












Risk Ref	Risk Description	Commentary	Risk Owner	Lead Cabinet Portfolio	Gross Score	Risk Management Activity	Current Net Risk Score	Previous Net Risk Score	Direction of Travel
SR1 Threat	<b>Increased Demand for People Services:</b> That Cheshire East's local social, economic and demographic factors lead to an increase in the level of need and increased demand for adults and children's social care services, resulting in the capacity of the Council's systems relevant to these areas are unable to continue to respond/ absorb the pressures presented, resulting in a possible lack of staff working in social care/ increased market failure pertaining to a range of service providers, unmet need, potential safeguarding issues, and difficulty in achieving the Council's desired outcomes - that people live well and for longer, and have the life skills and education they need to thrive.	May 2020: Likelihood of this risk occurring has been scored as 'likely' as it is known that both adult demand, and children's demand is increasing alongside population growth, and longer life expectancy for both adults and children with complex needs  July 2020: The economic impacts of COVID-19 on the economy add to the likelihood of this risk occurring and economic challenges impacting negatively upon residents of the borough.	Executive Director of People	Adult Social Care and Health  Children and Families  Corporate Services and Public Health	16	<ul style="list-style-type: none"> <li>Adults operate monthly quality monitoring partnership forum.</li> <li>Quality and reporting and alerting of risk escalation is being effectively managed. Provider risk register is monitored and reviewed.</li> <li>Established a care sourcing team support service and local area co-ordination services to divert people away from care where appropriate.</li> <li>Working with partners and CCG to develop single plan to manage the overall reduction in demand and system redesign work to support an improved community offer.</li> <li>A great deal of activity is directed at managing this risk and above details so key activity,</li> <li>Activity has been focused on COVID response.</li> <li>Short to medium term impact on the economy may lead to increased unemployment, benefit claims, associated mental health, alcohol related harm, domestic violence etc.</li> </ul>	16	16	
SR2 Threat	<b>NHS Funding Pressure</b> There is a circa £50 million pressure for the NHS across Cheshire East. Risk that due to the increasing financial deficit this may cause a pressure in Cheshire East Council shared service delivery and NHS service delivery. If there was a shifting of costs and demand which places additional strain on Council resources resulting in unmet need and potential difficulty in achieving the Council's outcomes that people live well and for longer and local communities being strong and supportive.	Interdependencies between SR1 and SR3 are recognised.  May 2020: Work across a number of work-streams at Health and Care Partnership (Cheshire and Merseyside) and Cheshire East level are progressing. To date these have not made any significant impact on the deficit faced within the health commissioning and provider organisations. A pan Cheshire Financial Recovery Plan lead by the NHS is in place. The net risk score remains at 16 because there has not yet been a reduction in the anticipated deficit position.  July 2020: Activity has been focused on COVID 19 response Impact of COVID-19 on health services / finance may lead to increased demands/ costs upon the local authority. Also COVID-19 related pressures on all parts of the system, staff and organisations may lead to increased demand / financial pressures	Executive Director of People	Adult Social Care and Health  Children and Families  Corporate Services and Public Health	16	<ul style="list-style-type: none"> <li>There has been a lot of activity directed at this risk through the Sustainability and Transformation Plan for Cheshire and Merseyside – this plan comes to an end in 2021. There is a Health and Wellbeing Board which looks for key players to work together to address the issues and inherent risk of NHS funding pressures. There is also the Cheshire East partnership which brings together key partners and submits reports to CLT on a six weekly basis.</li> </ul>	16	16	

