimised, and future breaches are reduced.
- The Council complies with the Public Services Network PSN Code of Connection, NHS Data Security and Protection Toolkit, DWP's MOU and NHS Digital controls, work continues with the consolidation and enhancement of elements of the security estate to meet the ever-developing threat profiles. This includes third party IT hardware and software tests undertaken by accredited security vendors, these validate that the network and hardware are secure and robust, if any vulnerabilities are found then a mitigation plan is drawn up and actioned.
- The Council has an Information Asset Register which is reviewed on an annual basis and has been published on the open data portal.
- There is also an Information Assurance Data Management (IADM) programme of activity to increase awareness and maturity of information assurance and governance across the Council. The programme is tasked with guiding the organisation to manage its information in a compliant and efficient way.
- Data Classification has been rolled out to the organisation; this allows the categorisation of information so that appropriate controls can be employed to protect the information.
- The Council provides security and compliance e-learning modules (which are mandatory for all employees) on the Learning Lounge. This includes several modules of Data handling, Cyber Security, and Information Assurance. There are also a number of best practice guides on the Councils Lighthouse on the best ways to use technology and to protect information. These modules and best practice guides are updated regularly to reflect changes in working practices and as a response to additional threats.
- Controls are in place to restrict access to the data centres and network equipment and risk assessments of existing systems and networks are on-going.
- The Council has a Data Protection Officer who assists in ensuring compliance with GDPR and to specify the procedures to be adopted.
- The Council's ICT Services have a strategic direction to move to a "Cloud First" principle, whilst this enables an evergreen environment which is always up to date, additional controls are needed to prevent compromise or inappropriate use and access. This includes contract compliance and monitoring to ensure ongoing protection of information. In addition, the Council is looking to move to Zero Trust architecture, this is a direct result of increased threats posed to the working infrastructure. This shift is in line with the latest thinking and guidelines issued by the NCSC. In support of this a high-level business case was submitted and subsequently approved for Infrastructure Investment, of which Security & Compliance is an element. This additional funding will be used to develop the necessary tools to start the implementation.

Lead Service Committee: Corporate Policy Committee

Risk Name: Business Continuity		**Risk Owner:** Executive Director of Corporate Services
Risk Ref: SR05	**Date updated:** Jan 2023	**Risk Manager:** Head of Audit & Risk

Risk Description: Failure to maintain business continuity after an unusual or unexpected, disruptive event or events. The risk that, some or all, of the council's services, projects or initiatives are unable to resume operations within the expected timeframes after a disruption. A disruptive event, or multiple events, may occur either in isolation, or across the whole organisation.

Detailed consequences: The council has a number of safeguarding obligations to its residents, a failure could result in it being unable to fulfil those obligations, and as such not protect them from mental or physical harm. Failures may also cause an unacceptable loss of local services.

Detailed causes: The unavailability of staff, ICT systems, equipment or a suitable working environment are the most common causes of a material failure. Many different social, economic, environmental or public health factors can drive these causes to manifest themselves. Underlying this may also be a failure to reasonably allocate resources to eliminate single points of failure in these areas.

Interdependencies (risks): Information Security and Cyber Threat, Pandemic Virus, Fragility in the Social Care Market, Council Funding, Organisational Capacity & Demand

Comments this quarter:

As the contract for software expires in Q4 2022/23, consideration has been given to the ongoing use of software to support the organisation's administration of business continuity plans, with alternative approaches being explored, These need to ensure that BC impact assessments and plans are completed in a consistent format and standard, and can be updated promptly and easily to reflect organisational changes.

Actions (Monitoring):	**Target Date for Completion:**
Assessment of BC software with ongoing organisational needs	Completed
Work with Emergency Planning to hold regular scenario testing	Q4 2022-2023
Review and refresh of the Business Continuity Framework (2-year review cycle)	Q4 2022-2023
Development of training materials on Learning Lounge to support staff training and awareness (2-year review cycle)	Q1 2023-2024
Introduce moderation of BC plans across a working group for internal challenge and support	Q1 2023-2024
Co-ordinate refresh of BC plans with specific focus on ICT systems (One off action)	Q1 2023-2024

Key Mitigating Controls:
- BC Plans held for each service area – clear format, identifying critical and serious priority activities with recovery time objectives.
- BC impact assessments undertaken across the organisation to understand challenges to service delivery ahead of known events, informing decision making and mitigation plans.
- High level course on Business Continuity Management has been added to the Council's Learning Lounge
- ICT Shared Service also have a Crisis Recovery Plan that has been updated to take account of lessons learned as a result of ICT outage incidents. This Crisis recovery plan overview contains key information for the ICT Shared Service disaster recovery
- Ongoing liaison with Emergency Planning Shared Service

Lead Service Committee: Corporate Policy Committee
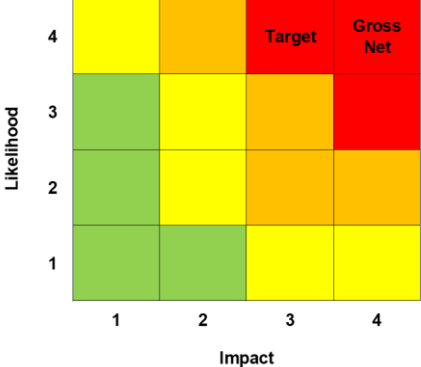
Risk Name: Organisational Capacity and Demand		Risk Owner: Executive Director of Corporate Services
Risk Ref: SR06	Date updated: 31st January 2023	Risk Manager: Head of HR

Risk Description: Local demographic and external factors (including COVID and EU Exit) lead to increasing and changing demands on services. This, combined with ongoing financial pressures, an ageing workforce, staff turnover and skills shortages in key areas of the workforce, result in insufficient capacity and an inability to retain or attract staff. This results in a detrimental impact upon physical, emotional and mental wellbeing of staff, and impacts negatively on the Council's ability to deliver all of its intended objectives and outcomes. More recently increases to the cost of living also present risks to the resilience and wellbeing of our workforce and therefore the capacity to respond to demand.

Interdependencies (risks): Business Continuity, Pandemic Virus, Increased demand for Adults Services, Increased demand for Children's Services, Financial Resilience

Comments this quarter: No changes to any risk scores, the labour market nationally remains challenging and the cost-of-living crisis continues to impact on staff financially and in terms of their wellbeing and resilience. This has not improved through the winter months due to the further fuel price increases and will be impeded further by any increase to Council Tax charges from April.

A renewed promotion of the Employee Assistance Programme is underway to increase support for staff in areas of personal and work wellbeing, including financial advice and support. Work continues to target all aspects of recruitment and retention including;

- Analysis of workforce data, identifying priority resource gaps;
- Review and promotion of reward and benefit offer for staff;
- End to end review of the recruitment process, to enable a reduction in the time taken to recruit;
- Improved induction and on boarding process;
- Use of additional recruitment platforms;
- Targeted interventions, including apprenticeships to priority areas;
- Revised employer branding
- Programme of recruitment fairs to attract new staff

MARS will have a negative impact on Leavers, Vacancy Rate and Staff turnover. On-going HR support in the redesign and restructure of services will help to address/minimise the impact on the remaining workforce. The vacancy rate has also been affected slightly by the in-year financial challenge and the need to recruit to only business critical roles.

An audit is about to begin in relation to the Council's use of Agency Workers and the results will be used to inform future use. This will also help to address increasing costs and improve recruitment of hard to recruit vacancies.

