

Risk Ref	Risk Description	Risk owner (CLT member)	Gross (unmanaged) score			Existing risk mitigation activity	Net (current) scores Quarter 2 2021/22			Q2 Commentary	Further planned risk mitigation activity	Previous quarter net score Q1 21/22	Direction of travel (Q1 to Q2)
			Likelihood	Impact	Total (LxI)		Likelihood	Impact	Total (LxI)				
SR 1A	Increased demand for Adult Services That Cheshire East's local social, economic and demographic factors lead to an increase in the level of need and increased demand for adult services, resulting in the capacity of the Council's systems relevant to these areas being unable to continue to respond/ absorb the pressures presented, resulting in a possible lack of continuity of social workers/ 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	Executive Director - Adults, Health and Integration	4	4	16	<ul style="list-style-type: none"> 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 monitor ed 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, CCC'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 	4	4	16	The impact of COVID-19 since March 2020 has been to increase demands upon Adults and Children's Social Care, together with our health partners.	<ul style="list-style-type: none"> 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. 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. Continue to monitor and review preventative and support service activity. Continue to develop improved monitoring of peoples outcomes. Improved utilisation of public health JSNA and wider regional data sets informing future commissioning plans. Develop engagement with community groups and 3rd sector. strengthen liquid logic and contracc solutions to better map trend and demand. To monitor and review thresholds and gatekeeping processes. Review and strengthen partnership working with wider agencies. Restructured teams to ensure better integration with key partners. Better data intelligence to understand where and what kind of service demand needs are in order to commission appropriately and effectively. Continue to engage with leaders across teams – informing and influencing change. Continue with Connecting Leaders – through strong forward thinking visible leadership. Continued engagement with people who access services and the involvement of Healthwatch and in dependent advocacy. Proactive engagement with the new Integrated Care Partnership (includes health partners) Ongoing response measures to COVID 19 pandemic (see CR11) Maintaining Business Continuity across inhouse and external providers. 	16	↔
SR 1C	Increased demand for Children's Services Cheshire East's local social, economic and demographic factors lead to an increase in the level of need and increased demand for children's social care services, resulting in the capacity of the Council's systems relevant to these areas being unable to continue to respond/ absorb the pressures presented, resulting in a possible lack of continuity of social workers/ 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 children have the life skills and education they need to thrive.	Executive Director - Children's Services	4	4	16	<ul style="list-style-type: none"> 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. 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 and Families 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. The Early Help Brokerage Service was established in October 2015 to ensure demand for low level cases are appropriately allocated, reducing the demand on the Children's Social Care team in the front door. 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 Partnership meets on a regular basis and is sighted on changes to demand for services so there can be a joint partnership approach to protecting children and young people. A strategy is in place to ensure only the right children come into care; this approach will reduce demand to Children's Social Care services. Our partnership Neglect Strategy was launched in July 2021 to ensure children at risk of neglect are identified early, which will reduce high er cost demand at a later stage. A strategy is in place to manage increasing demand and reinforce SEN Support in settings through our 'Access to SEND Services' Strategy. Robust governance structure established for SEND. A new SEND Strategy has been developed which will drive the continued improvement of support to children and young people with special educational needs and disabilities. We have supported children and young people who were most vulnerable through the pandemic through the Covid Grant Scheme and the Holiday Activity Fund. We are developing our in house placement options through our Bespoke Children's Homes and Mockingbird fostering model. We have escalated the need for Ofsted to register more placements in a letter to Ofsted. 	4	4	16	Demand to children's services is increasing. We are experiencing a high level of demand within SEND, and difficulties identifying appropriate homes for children and young people due to the increased pressure on placements for cared for children.	<ul style="list-style-type: none"> The Council is considering a further children's social care growth bid for 2022/23 The Council is considering a further growth bid for SEND and Educational Psychology for 2022/23 Continue to deliver our Sustainable Futures Strategy and improve the quality of social work practice. We are exploring further the 'Pause model' to take a more preventative approach to working with mothers who have experienced repeated care proceedings. Following a review of our integrated front door, some of the changes we are planning include further increasing the multi-agency focus. Continuing to support good quality early help and prevention services Continuing to support vulnerable children and young people through the Covid Support Grant. 	16	↔