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SR3 Threat	<p><b>Financial Resilience – lack of certainty about future funding make it difficult to set a robust MTFS</b></p> <p>The reduction in funding from Central Government means the Council must manage funding shortfalls over the next four years, through reduced expenditure, managing demand or increased local income. There is a possibility that the Council does not adopt its financial plans in sufficient detail quickly enough, either by deferring the difficult decisions about services, using over-optimistic planning assumptions, or not rethinking sources of income in a sustainable way. This may result in difficulties in closing and managing the funding reductions, financial stress and may impede the Council's ability to meet its statutory requirements, and deliver all of its intended outcomes and objectives in full. Additionally the Council may fail to achieve the savings required in year which may have a consequential impact on future years,</p>	<p>May 2020: The impact of COVID 19 has added a significant financial pressure to the budget. The expenditure is being tracked and returns completed monthly to government. The increase in expenditure teamed with the decrease in income is having an adverse effect to the council's financial resilience.</p> <p>The financial outturn for 19/20 will be reported to Cabinet in June 2020. This risk will be further exacerbated if there are cost implications based on the realization of SR1 (Increased Demand for People Services) and/or SR2 (NHS Funding).</p> <p>July 2020: The financial outturn for 19/20 was reported to Cabinet in June 2020. A Risk Appetite statement for financial reserves will be developed. This will be in conjunction with the Director of Finance and Customer Services.</p>	Executive Director of Corporate Services	Finance, IT and Communications	16	<ul style="list-style-type: none"> <li>The Medium Term Financial Strategy has been produced with activity to address the risk of lack of certainty about future funding.</li> <li>Business planning process has been completed. The financial reserve strategy has been reviewed.</li> <li>The 20/21 budget was presented to Council 20th February 2020.</li> <li>Tracking of additional COVID related expenditure and impact upon income is undertaken and reported upon monthly to central government</li> <li>The financial impact of Covid is regularly reported to Cabinet and Corporate Overview and Scrutiny meetings.</li> </ul>	16	12	
SR4 Threat	<p><b>Information Security and Cyber Threat</b></p> <p>As the Council continues to move towards using new technology systems to reduce costs and fulfil communication, accessibility and transaction requirements, it becomes increasingly at risk of a security breach, either malicious or inadvertent from within the organisation or from external attacks by cyber-criminals. This could result in many negative impacts, such as distress to individuals, legal, financial and reputational damage to the Council, possible penetration and crippling of the Council's IT systems preventing it from delivering its Corporate Outcomes.</p>	<p>May 2020: The Council has been advised of increased threat of malicious activity during the Covid-19 pandemic. ICT Service has stepped up its monitoring and staff have been made aware.</p> <p>The Council has a number of technologies to reduce the risk of infection. Although existing mitigation controls reduce the likelihood the threat is ever increasing. If the risk materialises there is the potential of a 'major' impact on the corporate plan which may affect services in one or more areas for a short period and so the net risk rating is 12 High Risk.</p> <p>July 2020: Continued to provide in advice and guidance to staff and members re good practices in working from home, including recognising fraudulent emails.</p>	Executive Director of Corporate Services	Finance, IT and Communications	16	<ul style="list-style-type: none"> <li>ICT have plans in place to protect and secure our systems to cyber attacks.</li> <li>Testing of security systems is carried out to provide assurance on the quality of systems in use</li> <li>The Council is exploring Cyber threat insurance and further developing its management of this risk.</li> <li>ICT has supported CEmart and Bronze Cell structures with dedicated ICT partners to identify and implement change requirements needed to minimise disruption to service provision and maintain appropriate levels of security.</li> </ul>	12	12	