Actions (Monitoring):	Target Date for Completion:
Revised Council wide Workforce Strategy and Directorate /Service Workforce Plans (3-year strategy then rolling coverage and review)	December 2021
Equality, Diversity and Inclusion Strategy (3-year strategy then rolling coverage and review)	March 2022
Recruitment and Retention Programme and Steering Group (Work of the programme overseen by Steering Group)	On-going
Delivery of EAP services for staff (On-going review of deliverable services, take up/staff interaction measured on a quarterly basis)	On-going
Focused apprenticeship levy funding to support high priority areas (Alongside the apprenticeship action plan)	On-going
Support for senior managers in the redesign and restructures of services to meet the MTFS targets including MARS to minimise the impact on the workforce	On-going

Key Mitigating Controls:

- In terms of the demand, work planning in advance has been improved. Significant increases in work pressures are being raised in advance, so that additional resource can be sourced for commissioned work. Improved HR data is being used to identify potential issues and service workforce plans developed to mitigate. The apprenticeship levy and talent management and succession planning frameworks are under development to help mitigate
- Work on a recruitment and retention programme progresses at pace to put in place any additional measures available to attract and retain staff to those areas that have identified gaps. This is alongside consideration being given to identifying controls and support that can be provided to retain existing staff. Ongoing work continues to reduce reliance on agency staff and transition to a more stable permanent workforce base and reduced costs
- A range of comprehensive measures are in place to support staff wellbeing and resilience and additional measures to offset cost of living pressures have been put in place. The introduction of additional wellbeing and staff benefits measures are explored as the national cost of living crisis develops
- Labour market pressures still exist and locally there are particular pressures in the care sector, social workers, planning and ICT staff. Authorities are competing for the same staff and offering higher salaries and other benefits which can impact on staff retention
- Agency staff are not always available to fill the roles. Additional work programmes and recruitment campaigns are also in place for areas such as Care4CE and social work Redeployment of staff is being considered where services are struggling to fill vacancies and agency staff are not available
- The council is moving to agile working as a permanent feature of future ways of working, which may help to attract a wider pool of candidates. Alongside service workforce plans, a recruitment and retention programme in place to ensure the Council addresses identified shortfalls with agreed actions and service specific solutions
- The Head of HR considers that the measures reduce the likelihood but not the impact

Lead Service Committee: Corporate Policy Committee

Risk Name: Failure of Council Funding		**Risk Owner:** Executive Director of Corporate Services
Risk Ref: SR07	**Date updated:** 25th January 2023	**Risk Manager:** Director of Finance and Customer Services (s151 Officer)

Risk Description: The risk that the level of income is insufficient to support delivery of the Corporate Plan. This risk acknowledges that Council reserves are not intended, or sufficient, for the support of day-to-day operations for any meaningful period.

Consequences: Based on an extreme but plausible worst-case scenario of funding cuts, the Council's regulatory obligations would be maintained, although delivered by 'barebones' services. Other Council services/ functions may see similar resources reductions, or be closed altogether. A reduction in services would negatively affect the quality of life in the borough and the strength of the local economy. Regulatory breaches could also occur in relation to a number of different services, financial management being one of them. Some funding is specific to a service or outcome and cannot be redistributed; and without the designated funding a service could not be provided.

Causes: Significant reduction to local income generation or central government cuts would result in the worst-case scenario. The high levels of national debt, high inflation and weak national economy at the present time mean that the Council is highly likely to have to prioritise its spending in the short to medium-term.

Interdependencies (risks): Financial Management and Control

Comments this quarter: In-year reviews have identified options and mitigating actions to help reduce net spending required during 2022/23; and along with reviews by CLT and Members have received information via Financial Review reports to service committees (and in the Draft MTFS) – but latest forecasts still indicate an overspend for the current year, which will consume a level of reserves, and consequently make resilience and contingency planning more challenging for the medium-term.

Business planning developed for the 2023-27 MTFS update has reflected this change in reserve levels, along with 'core spending power' changes facilitated by central government as regards grant allocations, and ability to raise council tax. However, the allocations and 'flexibilities' afforded by government fall significantly short of the estimates of spending required, due to inflationary pressures and increases in demand for services. Consequently, the risk score after planned mitigating actions has been increased – in terms of Likelihood – now that the challenges of core spending power v spending requirement are more evident.

Actions (Monitoring):	**Target Date for Completion**
Each Directorate is required to develop an action plan to balance their net spending to budgets, following the first in-year forecasts of financial pressure (Financial forecasts prepared and reviewed within Services on an ongoing basis. Formal reporting of forecasts to Committees in 3 Financial Reviews during the year)	October 2022
Children's Directorate is participating in the DfE's delivering better value (DBV) programme to support the Council to achieve a more sustainable financial position in relation to SEND (Periodic review/ reporting as required by the DBV programme)	June 2023
Preparation of the Medium Term Financial Strategy (MTFS) update for 2023-2027 to fully reflect latest understanding of 'spending powers' as per 2022 Autumn Statement and draft local government financial settlement; with plans and proposals made to reduce net spending plans accordingly and seek approval for a balanced, robust and sustainable budget (Approval of budget at Full council in February. Robust and frequent reporting of delivery of the budget changes approved, to Corporate Leadership Team and Members. Formal reporting of forecasts to Committees in Financial Reviews during the year)	February 2023

Key Mitigating Controls:
- Financial planning arrangements include preparation by the Finance Team of detailed financial forecasts, based on the best available information and including prudent assumptions based on professional judgement and external advice and intelligence
- Balanced budget to put into effect the Council's service plans for the forthcoming year; matched by available funding and including a risk assessment of the adequacy of general reserves
- Monitoring of grant funding formula, and engagement with consultants, local government finance networks and central government representatives to enhance local forecasting and access to funding.

Lead Service Committee: Corporate Policy Committee
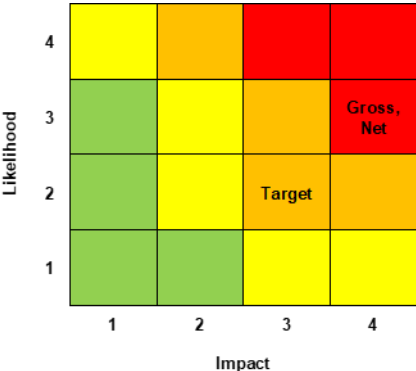
Risk Name: Governance & Decision Making		**Risk Owner:** Executive Director of Corporate Services
Risk Ref: SR08A	**Date updated:** 23rd January 2023	**Risk Manager:** Director of Governance and Compliance

Risk Description: Failure to develop a robust corporate governance infrastructure and ensure aligned decision-making throughout the organisation

The council is a complex public sector organisation with a broad range of objectives, some of which it is legally obligated to deliver, others are identified within its Corporate Plan. Formal reporting and decision-making within the council is prescribed by local authority regulation. The decision-making process at all levels, must comply regulatory requirements while also delivering those stated objectives. The Council is a complex public sector organisation and interacts with other complex organisation such as Health, Police, emergency response, housing providers etc. Appropriate governance is required to ensure alignment of decisions which reflect the best interest of residents across the public sector and other partnerships.

Detailed consequences: The failure of governance and decision-making may result in stated goals may not be met and, or public funds wasted. Ultimately these can result in a reduction of living standards and physical health and mental wellbeing of residents. Failure to provide a reasonable level of service to residents at an appropriate cost, or to follow legal decision-making protocols, can result in increased regulatory scrutiny and reputational damage. Possible outcomes of which may be, public censure, financial penalties or direct central government intervention.

Detailed causes: The volume and complexity of the council's services and objectives, coupled with finite resources and differing stakeholder views, make the application of the Corporate Plan into 'good' decision-making, a challenge. Interpretation of 'good' decision-making may be inconsistent throughout the organisation without a holistic approach to guidance, reporting, oversight and challenge. Without comprehensive vertical reporting and challenge, senior management cannot effectively implement a robust level of accountability and drive positive change in their areas of responsibility. Limited resources may cause partnership working and work for the wider public benefit becoming secondary to individual organisational priorities.

Interdependencies (risks): Financial Resilience, Reputation, Capacity and demand, Political uncertainty

Comments this quarter: No material change to the risk at this time. It is noted that a public interest report will have been published 18th January 2023 but that it falls beyond the time horizon of this update. The public interest report reflects an occurrence where mitigation of risk was not successful. However it is recognised that positive and significant changes have been made and continue to be made to governance processes since 2015.

Alternative Service Delivery Vehicle (ASDV) governance review has been commenced by a working group of the Finance Sub Committee. The report is due to be presented in March 2023. Confirmation of the regulatory framework and requirement for voter ID for the 2023 local elections. The Council will be once of largest electoral areas in the first cohort to implement the new requirements. The changes for some residents may create the potential for groups to feel disenfranchised. A clear audit record of actions undertaken by Cheshire East will maintained to ensure any learning for the wider sector is captured.

The annual governance statement is delayed. The review of ASDV Governance arrangements is progressing. The CIPFA review of the Audit and Governance Committee has also commenced

Actions (Monitoring):	**Target Date for Completion**
Review of shared service governance arrangements with specific actions to be identified	2023/24
CIPFA review of Audit & Governance Committee	TBC

Key Mitigating Controls:
- Council's Constitution covers decision making processes, including finance and contract procedure rules. Following the change to Committee system, mechanisms are in place to capture learning form the use of the committee system from Members (Constitution Working Group)
- Constitution is a publicly available document; guidance on the use of the decision-making processes is provided by enabling services including Legal, Finance, Democratic Services, and Audit and Risk. Constitutional updates are overseen (recommended and administrated) by the Director of Governance and Compliance (also the Monitoring Officer) in response to regulatory changes and Full Council decisions.
- Administration of local elections and monitoring of behaviour in the period of heightened sensitivity beforehand. During which time, appropriate adjustments are made to the publishing or reporting of controversial issues or anything that seeks to influence voters.