SR 2	NHS Funding and Integrated Care System Risk that due to the increasing financial deficit in the NHS, the five-year plan to reshape the delivery of NHS services across the wider region, may cause a reduction in Cheshire East Council shared service delivery and NHS service delivery, shifting 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.	Executive Director - Adults, Health and Integration	4	4	16	<ul style="list-style-type: none"> 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 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 ICP is now has been in place since (October 2020) and is developing implementation plans across a number of work 	4	4	16		<ul style="list-style-type: none"> The Cheshire East Partnership has published a detailed implementation Plan (The Five-Year Plan and Technical Appendix, October 2019) with the intention of accelerating the work to introduce a new model of care and to establish an Integrated Care Partnership To continue to be a key player in the development of the integrated care system at a regional and local level Deliver the SEND Strategy and Access to SEND Services Strategy to ensure children and young people with SEND get the right support at the right time. Continue to develop Bespoke Children's Homes and Mockingbird fostering model 	16	↔
SR 3	Financial Management and Control Ineffective financial management controls and failure to effectively manage change, limits the Council's financial resilience and lead to the Council failing to deliver the MTFS, undermine the Council's reserves strategy and results in pressure on ability to deliver services to residents.	Executive Director - Corporate Services	4	4	16	<ul style="list-style-type: none"> 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. 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 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. 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:- <ul style="list-style-type: none"> 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 	3	3	9	This risk has been introduced following discussion in the June strategic risk session with CLT and articulates the challenge to the financial resilience of the Council arising from ineffective financial management controls, and failing to effectively manage change.	<ul style="list-style-type: none"> Training and briefing to Councillors Education and training on Finance and Contract Procedure rules for Officers and Councillors 	9	↔
SR 4	Information Security and Cyber Threat: As the Council continues to move towards using new technology systems to reduce costs and fulfil communication, accessibility, and transaction requirements, it becomes increasingly vulnerable to a security breach, either maliciously or inadvertently from within the Council 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, in addition to the possible penetration and crippling of the Council's IT systems preventing it from delivering its Corporate Outcomes.	Executive Director - Corporate Services	4	4	16	<ul style="list-style-type: none"> CIO is an advocate of and reports on Information Risk to the Board and Cabinet and makes the Annual Statement of Internal Control of Information Risk. Information and Data Security Policies Progress on Information Risk and Information Security is monitored through the Strategic Information Governance Group (SIGG), Operational Information Governance Group (IGG) and the Virtual IGG Task and Finish Group Incident reporting process communicated to all staff, incidents scored, assessed by IGG Compliance with PSN NHS Data Security and Protection Toolkit, DWP MoU and NHS Digital Controls, us of 3rd party IT hardware and software tests by accredited security vendors Published Information Asset Register Information Assurance Data Management programme of activity to increase awareness and maturity of information assurance and data maturity across the Council Data classification in use across the Council Security and compliance e-learning courses - data handling, security and information assurance; mandatory for all employees Control of access to data centre and network equipment Data Protection Officer lead role in GDPR compliance ICT Services adopted "Cloud First" principle Assessment via Council's insurance brokers to understand current and future risks, possibilities for risk treatment or being offset through 	4	3	12	<ul style="list-style-type: none"> New agile working conditions have increased vulnerabilities through increased reliance on remote technologies, the ability for Officers to move locations in the event of a localised outage will diminish as office accommodation is optimised. There is increased threat from malicious activity such as ransomware, these attacks are becoming more widespread and more sophisticated, and the skills and technologies to carry out these attacks are easily acquired by non-technical criminals. The ransomware threat has changed over time, it is no longer just a threat over denial of access of information but more of a threat of exposing information across the internet where it can never be recovered 	<ul style="list-style-type: none"> Review policies and guidance materials to strengthen advice to staff on how to manage various information types Continue with education and communication programme Update to CLT on cyber security and the recommendation of the insurance assessment Production of Business Case for Security and Compliance to enhance the security estate to meet new and emerging threats Production of Business Case for IADM, to increase the maturity of Information Assurance, and to increase the value of the corporate assets. Undertake regular compliance reviews. Simplify and consolidate the ICT infrastructure Reduction of the information storage, removal of duplicates information and validate that the asset register is being adhered to. Roll-out the revised/ updated e-learning Enhancement of the Data Classification and technical controls to further protect information. Enable Data Quality consistency across multiple service areas 	12	↔