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SR5 Threat	<b>Business Continuity</b> Risk that an internal or external incident occurs which renders the Council unable to utilise part or all of its infrastructure (such as buildings, IT systems etc.) such that the Council is unable to deliver some, or in extreme cases all of its services and putting residents at risk for a period of time and resulting in a reduced achievement of Corporate Plan outcomes over the longer period.	Interdependencies with SR4 recognised.  May 2020: Plans to scenario test the BC software system in conjunction with Emergency Planning colleagues in March 2020 were delayed slightly due to the COVID-19 pandemic but completed in April 2020.  July 2020: BC plans have been reviewed and refreshed with support from Internal Audit and the Risk and BC Manager during the Covid emergency response.  The increase in scoring for this risk recognises how a further incident during the pandemic would impact upon Council's ability to respond at this time.	Executive Director of Corporate Services	Corporate Services and Public Health  Finance, IT and Communications	16	<ul style="list-style-type: none"> <li>Implementation of Clearview Scenario testing has been undertaken</li> <li>Training has been provided to Heads of Service</li> <li>Post emergency response review planned to capture feedback and lessons learned to inform further training and system development.</li> </ul>	12	6	
SR6 Threat	<b>Capacity and Demand Risk – Corporate Enablers</b> Local demographic factors lead to an increasing demand for services to be delivered, combined with reducing and reduced staff resource / skills of the workforce and an increasing demand for additional unplanned work results in; - key resources being overstretched and having insufficient capacity to deliver all business plan requirements, - an inability to retain or attract staff to deliver services sufficient to support the achievement of the Council's objectives. resulting in business operational issues and pinch points, possible failure to deliver priority activities and projects, adverse organisational behaviour and a detrimental impact upon physical, emotional and mental wellbeing of staff impacting upon to the Council's ability to deliver all of its intended objectives and outcomes.	May 2020: The 2019/20 outturn is in the process of being completed as per extensions to returns granted by government due to COVID-19 impact.  July 2020: Ongoing work to assess, and report COVID-19 pressures in returns to central government. There have been significant additional demands in terms of responding to the COVID-19 pandemic. Staff have worked flexibly, with all those who are able to working from home. In addition, we have deployed a comprehensive programme to migrate staff and Members to Windows 10/Office 365. The overall net risk rating is 12 and remains High.	Executive Director of Corporate Services	Corporate Services and Public Health	12	<ul style="list-style-type: none"> <li>The budget has been presented to the Council.</li> <li>Budget planning system has been introduced to improve the timeliness of data.</li> </ul>	12	8	
SR7 Threat	<b>EU Exit, Single Market and Local Growth</b> Failure to be adequately prepared for the Exit from the EU particularly in relation to the potential impacts on Consumer Protection, Food Safety, Waste Operations Highways, Traffic	The UK Government left the EU in January 2020.  The UK Government have confirmed that EU structural funds (the ESIF programme) will	Executive Director of Place	Environment and Regeneration	12	<ul style="list-style-type: none"> <li>This risk has dropped significantly. A watching brief is being maintained to ensure any risks are identified early. CEMART group will be established when risks arise to manage any corporate impacts</li> </ul>	8	3	

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	Management and the business community.	<p>be maintained until the end of the current parliament and may be extended until 2023</p> <p>May 2020: Brexit group was paused during COVID 19 to provide focus on the pandemic.</p> <p>July 2020: The EU Exit group is preparing to mobilise again for qtr3 activity. Risks are increasing around Brexit due to timeframe slippages and changing expectations.</p>							
SR8 Threat	<p><b>Decision Making</b></p> <p>Risk that the Council's Constitution is insufficiently detailed and/or contains inaccurate or ambiguous information leading to ineffective and inefficient decision making processes resulting in a failure to ensure value for moment and on compliance with best practice and statutory responsibilities.</p>	<p>May 2020: Sound governance processes including oversight by officers and members will mitigate the risk. No significant changes made to the Constitution during Qtr4. Work to establish virtual committee meetings and specifically Cabinet on 5th May completed, with Audit and Governance, Planning and Regulatory Committees also having had one or more virtual meetings. This has ensured the Council has continued to function, with decision making not being inhibited by the impact of COVID-19. PCC elections have been postponed until May 2021 and a by-election has also been postponed due to COVID 19.</p> <p>July 2020: Virtual meetings have continued to be held for Cabinet and a number of other Committees.</p>	Executive Director of Corporate Services	Corporate Services and Public Health	12	<ul style="list-style-type: none"> <li>Constitution amendments overseen by Constitution Committee</li> <li>Working party overseeing development of Committee system governance chance</li> </ul>	6	8	
SR9 Threat	<p><b>Capital Projects</b></p> <p>Risk that the Council's major capital projects are insufficiently managed to ensure that they are delivered on time, on budget and at the required quality level</p>	<p>This is a significant risk for People Directorate in addition to Place – shared accountability required.</p> <p>May 2020: Each major capital scheme has its own programme governance in place. In addition, the council's Assets Board reviews major projects through a process of gateway reviews. Capital monitoring is also undertaken by each Director as part of their management teams. There is a risk that the costs of some schemes may increase as a result of Covid-19 and associated</p>	Executive Director of Place  Executive Director of People	Finance, IT and Communications	16	<ul style="list-style-type: none"> <li>Robust management of projects</li> <li>Financial controls in place</li> <li>Governance mechanisms include Corporate Board overseeing all capital schemes (Assets Board).</li> <li>Individual schemes have appropriate governance. Review of resources for each</li> </ul>	12	12	