- Reports to Committees are developed and reviewed by senior officers and enabler sign off, briefings are arranged with Committee Members to address any further knowledge requirements ahead of the relevant meeting. All decisions are formally recorded in meeting minutes and administrated in line with delegated authorities as per the constitution.
- Schemes of delegation; local and financial are in place to provide clarity on responsibilities ensure separation of duties is in place where required, and minimise the risk of management override
- Assurance mechanisms on the organisations' compliance with its decision-making processes are provided through the external audit (Statement of Accounts) and the work of the internal audit team. There are other external inspections, such as Ofsted, which may examine elements of our decision-making processes through their work, although this I not usually the primary focus
- The organisation publishes an Annual Governance Statement identifying significant governance issues which have occurred, any known areas which may cause issues if not managed effectively and updates on issues previously identified

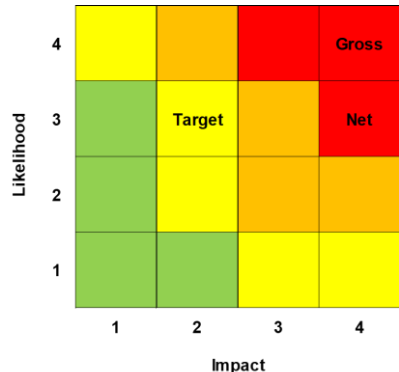**Lead Service Committee:** Corporate Policy Committee

Risk Name: Political Uncertainty		**Risk Owner:** Chief Executive
Risk Ref: SR08B	**Date updated:** 23rd January 2023	**Risk Manager:** Director of Governance and Compliance (Monitoring Officer)

Risk Description: Failure to anticipate and manage local and national political uncertainty

Global risks, economic, conflict etc impacting on central government policy approach and focus of local political objectives.

The Corporate Plan guides the council's decision-making, it informs what is considered a 'good' outcome and areas of priority. Political changes may result in stakeholders no longer being aligned with that current plan. Central government policy decisions can materially impact the council in many ways, while other risks might draw out specific changes and capture their direct impact, this risk brings together the total effect of political uncertainty for consideration.

Detailed consequences: Unplanned changes in priorities or the introduction of new goals are likely to result in a budgetary overspend or previously agreed targets not to be met. A high level of uncertainty can create confusion, increased administrative overhead or delay planned initiatives. Changes in funding or the cancellation of infrastructure projects can undermine both the Corporate Plan and the MTFS. Individual projects within the Corporate Plan can become subject to changes in local political activity

Detailed causes: The ever-changing social and economic situation in the UK and globally can result in swift changes in political views, leadership, public sentiment or regulatory requirements. National macroeconomic factors, such as GDP, interest and exchange rates, are key drivers of uncertainty. Rapid changes in public perception through social media or other routes can rapidly alter the political environment or priorities.

Interdependencies (risks): Reputation, Council Funding, Governance & Decision-Making

Comments this quarter: No material changes to the risk at this time although the local timetable for elections (May 2023) has replaced that of national. At the end of the period (December 2022) leadership of central government had stabilised after a period of rapid change October. Q4 will see a new MTFS, and revised spending which includes changes to council services, presented for approval by members as a result of unexpected economic pressures. Q4 will also see the council enter into the pre-election period, for Cheshire East Council and town and parish councils. The elections will return all councillors for the borough for period of four years.

Actions (Monitoring):	**Target Date for Completion**
A review of the Committee briefing process against recognised best practice to identify any potential improvements that may be required	TBC
Preparations for the 2023 Elections to ensure political and public confidence in the democratic process (At regular meetings of the officer elections group)	May 2023

Key Mitigating Controls:
- Engagement with national government, consultations and requests for feedback
- Application for and funding agreement processes, governance process for ad hoc grants
- Engagement with political administration of CEBC
- Engagement with group leaders of CEBC parties
- Training and briefing to CEBC members
- Service Committee support and briefings for members and senior officers
- Corporate Plan and MTFS regular and ad hoc (post material changes) review process, including contingency planning
- Preparation for elections and promoting engagement in democracy.

Lead Service Committee: Corporate Policy Committee

Risk Name: Capital Projects - Place		**Risk Owner:** Executive Director of Place
Risk Ref: SR09	**Date updated:** 10th January 2023	**Risk Manager:** Place Directors and Business Managers as relevant to

Risk Description: Failure to deliver major capital projects.

The council delivers a broad range of capital projects in support of the aims and objectives of its Corporate Plan. The range of projects includes transport infrastructure, town centre regeneration, refurbishment and improvement of existing council assets such as schools and leisure centres, and renewable energy generation.

Impact: Without a robust system for managing the capital programme and individual projects, the stated objectives may not be delivered. Projects could also fail to deliver to the time, cost and quality parameters set out in business cases. This could have significant financial and reputational implications for the Council. Due to the nature of the projects and their large cost, delays can materially impact the ability to deliver future projects, thus negatively impacting the borough.

Likelihood: The scale and complexity of the overall capital programme is challenging. Appropriate governance and controls are important to ensure resources and funding are prioritized effectively, and where required agree adjustments to the time, cost and quality parameters set out in the business case. Where appropriate, members are updated on significant changes to agreed objectives through briefings to the relevant committee.

The broad range of partners and stakeholders for individual projects and interdependencies between projects are also significant challenges that require effective management.

Interdependencies (risks): Climate change, Infrastructure Investment, Economy, Council Funding

Comments this quarter:
Net impact increased, description updated to support the increase in net score from 6 to 8. Council teams are progressing by managing the risks in projects and programmes brought on by increases in construction cost inflation and interest rates by reviewing of budgets, value engineering, and by reprofiling of programmes. Bank of England and government bringing in measures to control inflation

Actions (Monitoring):	**Target Date for Completion:**
A new module within the Unit4 ERP system will improve financial monitoring to provide more regular information on actual and forecast spend	September 2023

Key Mitigating Controls:
- The Capital Strategy and overall Capital Programme is presented annually as part of the Medium-Term Financial Strategy at full Council.
- New projects and schemes are subject to the approval of detailed business cases in accordance with the Finance Procedure Rules
- The Assets Board provides strategic oversight of the Council's land and property assets including recommendations and reports on acquisition, disposal and development.
- The Capital Programme Board undertakes detailed appraisals of projects and business cases; undertakes gateway reviews and risk management reviews of major capital projects; and receives post project completion reports to assess benefit realisation and lessons learnt.
- Appropriate and proportionate governance has been established to oversee project delivery, including risk registers. This includes project boards to manage individual projects and thematic programme boards to provide additional strategic oversight and manage interdependencies, e.g. Carbon Neutral Programme Board, Leisure Investment programme Board, Place Board. This governance considers and makes practical decisions on the prioritisation of resources and funding including, where appropriate adjustments to agreed time, cost and quality parameters.
- The Place Board provides strategic oversight of all the major Crewe-centric and Macclesfield-centric projects, including HS2 and strategic housing sites, to ensure individual projects are fully aligned to the overarching vision and delivery plan for each town.
- Financial monitoring undertaken quarterly, with summary data reported to Finance Sub-Committee and appropriate service committee twice a year
- High level progress updates are reported to the appropriate service committee twice a year. More detailed progress reports on individual projects or programmes are provided on a periodic basis.
- Regular 121s between Executive Director and Directors which includes updates on major projects

Lead Service Committee: Economy and Growth, Environment and Communities, Highways and Transport

Risk Name: HS2 Infrastructure Investment		**Risk Owner:** Executive Director of Place
Risk Ref: SR10	**Date updated:** 20th January 2023	**Risk Manager:** Director of Highways and Transport

| **Risk Description:** HS2 is a government led scheme, impacting Cheshire East Borough. HS2 services will call at Crewe station when Phase 2a opens between 2029 and 2033 with 2 HS2 trains per hour. Plans for Phase 2b include the Crewe North Connection that could enable up to 5/7 HS2 trains per hour calling at Crewe, in each direction. However, the business case for Phase 2b does not include any additional services, from the 2 HS2 trains per hour, calling at Crewe when Phase 2b opens between 2035 and 2040.

Government's proposals for Crewe hub station fall far below those of other HS2 hubs and don't reflect its role as a rail super-hub and the first HS2 hub in the North. Current proposals are unlikely to unlock the regeneration, growth and levelling up potential for Crewe from the investment in HS2. Securing the required investment for the Crewe station is critical to the Council in delivering its Crewe hub vision, maximise cost and programme efficiencies and minimise disruption to rail passengers and local communities.