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SR 5	Business Continuity Risk that an internal or external incident occurs which renders the Council unable to utilise part or all of its infrastructure and resources (such as buildings, IT systems, and staff 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.	Executive Director - Corporate Services	3	4	12	<ul style="list-style-type: none"> Plans are being updated regularly, with a number having completed annual reviews. An exercise has been completed in relation to reservoir dam flooding. This has been followed up with a learning exercise with Emergency Planning. Updates have been applied to the Clearview system to improve functionality. The framework including strategy and policy have been completed and are nearing publication. 	3	3	9	Risk and Business Continuity Manager left the organisation in September 2021; interim resource being sought through Comensura, but progress on actions will be impacted until this resource is obtained.	Co-ordinate refresh of BC plans with specific focus on ICT systems Review and refresh of the Business Continuity Framework Development of training materials on Learning Lounge to support staff training and awareness Introduce moderation of BC plans across a working group for internal challenge and support Assessment of BC software with ongoing organisational needs Work with Emergency Planning to hold regular scenario testing	9	↔		
SR 6	Organisational Capacity and Demand 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 impact negatively on the Council's ability to deliver all of its intended objectives and outcomes.	Executive Director - Corporate Services	4	4	16	<p>Ongoing work to reduce work on reliance on agency staff, for a more stable permanent workforce base.</p> <p>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.</p> <p>The Head of HR considers that the measures reduce the likelihood but not the impact.</p> <p>Labour markets are still seeing significant movement due to the impacts of Covid19; with many staff leaving private practice, leaving more choice for the labour market, however this is also impeded geographically by large neighbouring local authorities able to offer competitive salaries.</p> <p>Additional work programmes are also in place for areas such as Care4CE and the care sector, which have been impacted more significantly by the COVID pandemic.</p>	3	4	12	Risk description updated to reflect local and national factors which are impacting on demand for services and the Council's capacity from a staff resource perspective to respond to these. Gross risk score revised – 4(L) and 4(I), previously 3(L), 4(I).	Planned work with Care4CE will continue alongside the delivery of service specific workforce plans Refresh of the Corporate Workforce Strategy	12	↔		
SR 7	Council Funding Significant detriment to the Council's funding streams as a result of changes to grant funding, reductions in the collection of council tax, business rates or fees and charges and changes in the local economic circumstances increase pressure on the Council's financial position and ability to deliver corporate priorities within the planned medium term financial strategy.	Executive Director - Corporate Services	4	4	16	<p>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</p> <p>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</p> <p>Brighter Futures Commercial workstream addressing opportunities to increase income for the Council</p> <p>Monitoring of grant funding formula</p>	4	4	16	This risk has been introduced following discussion in the June strategic risk session with CLT and articulates the challenge to the financial resilience of the Council from changes in the funding arrangements for local authorities, much of which sits outside of the Council's direct control.	No further planned mitigation activity at this stage. Risk will be further reviewed during Q3.	12	↔		
SR 8a	Governance and Decision Making Failure to maintain effective corporate governance could result in poor decision-making, non-compliance and breach of legislation, leading to regulatory intervention and significant cost in financial terms and to the reputation of the Council, and failure to take decisions which deliver the objectives of the Corporate Plan.	Executive Director - Corporate Services	4	4	16	<p>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 from the use of the committee system from Members (Constitution Working Group) and Officers (Brighter Futures Transformation Governance Workstream).</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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 is not usually the primary focus.</p> <p>The organisation publishes an Annual Governance Statement identifying significant governance issues which have occurred, any known areas</p>	3	3	9	This risk has been introduced following discussion in the June strategic risk session with CLT. This articulates the challenges presented around ineffective corporate governance within the Council and the impacts that has upon the quality and efficiency of our decision making processes, and the wider reputation of the Council.	Further work of the BFT Governance Workstream projects – Decision Making, Governance and Financial Codes and Policy and Performance	9	↔		