Cheshire East Council  
Strategic Risk Register – Scores as at end of July 2020

Risk Ref	Risk Description	Commentary	Risk Owner	Lead Cabinet Portfolio	Gross Score	Risk Management Activity	Current Net Risk Score	Previous Net Risk Score	Direction of Travel
		<p>restrictions. These are currently being assessed on a project by project basis.</p> <p>July 2020: These are currently being assessed on a project by project basis and appropriate contingency arrangements are being put in place and whilst there is a risk the current projection is that these be contained within the available budgets within the capital programme. Risk level remains at 12.</p>							
CR10 Opp	<p><b>Infrastructure Investment</b> Securing the required investment to support our major infrastructure and development priorities particularly in relation to HS2 and delivery of the Crewe Hub</p>	<p>The council has strengthened its working arrangements with local public sector partners, government departments and commercial investors. The council has secured significant capital allocations to support major regeneration and development project to support key development projects in Crewe and Macclesfield. This risk requires ongoing work and monitoring to ensure that the opportunities come to fruition.</p> <p>May 2020: Opportunity risk unchanged as too early to assess the impact on infrastructure impact due to COVID 19</p> <p>July 2020 We have reviewed the assumptions in relation to Covid for future strategic investment projects and are currently examining some investment opportunities that have recently come to light.</p>	Executive Director of Place	Environment and Regeneration	16	<ul style="list-style-type: none"> <li>Cheshire East Council chairs the Partnership Board with partners including Government, HS2, and National Rail. Business Case being developed with support from the Local Enterprise Partnership and future decisions will be taken through Cabinet / Council</li> </ul>	8	8	
CR11 Threat	<p><b>Pandemic virus</b> Ongoing risk of genetic shift resulting in rapidly spreading strain of influenza and other diseases previously unseen in humans for which no preventative treatment is available. In addition to the human health risks pandemic flu poses a risk to healthcare capacity and CEC business continuity.</p>	<p>May 2020: In response to the global pandemic and UK lockdown, the Council has worked extensively to respond to the unprecedented impact of COVID-19. Detailed reports have been brought to Cabinet in June, July and September.</p> <p>July 2020: Test and Trace hub established, and local contact tracing being put in place. Significant learning from first phase of COVID-19 pandemic informing future response and recovery planning.</p>	Chief Executive	<p>Adult Social Care and Health</p> <p>Children and Families</p> <p>Corporate Services and Public Health</p>	8	<ul style="list-style-type: none"> <li>Review pandemic flu and business continuity plans</li> <li>Work with Local Resilience Forum (LRF) partners together to plan for the management of: <ul style="list-style-type: none"> <li>Demand on the NHS and social care</li> <li>Co-ordination of vaccinations</li> <li>Public awareness and media management Excessive levels of death.</li> </ul> </li> <li>Ongoing COVID-19 pandemic poses risk of need for local lockdowns and increased</li> </ul>	16	16	

Cheshire East Council  
 Strategic Risk Register – Scores as at end of July 2020

Risk Ref	Risk Description	Commentary	Risk Owner	Lead Cabinet Portfolio	Gross Score	Risk Management Activity	Current Net Risk Score	Previous Net Risk Score	Direction of Travel
						pressures being placed on local health and care settings and workforce. • Financial impact - see SR3			