The government is in control of the HS2 programme and its delivery timescales. Delays to the scheme have been announced as part of the Integrated Rail Plan, published in November 2021. Such delays, and the risk of further delays to HS2 Phase 2b, leads to uncertainty on the delivery and viability of the Council's wider ambitions for the Crewe hub. The Council has been developing its vision and plans for the Crewe hub alongside partners for several years, at significant cost to the Council, lack of firm commitments about timing, infrastructure and HS2 train services means there are uncertainties on the programme delivery and scope puts increasing risk on these costs being abortive |

Interdependencies (risks): Economy and World Events, Organisational Capacity and demand, Council funding, Capital Projects

Comments this quarter: Council received notification on 19th January 2023 that it was unsuccessful in its bids for Levelling Up Fund Round 2 to deliver the Nantwich Road Bridge pedestrian/cycle bridges. The Council is awaiting feedback on the reason why the bids were unsuccessful. Government has announced there will be a further round of Levelling Up Fund and the Council is permitted to re-submit its Round 2 bids. Details of LUF Round 3 have yet to be announced. Monthly meetings between senior CEC officers and senior Government civil servants have been set up to develop a shared vision for Crewe and identify opportunities to bring forward station investments. This provides the opportunity for the Council to work collaboratively with Government on a solution for the Crewe hub. The Council is preparing for the next stage of the petitioning process, with the Phase 2b Select Committee now established. The Council is awaiting details on the Committee timetable and a date for its hearing.

Actions (Monitoring):	**Target Date for Completion**
Tactical lobbying to Government, gaining support from local politician, MPs and neighbouring authorities (Business Case and Investment Integration Programme Board)	On-going
Seeking necessary Crewe hub investments via petitioning of the Phase 2b hybrid bill (HS2 and Crewe Superhub Programme Board and Place Board)	Spring 2023
Decoupling investments from HS2 programme and seek funding from existing government funds (LUF Round 2 bids were unsuccessful – awaiting detailed feedback. Option to resubmit bids in Round 3)	On-going
Regular engagement with senior Government officials (Place Board)	On-going

Key Mitigating Controls:
- This risk will be reviewed by the Place Board (chaired by the Executive Director of Place) and the Business Case and Investment Integration Board (chaired by the Director of Finance) on a monthly basis and the chairs inform CLT accordingly.
- Day to day management of the actions in place to reduce the risk is a combination of the BCII: Business Case and Investment Integration, the Programme Director and the Programme Manager. The controls above will be used to monitor the risk.
- Monthly meetings between senior Council officers and senior cross-departmental Government Officials have been established to establish a shared vision for Crewe and identify opportunities to bring forward key station asks
- There have been no control failures to date. In fact, the controls in place today are probably stronger than at any point in achieving the objective. This is commensurate to the closing window of opportunity and the increase in work required by the Council to turn the outputs of the consultants Business Case work. Future issues may arise if the dedicated resource currently requested is not quickly put in place to release the efficiencies of working a close dedicated team brings.
- Ultimately, while the Council can control the technical evidence, business case formation and the technical level negotiation with Government Departments, the risk may be impacted on by changes Government policy and prevailing global economic factors.
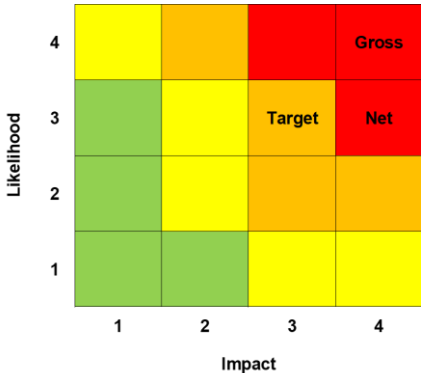- Value engineering of design and development of projects and Early Contractor Involvement where appropriate.

- Bringing forward elements of the vision through existing funding sources such as Levelling Up Fund
- Liaison with the contracting industry to identify the most efficient design solutions.
- Constant review and effective management arrangements of capital projects and programme budgets.
- Managing outward facing expectations on the scheme
- Ongoing cost review based on latest construction inflation forecasts

Lead Service Committee: Highways and Transport, Environment and Communities, Economy and Growth

Risk Name: Pandemic Virus		Risk Owner: Executive Director of Adults, Health and Integration
Risk Ref: SR11	Date updated: 6th February 2023	Risk Manager: Director of Public Health

| Risk Description: Ongoing risk of genetic shift resulting in rapidly spreading strain of influenza and other diseases previously unseen in humans for which there may be multiple Variants and no guaranteed preventative treatment available. In addition to the human health risks pandemic illnesses poses a risk to healthcare capacity and CEC business continuity.

(Cause) The world-wide spread of COVID-19 in the early part of 2020 and the ongoing spread of the virus within the population, and the measures being introduced or in place to try to contain that spread and manage the impact of the virus, (threat) have a negative impact upon the health and wellbeing of the Cheshire East population, place significant pressures upon the health and care system and its workforce, threaten the viability of local business and further exacerbate the financial pressures faced by health and care organisations and the Council, (impact) resulting in serious illness and in some cases death, unmet health and care needs, interruption to education, economic down turn and business failure and a widening financial gap in health and care organisations. | Risk matrix: Likelihood (vertical axis 1–4) vs Impact (horizontal axis 1–4). Net at Impact 3, Likelihood 3. Gross at Impact 4, Likelihood 3. Target at Impact 3, Likelihood 2. |

Interdependencies (risks): Fragility in the social care market, Business continuity, Financial resilience

Comments this quarter: No change to the risk ratings. The UKHSA is currently monitoring the spread of the XBB variant in the USA and the small number of cases within the UK as a potential source of a new wave of COVID. At present the level of the UK dominant strain (Omicron) is low.

Actions (Monitoring):	Target Date for Completion:
Initiating flu vaccination programme for all staff and communications supporting need for public vaccinations (reviewed monthly)	March 2023
Development of regional 'business as usual' approach for Cheshire and Merseyside (reviewed quarterly)	On-going
Horizon scanning to understand long-term management of Covid-19, including the development of a Covid-19 'Early Warning System' and wastewater monitoring project with UKHSA (reviewed monthly)	March 2023

Key Mitigating Controls:
- Limited National Government advisory measures. Published guidance and advice is now only available in limited sectors. The primary universal guidance is now outlined in the HM Government 'Living with Covid-19' plan but all mandatory Legislation and restrictions have now been removed in the UK
- National Vaccine roll out
- Cheshire East Emergency Planning activity, reduced frequency - Local Outbreak Engagement Board, Health Protection Board, Operational meetings, Track and Trace Huddle
- Track and Trace Team activity, proactive in supporting targeted individuals/communities/businesses as well as initiating a mobile health and wellbeing offer to improve individual health and resilience. TTCE Programme maintained until March 2023
- Cheshire East organisational activity, managed return to the workplace, hybrid working option, public health advice, targeted LFT home testing for staff
- Vaccination tracing to target individuals not vaccinated to promote uptake. Established and operating in conjunction with NHS providers
- Supporting NHS roll out of COVID 19 vaccination programme, established and operating including mobile offer. Spring programmes being supported by the public health and communities teams.
- Initiating flu vaccination programme for all staff and communications supporting need for public vaccinations

Lead Service Committee: Adults and Health Committee

Risk Name: Fragility and Failure in the Social Care Market		**Risk Owner:** Executive Director of Adults, Health and Integration
Risk Ref: SR12	**Date updated:** 27th January 2023	**Risk Manager:** Director of Adult Social Care, Director of Commissioning

Risk Description: A failure of the local social care market

The impact of the COVID-19 pandemic has exposed weaknesses in the national social care market which have yet to be resolved.

Detailed consequences: The council is unable to deliver a robust adult social care package without the use of third-party providers, without these outsourced services the overall social adult care package would fail, and the council would not be able to achieve its objective of people living well and for longer.

Detailed causes: While the care market is still fragile, there have been some tentative signs of recovery, particularly in the domiciliary care market which has seen a 73% reduction in the number of people awaiting a package of care in their home over the last few months. While some of this is due to data cleansing, we have also seen increased capacity in the market due to overseas recruitment, a substantial fee uplift (14%) and other financial incentives and a slight upturn in the ability to recruit staff from other sectors that are failing due to the cost-of-living crisis.

The major risk going forward is the financial impacts on providers resulting from the 9.7% uplift in National Living Wage from April 2023, high rates of inflation and increased energy costs (some providers have seen a 400% increase on renewal of their energy contracts). While there is proposed growth within the MTFS for Adult Social Care this will not be sufficient to offer fee uplifts for all providers as well as funding growth in demand and complexity of need. It is likely that this will impact on the sustainability of some care providers and result in some packages of care being handed back to the Council or notices served on care home residents. It will also bring challenges in managing budgets in 2023/24.