SR 8b	Political Uncertainty Uncertainty around future local and national political policy and administration could result in challenges to, or failure to take the decisions required to facilitate delivery of the Council's Corporate Plan, leading to unnecessary increases in resources used in the decision-making process and dissatisfaction from residents.	CLT wide	3	4	12	<p>Engagement with political administration of CEBC</p> <p>Engagement with group leaders of CEBC parties</p> <p>Training and briefing to CEBC members</p>	2	4	8	This risk recognises the threat to clarity and efficiency in the delivery of the Council's Corporate Plan caused by political uncertainty, whether that be within the immediate local political arena, or the national level.	The organisation's ability to manage causation of this risk is relatively limited; engagement with the political administration and political groups as part of the support to decision making, supporting effective governance, provision of briefing and training.	Responding to and managing the implications of this risk includes elements of proactive and reactive activity, drawing heavily on resource in communications and governance/democratic services	No further planned mitigation activity at this stage. Risk will be further reviewed during Q3.	8	↔
SR 9	Capital projects 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.	Executive Director - Place	4	4	16	<ul style="list-style-type: none"> Robust management of projects Financial controls in place Governance mechanisms include Corporate Board overseeing all capital schemes (Assets Board). Assurance tests to be repeated again to ensure arrangements are robust and apply any lessons learnt Individual schemes have appropriate governance. Regular capital programme reports to be reported to CLT Regular 1-1s between Executive Director and Director which include updates on all major projects 	3	4	12	The existing management and governance controls of the Council's major capital projects remain in place. Many projects are experiencing higher than expected inflationary pressures on construction materials linked to national and international supply chain issues.	No further planned mitigation activity at this stage. Risk will be further reviewed during Q3.	12	↔		
SR 10 (o)	Infrastructure Investment (opportunity) Securing the required investment to support our major infrastructure and development priorities in Place, particularly in relation to HS2 and delivery of the Crewe Hub, and noting the inflationary pressures across all aspects of project delivery.	Executive Director - Place	4	4	16	<ul style="list-style-type: none"> This risk will be reviewed by the HS2 Programme Board on a monthly basis and the chair informs CLT accordingly. Day to day management of the actions in place to reduce the risk is a combination of the BCI: Business Case and Investment Integration, the Programme Director and the Programme Manager. The controls above will be used to monitor the risk. 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 is being impacted on by recent Government administration changes and the resultant changes in Government policy. Value engineering of design and development of projects. Liaison with the contracting industry to identify the most efficient design solutions. Contract management, effective procurement arrangements, financial resilience and economic budget 	3	4	12	Risk description expanded to cover Place major capital projects as a whole.	No further planned mitigation activity at this stage. Risk will be further reviewed during Q3.	12	↔		
SR 11	Pandemic Virus 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.	Executive Director - Adults, Health and Integration	4	4	16	<p>National Government mandatory and advisory measures.</p> <p>National Vaccine roll out</p> <p>Sub-regional collaboration co-ordinated by the CHAMPS Public Health Collaborative</p> <p>Cheshire and Warrington Local Resilience Forum managed partnership working.</p> <p>Cheshire East Emergency Planning activity</p> <p>Advice and guidance to schools, businesses and residents</p> <p>Track and Trace Team activity / Swab Squad</p> <p>Cheshire East organisational activity</p>	4	3	12	<p>There is at present no means of removing the COVID-19 virus from the population or its associated risks and changes in national policy have reduced the control measures that had previously been in place.</p> <p>Managing the spread and mitigating against the impact is what we have to continue to work on in partnership with all those living and working in Cheshire East (in collaboration with partners across the sub-region and Cheshire and Merseyside).</p> <p>In order to achieve this we maintain a council Test and Trace programme and support partners across the health economy to deliver both the current vaccination programme and the booster programme including supporting the rollout of the new 12-15 vaccination programme.</p> <p>Rates of Covid-19 are increasing particularly in the school aged population, this is coinciding with the start of the flu season, increasing risks to individuals and placing additional pressures on health and social care providers.</p> <p>Additionally other winter illness such as RSV have been seen to be rising rapidly nationally, these rises are due to increased population susceptibility and are likely to put further pressure on primary and secondary care. The control measures for all respiratory and gastrointestinal infections that are more common during the winter remain the same as those for Covid-19. Local Authorities are being requested to take on more responsibilities in relation to local contact tracing. There will be additional financial pressures and workload pressures on organisations and staff across health and social care as a result.</p> <p>The mandatory vaccination programme for care homes presents a significant potential risk to continuity of service provision where staff who have not received both vaccinations will not be allowed onto care home sites. This includes individuals not employed by the care homes attending the sites for any reason. The council has provided support and guidance to our care homes to increase the vaccination rate and minimise the number of individuals who are not fully vaccinated by the cut off date.</p> <p>The implications for recovery include a significant impact on mental health for a range of reasons with concurrent needs for increased access to services (including substance misuse services). This will put pressure on teams that were in high demand pre-pandemic. This goes alongside a likely fall in physical health and wellbeing amongst particularly our most deprived populations arising from falls in physical activity and other changes to lifestyles</p>	Ongoing working from home Local Track and Trace Hub established Delivery of government mandated actions and activity (self isolation payments, support for care providers etc) Shielding Plan in place in case of requirement to support shielding individuals Supporting NHS roll out of Covid 19 vaccination programme Initiating flu vaccination programme for all staff and communications supporting public vaccinations	12	↔		