Risk matrix chart showing Likelihood (vertical axis 1-4) vs Impact (horizontal axis 1-4). Gross at (4,4) red, Net at (4,3) red, Target at (3,3) orange.

Interdependencies (risks): NHS Funding Pressure, Financial resilience, Business Continuity, Pandemic Virus

Comments this quarter: The care markets are showing some signs of recovery. The number of people awaiting a package of care in their own home has reduced by 73% over recent months and there is little to no waiting list in some areas of the more urban areas of the Borough. This is thought to be due to a combination of increased investment in domiciliary care and the impact of overseas recruitment. This is having a positive impact on the wider Health and Social Care system, although demand from acute care remains high. The Transfer of Care hubs have helped to expedite hospital discharge and reduce demand for traditional forms of care.

Care home vacancies remain high, however, new care homes continue to open in Cheshire East and only one care home has closed in the Borough (the care home did not take Council commissioned placements). There is some evidence that use of agency staff in care homes is decreasing.

Major risks for the sector in 2023/24 are the increase in NLW (9.7%), inflationary pressures and rising energy costs. While additional investment in ASC through hospital discharge funding and Market Sustainability Funding is welcomed and will help to support the sector it will not be sufficient to pay the local cost of care. The increase in fees during 2022/23 was funded non-recurrently.

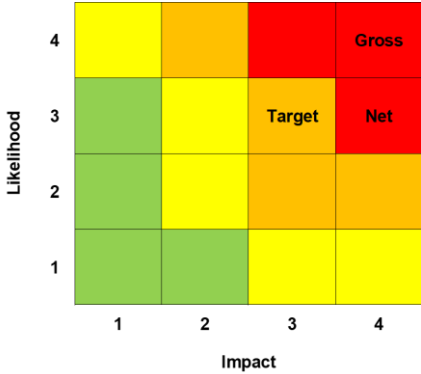| Actions (Monitoring):	Target Date for Completion:
Comply with DHSC requirements to undertake and publish a cost of care and develop, submit and publish a Market Sustainability Plan (Reviewed by DHSC)	Cost of care – January 2023 MSP – March 2023
Continue to engage with care providers around market pressures and identify support required from short term and recurrent funding streams (ASC Operational meetings, Monthly Provider Forums)	On-going
Expand the existing British Red Cross service to respond to crisis situations in the community by providing low level support over a 7-day period (Weekly via Market Oversight meetings)	November 2021
Undertake a review of care fees for all sectors of the market (Weekly meetings with contractor, findings reported to Health and Adult Committee. This has been completed in accordance with DHSC guidance)	February 2022
ASC/ Commissioning continues to respond to significant challenges pertaining to the acceleration of prevention (Twice weekly ASC meetings)	On-going
ASC/Commissioning and Communities have a Standard Set of Fit for the Future Contracts – that set out specific measurable outcomes pertaining to each service area in driving prevention and key performance indicators that will test the providers ability to retain a viable and sustainable business in responding to a population of changing need – higher levels of resident satisfaction and improved control (Quarterly contract management meetings)	On-going
Continue to monitor and review preventative and support service activity (Twice weekly ASC meetings)	On-going

Improved utilisation of public health JSNA and wider regional data sets informing future commissioning plans (Monthly JSNA steering group)	On-going
Develop engagement with community groups and 3rd sector (Twice weekly ASC meetings)	On-going
Liquid logic and contrOCC solutions to better map trend and demand (Twice weekly ASC meetings)	On-going
To monitor and review thresholds and gatekeeping processes (Twice weekly ASC meetings)	On-going
Review and strengthen partnership working with wider agencies (Monthly Quality Monitoring Partnership Forum)	On-going
Data intelligence is used to understand where and what kind of service demand needs are in order to commission appropriately and effectively (Monthly Care at Home Commissioning meetings)	On-going
Continue to engage with leaders across teams – informing and influencing change (Twice weekly ASC meetings)	On-going
Continued engagement with people who access services and the involvement of Healthwatch and independent advocacy (Twice weekly ASC meetings)	On-going
Joint working with 'skills for care' to encourage individuals to take up employment within the care sector (Monthly Providers Forums)	On-going
'Hidden Carer's' initiative launched through Carer's Hub to help identify and support carers not known to the system (Weekly via Market Oversight meetings)	On-going

Key Mitigating Controls:
- ASC/Commissioning comply with the Care Act 2014, in holding a provider risk register whereby we monitor and review risk pertaining to specific providers as part of our role working with Care Quality Commissioning pertaining to Market oversight
- ASC/Commissioning have in place a robust Care Act compliant – Contracts and Quality Monitoring Policy Framework – that makes clear – how quality is monitored in a person-centred way with a vast range of partners, when to activate a suspension protocol working with care quality commission and when/ how we are decommissioning services – keeping people at the centre of decision making regarding any service disruption or period of market failure
- ASC/Commissioning operate a monthly quality monitoring partnership forum that includes Police, Safeguarding, Care Quality Commission, ASC operations, Legal, CCG's and ASC lead commissioner – in the ongoing monitoring of quality and reporting and alerting of risk escalation that can be effectively managed – reports into relevant DMT's and Safeguarding Board
- ASC/Commissioning have a care sourcing/brokerage team support service and a local area co-ordination services- supporting vulnerable people to access wider community/ third sector services and wider more universal offers – diverting people away from care where appropriate utilising People Healing People services
- ASC/Commissioning provider financial self-assessment accreditation tool – to assist with the monitoring and management of potential uplift and or additional funding. This will ensure that funding is robustly based on clear evidence, against demand / trends in market development and impact on provider/ council and people accessing the service. For providers at risk we are offering an open book accounting exercise to ascertain the level of risk within that service
- ASC/Quarterly staff engagement groups are developed through leadership forums so to keep people informed and abreast of change as we progress in order to respond to demand and growth in the sector
- ASC/Commissioning are influencing and working with Cheshire East Place pertaining to local ICS and ICP plans regarding the overall reduction in demand and systems redesign work supporting an improved community offer and redesigned front door
- ASC/Commissioning with communities are developing a robust and responsive policy framework (People Helping People) with a vast range of third sector providers – thus reducing demand on adult social care
- ASC/Commissioning working with partners across the North-West via ADASS to address the future market capacity and workforce issues.
- The Council is working with skills for care to see what support it can give to the market in terms of recruitment and retention and build knowledge.
- As part of the contract management and quality assurance processes we check each provider's Business Continuity plan for robustness and make recommendations for improvement if required
- The Council has commissioned a new offer for informal and formal carers to ensure the right level of support is received for them to maintain their caring duties
- Some providers are now recruiting workers from abroad and this is beginning to have some benefit in domiciliary care in some areas of the Borough
- Domiciliary care providers were awarded a 14% fee uplift in 2022/23 and have received financial incentives from hospital discharge monies to support care staff with fuel costs and overseas recruitment.
- Commissioners are in the process of purchasing a number of "care robots" to support with wellbeing as a prevention measure and to create capacity in the care market.
- A Joint CEC/ICB Market Oversight Group meets daily to ensure that the Council is obtaining best value for care home placements and making best use of block booked care home beds.
- In accordance with the Market Sustainability and Fair Cost of Care at Homefund guidance the Council has undertaken a local cost of care and publish the results of the findings by 1st February 2023. The Council is also required to develop, submit and publish a Market Sustainability Plan by no later than 27th March 2023. These are conditions to receiving Market Sustainability grant funding.

- A Transfer of Care Hub has been set up in both hospitals with key staff from CEC and Hospital Trusts co-located to improve joint working and ease pressures on hospital discharge
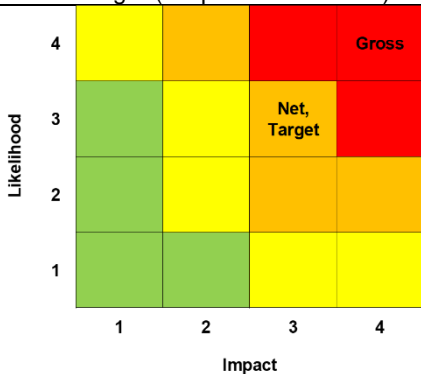
Lead Service Committee: Adults and Health Committee

Risk Name: Fragility and Failure in the Social Care Market		**Risk Owner:** Executive Director of Adults, Health and Integration
Risk Ref: SR12	**Date updated:** 27th January 2023	**Risk Manager:** Director of Adult Social Care, Director of Commissioning

Risk Description: A failure of the local social care market. The impact of the COVID-19 pandemic has exposed weaknesses in the national social care market which have yet to be resolved. Detailed consequences: The council is unable to deliver a robust adult social care package without the use of third-party providers, without these outsourced services the overall social adult care package would fail, and the council would not be able to achieve its objective of people living well and for longer. Detailed causes: While the care market is still fragile, there have been some tentative signs of recovery, particularly in the domiciliary care market which has seen a 73% reduction in the number of people awaiting a package of care in their home over the last few months. While some of this is due to data cleansing, we have also seen increased capacity in the market due to overseas recruitment, a substantial fee uplift (14%) and other financial incentives and a slight upturn in the ability to recruit staff from other sectors that are failing due to the cost-of-living crisis. The major risk going forward is the financial impacts on providers resulting from the 9.7% uplift in National Living Wage from April 2023, high rates of inflation and increased energy costs (some providers have seen a 400% increase on renewal of their energy contracts). While there is proposed growth within the MTFS for Adult Social Care this will not be sufficient to offer fee uplifts for all providers as well as funding growth in demand and complexity of need. It is likely that this will impact on the sustainability of some care providers and result in some packages of care being handed back to the Council or notices served on care home residents. It will also bring challenges in managing budgets in 2023/24.	

Interdependencies (risks): NHS Funding Pressure, Financial resilience, Business Continuity, Pandemic Virus

Comments this quarter: The care markets are showing some signs of recovery. The number of people awaiting a package of care in their own home has reduced by 73% over recent months and there is little to no waiting list in some areas of the more urban areas of the Borough. This is thought to be due to a combination of increased investment in domiciliary care and the impact of overseas recruitment. This is having a positive impact on the wider Health and Social Care system, although demand from acute care remains high. The Transfer of Care hubs have helped to expedite hospital discharge and reduce demand for traditional forms of care. Care home vacancies remain high, however, new care homes continue to open in Cheshire East and only one care home has closed in the Borough (the care home did not take Council commissioned placements). There is some evidence that use of agency staff in care homes is decreasing. Major risks for the sector in 2023/24 are the increase in NLW (9.7%), inflationary pressures and rising energy costs. While additional investment in ASC through hospital discharge funding and Market Sustainability Funding is welcomed and will help to support the sector it will not be sufficient to pay the local cost of care.

Actions (Monitoring):	**Target Date for Completion:**
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Continue to engage with care providers around market pressures and identify support required from short term and recurrent funding streams (ASC Operational meetings, Monthly Provider Forums)	On-going
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- ASC/Commissioning working with partners across the North-West via ADASS to address the future market capacity and workforce issues.
- The Council is working with skills for care to see what support it can give to the market in terms of recruitment and retention and build knowledge.
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- The Council has commissioned a new offer for informal and formal carers to ensure the right level of support is received for them to maintain their caring duties
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- A Transfer of Care Hub has been set up in both hospitals with key staff from CEC and Hospital Trusts co-located to improve joint working and ease pressures on hospital discharge

Lead Service Committee: Adults and Health Committee

Risk Name: Reputation		**Risk Owner:** Chief Executive
Risk Ref: SR13	**Date updated:** 31st January 2023	**Risk Manager:** Head of Communications, Head of Customer Services, Business Intelligence Manager (Corporate and Place)

Risk Description: That consideration is not given, and management action is not taken, to effectively manage the reputation of the Council, leading to a loss of public confidence, threatening the stability of the Council and our ability to meet the corporate priorities.

The risk is managed primarily through the work in three different areas; Communication & Media, Customer Experience and Consultation.

Likelihood / Impact matrix: Gross (Impact 4, Likelihood 4 - Red); Net, Target (Impact 3, Likelihood 3 - Orange)

Interdependencies: The emergence of any issue highlighted as a strategic risk has the potential to represent a strategic risk to reputation	**Date Updated:** 31/01/2023

Comments this quarter:
 Communication & Media:
Corporate Policy Committee approved the Communications Strategy for Residents on 1 December 2022. During this period (Q3) we saw particular interest and activity in the following topics:
- Crewe regeneration
- Council funding and financial forecasts
- Avian influenza
- Strategic planning / SADPD approval
- Highways maintenance and winter preparations
- Cost of Living, including the Warm PlaCEs scheme
- Christmas bin collections and HWRC opening times
- Green spaces for wellbeing initiative
- Carbon neutral initiatives
- South Macclesfield Development Area
- Winter health and care pressures
- Poynton Pool flood mitigation plans
- Noise activated traffic cameras
- Homes for Ukraine scheme

 Consultation;
A consultation and Engagement toolkit has been drafted and is now approved for use. The toolkit is currently being added to the Centranet to ensure visibility. In support of improved decision making an EIA toolkit is being drafted and will support the Consultation and Engagement toolkit. The budget consultation could provide to be contentious due to a number of the proposals which have been included. Whilst the comments appear to be highlighting a number of concerns about the proposals, it's likely that when a full consultation on any significant changes occurs, that it will then that we will see the biggest risk to the reputation of the council. Particularly if the consultation and any decisions are made.

Actions (Monitoring):	**Target Date for Completion**
Communication & Media;	
Updated Media Relations Protocol to be considered for approval by Corporate Policy Committee 09-02-23 (Annual review)	Q4 2022/23

Ensure alignment of annual communications programme and consultation and engagement programme (Quarterly)	Q4 2022/23
Continue to develop proactive direct comms to be issued via e-mail / SMS – we currently have 34,000 subscribers for 'push' notifications across a range of topics (On-going review)	Q4 2022/23
Include customer contact centre enquiries, MES and MP correspondence in reputation monitoring (On-going review)	Q1 2022/23
Undertake a survey of residents to understand how they want to get information about council services, policies etc. To inform communications strategy(ies) and plans (Bi-annual review)	Q1 2023/24
Use performance management reports for council services and programmes to identify reputational opportunities and risks at an early stage (On-going review)	Q1 2022/23
Customer Experience;	
Improve the monitoring and analysis of customer contact and complaints to identify and resolve issues at an early stage	Q3 2022/23
Introduce enhanced policies and procedures to improve the quality of responses to complaints and formal correspondence	Q3 2022/23
Implement technology to enable front line staff to monitor the full end to end customer journey	Q3 2022/23 and forward
Develop a new operating model for customer service delivery across the Council	Q4 2022/23
Develop a policy for how the Council uses and engages with customers via social media	Q4 2022/23
Consultation;	
Develop and introduce a One Council approach to consultation and engagement (On-going)	Q3 2022/23
Share and promote the new EIA template and guidance (On-going)	Q3 2022/23
The pilot of the Cheshire East People's Panel (On-going)	Q3 2022/23

Key Mitigating Controls:

Communication & Media;

- Effective monitoring and reporting of organisational reputation and sentiment.
- Weekly reputation reporting to senior managers
- Monitoring of social and traditional media
- Communications and media function advised at an early stage of all future demand and emerging issues to enable effective planning
- Providing a 24/7 emergency communications on call function
- Communications strategies for key projects and issues developed agreed and reviewed with senior stakeholders and decision makers
- Positive proactive communication across multiple channels to celebrate the council's successes and achievements, building positive reputation.
- Comms programme planned and reviewed over short-term (daily) and long-term (monthly / annually)
- Review communications business continuity, priorities and emergency / crisis comms protocols and plans
- Media relations protocol and approvals process
- Media training programme for key spokespersons
- Senior member overview of COVID-specific communications activity through Local Outbreak Engagement Board
- Regular meetings with comms leads from public sector partner organisations to collaborate, share plans and intelligence
- Values and behaviours for officers and members are established and organisational culture is monitored and supported through a range of initiatives under the culture programme.
- Ensure that information about the Council, its services and how to access them is easily available in a range of formats for a wide range of audiences
- Monitor public sector press (e.g. MJ and LGC) and maintain and develop relationships with these media outlets to maximise opportunities for positive coverage
- Development and delivery of communication strategies to influence public awareness of and informedness about key universal services, inc: planning, highways, waste and recycling
- Communications handling requirement for each service committee meeting agreed with lead officer(s)
- Quarterly 'Conversation with the Leader and Deputy Leader' videos

Customer Experience Existing Controls and Evidence;

- Consistency in standards of service and behaviours through the Customer Charter
- Training for all staff and leaders to promote the importance of customer experience
- Key performance measures on customer satisfaction and experience monitored