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SR 12	Fragility and failure in the social care market Increased pressure within the Social care market, rising costs, increasing complex needs and funding pressures, which have been exacerbated by Covid 19 increases the likelihood of multiple provider failure and market collapse.	Executive Director - Adults, Health and Integration	4	4	16	<ul style="list-style-type: none"> 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 Helping 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 CCG 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. 	4	4	16	<p>The impact of the recruitment and retention crisis in Adult Social Care is now being experienced on a daily basis. There are currently over 200 people awaiting a package of domiciliary care (equating to over 2,700 hours of care required) and packages of care are being handed back by care providers on a regular basis due to staff leaving the care sector to work in higher paid and less stressful positions in retail and hospitality or staff sickness. This is impacting significantly on the hospitals with over 100 medically fit patients awaiting discharge.</p> <p>Over the last few weeks, the Council's Reablement team has been called on to support a Care at Home provider with care calls and training for staff due to a high number of resignations and sickness.</p> <p>Although care home bed vacancies remain higher than normal many of the beds cannot be filled due to staffing shortages or closures due to Covid 19 or other infectious diseases such as diarrhoea and vomiting. There are particular shortages of nursing and nursing dementia beds.</p> <p>To manage the risk a weekly Market Oversight meeting has been set up to review risk levels and produce an escalation report for Senior Managers with key data and risks; an on-call rota has been established to manage any issues arising at the weekend and a Crisis Response team utilising CEC staff is in the process of being set up to respond in an emergency situation.</p> <p>The same issues are being experienced throughout the region and nationally as evidenced by a recent CQC report on the State of Care. In response the Government has just announced a £165.2 fund to support the adult social care workforce. While it is anticipated that this short term funding may help alleviate some of the issues it may not provide a longer term solution to the problem of care staff feeling undervalued and underpaid.</p>	Identify short term funding to support care providers to maintain sufficiently qualified workforce to meet need and reduce pressure on hospitals Establish a CEC crisis response team who can be called on at short notice to deliver care 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 Undertake a review of care fees for all sectors of the market ASC/ Commissioning continues to respond to significant challenges pertaining to the acceleration of prevention. 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. Continue to monitor and review preventative and support service activity. Improved utilisation of public health JSNA and wider regional data sets informing future commissioning plans. Develop engagement with community groups and 3rd sector. Liquid logic and contracc solutions to better map trend and demand. To monitor and review thresholds and gatekeeping processes Review and strengthen partnership working with wider agencies. Data intelligence is used to understand where and what kind of service demand needs are in order to commission appropriately and effectively. Continue to engage with leaders across teams – informing and influencing change. Continued engagement with people who access services and the involvement of Healthwatch and independent advocacy Joint working with 'skills for care' to encourage individuals to take up employment within the care sector.	16	↔
SR 13	Reputation 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.	Chief Executive	4	4	16	<ul style="list-style-type: none"> 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 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 protocol and approvals process Media training programme for key spokespersons Senior member overview of COVID-specific communications activity through Local Outbreak Engagement Board Weekly COVID-specific comms activity reporting and planning as part of CEMART Weekly meetings with comms leads from public sector partner organisations to collaborate, share plans and intelligence 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 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 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 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 	3	3	9	<p>Explore development of communication strategies to influence public awareness of and informedness about key universal services, inc: planning, highways, waste and recycling Further development of the communications approach to supporting decision making under the cttc system Align developing communications strategy to customer experience, digital and consultation and engagement strategies Include customer enquiries, MES and MP correspondence in reputation monitoring</p>	9	↔	