- Random sampling and analysis of end to end customer journeys
- Customer satisfaction and effort assessed post contact
- Voice recording of all calls and ongoing performance management of Advisors
- Regular liaison with services to ensure ongoing accuracy of advice and information provided and to plan for initiatives likely to generate high customer demand
- Proactive identification of arising issues for customers and liaison with Communications Team to develop appropriate communications
- Continuous improvement team tasked with root cause analysis of issues and identifying service improvements
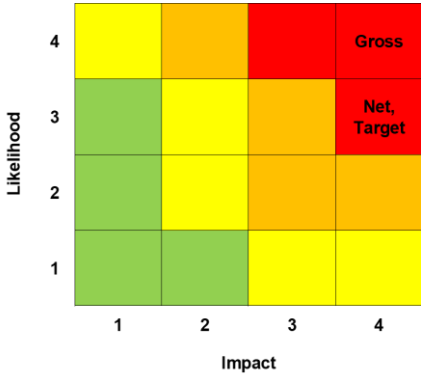
Consultation;

- Ensure that consultation is undertaken when any proposals are still at a formative stage
- Consultation must give sufficient reasons for any proposal or change to permit stakeholders to undertake intelligent consideration and response to the options
- Ensure consultation and engagement activity informs our evidence-based decision-making approach and that adequate time is given between the end of a consultation and a decision is made to allow for consideration of and where required, a response to, the output of a consultation or engagement
- Ensure that Equality Impact Assessments (EIA) are completed, appropriate for the purpose of use and that they are signed off before any consultation can begin
- When communicating about decisions, make it clear HOW consultation and engagement activity, EIA and other intelligence has been conscientiously taken into account when finalising the decision
- Evidence where and how output from consultation has been used to inform the decision-making process

Lead Service Committee: Corporate Policy Committee

Risk Name: Climate Change (CEC Carbon Neutral Status 2025)		**Risk Owner:** Executive Director of Place, Executive Director of Corporate Services
Risk Ref: SR14	**Date updated:** 31st January 2023	**Risk Manager:** Director of Environment & Neighbourhood Services, Head of Environmental Services

Risk Description: Failure to achieve Carbon Neutral status for the Council by the 2025 milestone target as a result of ineffective planning and delivery of actions. Likelihood is based on a number of external factors, partnerships and key outcomes being delivered in a timely manner. Impact will result in non-delivery of a key priority in the Council's Corporate Plan. It will also contribute to climate change temperature rise and severe weather events which could have an impact on public health and safety. It could also have financial implications with increased need for adaptation of key infrastructure for severe weather events across the borough.	Risk matrix showing Likelihood (vertical, 1–4) against Impact (horizontal, 1–4). Gross positioned at Likelihood 4, Impact 4 (red). Net positioned at Likelihood 3, Impact 3 (orange). Target positioned at Likelihood 2, Impact 3 (orange).

Interdependencies (risks): Economy and World Events, Organisational Capacity and demand, Council funding, Capital Projects

Comments this quarter: No material changes to the risk in Q3. Previously identified pressures remain a significant hurdle but fleet emissions are addressed in proposals in the MTFS to accelerate the transition of the council's transit and small van fleet used in parks and street cleansing to electric vehicles, with associated infrastructure and charging points. Progression of further solar electricity generation as part of the Council's sustainable energy inset is progressing to committee for decision in Q4. Existing controls and planned actions are being delivered as expected. No significant events to note since the last update.

Actions (Monitoring):	**Target Date for Completion:**
Secure land and planning permission for second solar farm 2023/24 and 2024/25 (Land use assessment undertaken and presented to Economy & Growth Committee; Final land agreements to be agreed with Assets and Rural Economy)	March 2023
Assess mitigation for risk of Fleet and Heat decarbonisation projects failing to meet targets. (Annual progress update presented to Economy & Growth committee)	March 2024

Key Mitigating Controls:
- Risk is reviewed as part of the brighter futures transformation projects board, operational board and member steering group.
- Carbon Neutral programme established with Programme Board reviewing progress and risks monthly
- Member Advisory group overseeing its delivery
- Annual update on progress reported to relevant committee
- Climate change is a key consideration as part of our statutory planning duties as an authority and within the development of local planning policy
- Planned natural offset set at 10% more than required to reduce risk of non-delivery in any one project area.

Lead Service Committee: Environment and Communities
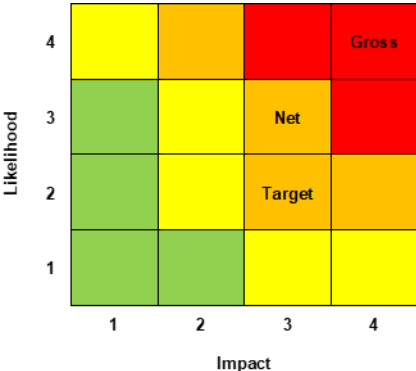
Risk Name: Failure of the Local Economy		Risk Owner: Executive Director of Place
Risk Ref: SR15	Date updated: 27th January 2023	Risk Manager: Director of Growth and Enterprise

Risk Description: Failure of the local economy

The risk that the local economy does not realise the expected level of growth due to an inability to attract, grow and retain commercial enterprises, residents and visitors. The borough has a strong local economy, an above average Gross Value Added (GVA), some areas of deprivation and is reliant on a number of different industries.

Consequences: The failure of enterprises reduces the local money supply, reducing the standard of living for residents and council income. Secondary effects can include a reduction in public health and the loss of highly trained or skilled individuals. Consequences and causes, over the medium to long-term can have a symbiotic relationship, creating either an upward or downwards spiral. An example of this is shops closing in a town centre, then reduced footfall resulting in further closures.

Causes: The local economy is significantly driven by changes in the national economy, taxation and other government policies. However the failure to maintain parity, or offer benefits above other boroughs, can lead to a relatively larger economic downturn. As noted above poverty and deprivation, like other issues, can be both a consequence and cause causing a snowball effect.

Interdependencies (risks): Capital Projects, HS2 Infrastructure Investment, Pandemic Virus, Climate Change

Comments this quarter: No substantive change in risk. Interest rates and inflation continue to be a concern. However, Bank of England and Government have identified actions to assist financial pressures and to return inflation to lower levels in next 12 months.

Actions (Monitoring):	Target Date for Completion:
N/A	N/A

Key Mitigating Controls:
- Employment support
- Business forum to engage and plan future support
- Investment plans to support regeneration and development
- Place marketing and inward investment
- Central government support and business grants

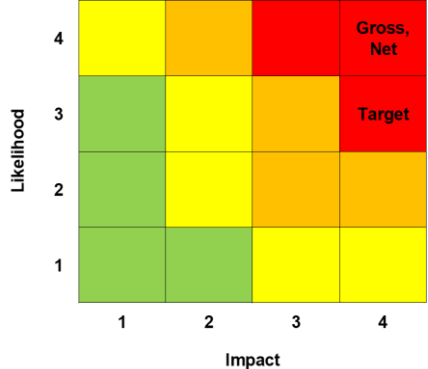**Lead Service Committee:** Economy and Growth

Risk Name: Integrated Care System (ICS) Integration – RISK CLOSED THIS QUARTER		Risk Owner: Executive Director of Adults, Health and Integration
Risk Ref: SR16	Date updated: 25th January 2023	Risk Manager: Director of Growth and Enterprise

Risk Description: The failure to integrate communication and decision-making with the local ICS partnership

The ICS develops strategies that improve public health, reduce health inequalities and ensure the health and care system across Cheshire and Merseyside is sustainable.

Potential consequences: Without effective and timely communication to support decision-making all partners could struggle to deliver their services to the best of their ability. Public health and wellbeing would suffer in the Cheshire and Merseyside areas.

Potential causes: Poor or incomplete governance arrangements and delayed transfer of care assessments impact on the efficiency of the council services.

Risk matrix (Likelihood vs Impact): Gross at Likelihood 4 / Impact 4 (red), Net at Likelihood 2 / Impact 2 (yellow), Target at Likelihood 1 / Impact 1 (green).

Interdependencies (risks): Increased demand for Adult's Services, Increased demand for Children's Services, Pandemic Virus

Comments this quarter: Given the current position it is recommended to close this risk and pick up as part of the adult social care risk

Actions (Monitoring):	Target Date for Completion:
To continue to be a key player in the development of the integrated care system at a regional and local level (Via ICS review visits (bi-monthly) new Governance arrangements (Monthly), A&H Committee (bi-monthly), Health and Wellbeing Board (bi-monthly))	On-going
The development of new local Integrated Governance arrangements (Via Health and Care Partnership Board (bi-monthly) Leadership Group (bi-weekly))	November 2022
Joint appointment of the Director of Commissioning as the Associate Director of Transformation and Partnerships (Via the Director of Place and Executive Director of Adults, Health and Integration)	August 2022

Key Mitigating Controls:
- The Cheshire East Integrated Care Partnership has been in place since October 2020 and is developing implementation plans across a number of work streams designed to achieve quality improvement and financial efficiencies across the system
- Progress on the ICP is reported to the Health and Wellbeing Board and Adults and Health Committee
- Evidence of progress and reporting is available via Full Council and Adults and Health Committee
- Self-Assessments have been undertaken against the C&M Maturing Framework, which provides evidence of progress towards health and care integration against four domains. Presentations on local integration progress have been delivered during regular review visits with the ICS
    - Governance reports and minutes for newly formed Governance arrangements for integration including:
    - Health and Care Partnership Board
    - Strategic Planning and Transformation Group
    - Operational Group
    - Enabler Workstreams
    - Programme Groups
    - Care Communities

Lead Service Committee: Adults and Health Committee

Risk Name: Local Planning Authority Modernisation Plan		**Risk Owner:** Executive Director of Place
Risk Ref: SR17	**Date updated:** 31st January 2023	**Risk Manager:** Interim Director of Planning, Head of Planning

Risk Description:	
Following the completion of the 'Local Planning Authority Review and Service Transformation' report and presentation to Environment & Communities Committee on 31 October 2022 a Modernisation Plan has been developed to achieve the transformation of the service. This Plan will carry forward the recommendations made, document actions and monitor progress. The recommendations are many and varied but failure to complete the actions of the Modernisation Plan will undermine the planned transformation of the service, perpetuating and potentially extending the issues identified and undermining the reputation of the organisation. Detailed consequences: Failure to achieve completion of the Modernisation Plan will undermine the performance of the Council in its Local Planning Authority role, result in non-compliance with statutory processes, and reputational damage to the Council. By not achieving the Modernisation Plan within agreed timescales, the potential for additional budget pressure increases. Detailed causes: Insufficient resource to ensure completion of priority actions in the required timescales (staff and skills) while also 'doing the day job', supplier resource to deliver new ICT system, failure to engage with internal and external stakeholders to affect necessary changes, lack of oversight from the Planning Transformation Board, lack of agreed change management process within the Modernisation Plan.	

Interdependencies (risks): Organisational Capacity and Demand, Reputation, Council Funding,

Comments this quarter: The Modernisation Plan was initiated during this period after the October 31 Committee and therefore the Strategic Risk identified   Key priorities have been identified (ICT system, application backlog, staffing/restructure and communications/ customer service) but resources to deliver the Plan as expected are stretched, alongside significant budget pressures causing the risk to stay high.

Actions (Monitoring):	**Target Date for Completion**
IT System Project Board (Regular fortnightly meetings)	On-going
Continued monitoring of resource / recruitment (Weekly manager meetings)	On-going

Key Mitigating Controls:

- Environment and Communities Report 31/10/2022; Local Planning Authority Review and Service Transformation Report and Modernization Plan.
- Planning Services Transformation Plan
- Monitoring of progress against Modernisation Plan by Transformation Board and Environment and Communities Board
- Identification of key priorities
- Internal Audit reports on Community Infrastructure Levy and Section 106 will inform the scope of a member/officer working group

Lead Service Committee: Environment and Communities

Risk Name: Delivery of the JTAI Improvement Plan		Risk Owner: Executive Director of Children's Services
Risk Ref: SR18	Date updated: 25th January 2023	Risk Manager: Executive Director of Children's Services

Risk Description: That as a safeguarding children's partnership, Cheshire East Council's children's services, health, and police, do not achieve the improvements needed at the necessary pace to address the recommendations from the joint targeted area inspection (JTAI) of child exploitation, including child sexual exploitation.

This would mean that we would not achieve the council's desired outcomes for children and young people at risk of exploitation. There is also a reputational risk of not delivering the required improvements, as this could result in an inadequate rating by Ofsted. An inadequate rating by Ofsted would have a significant impact on the council's reputation, ability to recruit and retain staff, and would increase costs in order to deliver improvement activity.

Significant work is required to deliver these improvements which requires sufficient capacity and resources. High quality work to support children and young people is dependent on being able to achieve a stable and experienced workforce. Nationally and locally there are challenges recruiting and retaining staff within specific areas of children's services, which is resulting in higher than average workloads and some delays in delivering services. There is a risk that this could result in children experiencing delays in receiving support leading to escalation of need and increased risk of poorer outcomes - including risk of harm and risk to life, a lack of continuity of workers for children and young people, and increased costs to the council.

Interdependencies (risks): This risk shares an interdependency with the risk relating to demand to children's services, and demand to adult social care and health services. If adult services or NHS services experience an increase in demand/ complexity this could impact on the quality of support delivered by children's services, as services rely on adults and health input to ensure children's needs are assessed and met. Increased demand to children's services will result in increased workloads which will impact on the ability to release staff for training or to deliver high quality and timely work. Improving the quality of support to children and young people requires all three statutory partners (local authority, health and police) to work together effectively to develop services at pace. All three agencies are dependent on each other to work together as a partnership and provide robust scrutiny and challenge on the outcomes achieved for children and young people.

Comments this quarter: We are continuing to deliver our comprehensive partnership improvement plan which addresses all the recommendations from the inspection. We have submitted our plan to Ofsted as our statement of action in relation to the inspection. Governance arrangements are now in place to ensure there is effective scrutiny of progress and impact on outcomes for children and young people. Good progress is being made against the plan and changes to practice are starting to be shown through audits. The net risk score has not changed since Q2 as it is still early in our improvement journey and we want to be able to demonstrate sustained impact of changes before reducing the risk.

External support and challenge will be in place from January 2023 from the Department for Education Children's Improvement Advisor, who will be acting as the independent chair of our partnership Improvement Board. The Improvement Advisor will conduct visits to services to evaluate the impact of changes and will support and advise senior leaders. This support will be in place for up to 12 months.

The partnership has appointed an independent scrutineer to review the partnership's arrangements and make recommendations on how these can be improved. Phase 1 of this review has been completed which considered the governance arrangements for the Safeguarding Children's Partnership. The findings from this review were shared with strategic partnership leads in December 2022. The independent scrutineer is now conducting phase 2 of the review which considers the partnership's quality assurance and learning arrangements, including training. The partnership will review the findings of both of these reviews in a development day in early March 2023 and will agree the actions that will be taken in response to improve our arrangements.

Actions (Monitoring):	Target Date for Completion
Deliver the improvement plan and scrutinise impact on outcomes for children and young people at risk of exploitation (Monthly by the Improvement Executive Board)	November 2023
Independent support and challenge from the Department for Education (DfE) Children's Improvement Advisor through visits to services, support to senior leaders and acting as the independent chair of the Improvement Board.	Support in place from January 2023
Agree the changes that will be made to the operation of the Safeguarding Children's Partnership in response to the findings from the independent review (Safeguarding Children's Partnership Executive to ensure achieved by the completion date)	April 2023

Key Mitigating Controls:
- We have a comprehensive partnership improvement plan in place to address the recommendations from the JTAI inspection.
- An independent scrutineer has been recruited to provide scrutiny to the partnership. The scrutineer is completing in-depth reviews to inform how the partnership is structured and manages it's business in the future, including how it evaluates impact.

- Meetings of the Executive Group of the Safeguarding Children's Partnership have been increased to bi-monthly from quarterly to support increased pace of change.
- An Executive Board is in place which consists of the Chief Executive of the council, Chief Constable and Chief Nurse, which scrutinises partnership progress against the improvement plan.
- A strategic improvement group is in place which is focused on delivery of the improvement plan.
- All exploitation screening tools received by the front door are now reviewed within 24 hours and managed as a contact. This involves partnership information gathering, analysis by an experienced social worker and management approval of the most appropriate course of action. A decision will be made on the same day either to progress to a referral to children's social care and allocated to a social worker or into early help and prevention and allocated to an early help practitioner. Statutory intervention commences immediately including a visit to the child and the initiation of a child and family assessment, and specific risk mitigation now begins without delay.
- The integrated front door meeting now retrospectively reviews the immediate safety planning for all children at risk of exploitation who have been referred into either children's social care or early help in the previous 7 days.
- Performance is monitored on a monthly basis by services. The children's services quarterly scorecard is reviewed at the Children and Families Committee and the Safeguarding Review Meeting attended by the chief executive and lead member for children and families. The Safeguarding Review Meeting includes discussion of workforce pressures and risks.
- Audits of practice are completed quarterly to evaluate the quality of practice and the effectiveness of service improvements.

Lead Service Committee: Children and Families Committee