

Risk Ref	Risk Description	Net (current) scores Quarter 3 2021/22			Further planned risk mitigation activity	Target risk score			Commentary – Q3 2021/22
		Likelihood	Impact	Total (LxI)		Likelihood	Impact	Total (LxI)	
SR 1A	<p>Increased demand for Adult Services</p> <p>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</p>	4	4	16	<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. • strength liquid logic and controcc 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 independent advocacy. • Proactive engagement with the new Integrated Care Partnership (includes health partners) • Ongoing response measures to COVID 19 pandemic (see SR11) • Maintaining Business Continuity across inhouse and external providers. 	3	3	9	Over the last quarter we have seen an unprecedented demand on adult social care services. Demand has increased from our local hospitals and individuals needing mental health support. In addition to this the Council has also seen a significant rise in safeguarding concerns. This is coupled with staff absences and huge difficulties in recruiting and retaining staff. Despite the mitigations in place, business continuity plans have been refreshed and support being given to staff to assist in managing the situation.
SR 1C	<p>Increased demand for Children's Services</p> <p>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</p>	4	3	12	<p>The Council is considering a further children's social care growth bid for 2022/23</p> <p>The Council is considering a further growth bid for SEND and Educational Psychology for 2022/23</p> <p>Continue to deliver our Sustainable Futures Strategy and improve the quality of social work practice.</p> <p>We are exploring expanding our in-house residential provision and fostering sufficiency, learning from North Yorkshire's 'No Wrong Door' model.</p> <p>Continuing to support good quality early help and prevention services</p> <p>Continuing to support vulnerable children and young people</p>	3	3	9	Activity in children's services has continued to increase, as is the case nationally. Business cases have been put forward as part of the consultation on the MTFS for 2022-2026 for Children's Social Care and SEND Services to ensure services can continue to meet increased activity and demand. In order to mitigate this risk and prevent children and young people from experiencing greater intervention in their lives, we are continuing to deliver our partnership strategies to ensure that we support families early, providing the right support at the right time, and that we work together with families, so we achieve the best outcomes for children and young people. During 2021 we launched new strategies for neglect and SEND. We are also continuing to

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	safeguarding issues, and difficulty in achieving the Council’s desired outcomes - that children have the life skills and education they need to thrive.				through the Household Support Fund and the Holiday Activity Fund. 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				develop different options within Cheshire East to ensure we have the right homes available for our cared for children and young people, through our Bespoke project and the Mockingbird fostering programme. Our second Mockingbird constellation launched in January 2022.
SR 2	<u>NHS Funding and Integrated Care System</u> 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.	4	4	16	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	3	4	12	During Q3 we have been informed that the implementation of the integrated care system has been delayed until July 2022. Work is progressing at pace to design new Governance arrangements and proposals on the section 75 and future working arrangements will be put forward for approval in the next few months. NHS funding has been supported by many Government grants over the period of the pandemic, no financial framework has been published which still presents a risk moving forward.
SR 3	<u>Financial Management and Control</u> 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.	3	3	9	Training and briefing to Councillors Education and training on Finance and Contract Procedure rules for Officers and Councillors Roll-out of Unit4 self serve requirements Action Plan on adherence to FM Code	2	3	6	MTFS has been subject to external / internal consultation following development via CLT. MTFS and in-year position also subject to oversight and scrutiny via Committees. MTFS balanced for further 4yrs including impact of government spending review. 2021/22 budget close to balanced, with deficit manageable via use of MTFS earmarked reserve in accordance with strategy. FM Code gap analysis completed, governance workstream working on action plan. Unit4 go-live 2 completed. Finance Team completed training and started roll-out of forecasting requirements. Unqualified opinion provided for Statement of Accounts

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SR 4	<p>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.</p>	4	3	12	<p>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</p>	4	3	12	<p>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.</p> <p>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.</p> <p>In addition, threats from nation state actors is of considerable concern, with nearly half of nation state activity being targeted at governments across the world, with the UK being the third most targeted country behind the USA and Ukraine. The NCSC is currently investigating the recent reports of malicious cyber incidents in Ukraine. Incidents of this nature are like a pattern of Russian behaviour seen before in previous situations, including the destructive NotPetya attack in 2017 and cyber-attacks against Georgia. The UK Government has attributed responsibility for both these attacks to the Russian Government.</p> <p>The Cyber Security Strategy states that “while use of ransomware rises, the costs of remediating the impact of ransomware attacks remain significant. This only reinforces the need for strong cyber resilience and strengthens the case for appropriate cyber security prioritisation and investment, to mitigate the risks before they turn into serious incidents”.</p>
SR 5	<p>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.</p>	3	3	9	<p>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</p>	2	3	6	<p>Recruiting temporary resource was unsuccessful; permanent recruitment process requires revised job description. Priority BC work is being progressed within Audit and Risk. Timescales for refresh of other BC tasks have been revised.</p> <p>Regular and focused reviews of business continuity occurred throughout Q3 in response to the continuing challenges of Covid; with the Omicron variant and Plan B restrictions. Achieving minimal impact to service delivery requires considerable assessment, planning and adaption within services. Oversight and monitoring was undertaken by CEmart, and this continues into Q4 2021/22.</p>

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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.	3	4	12	Revised Council wide Workforce Strategy and Directorate /Service Workforce Plans. Equality, Diversity and Inclusion Strategy	3	4	12	Gross scores remain the same, existing controls have been updated. The labour market remains challenging. Staff continue to work flexibly, with those who are able to work from home. The planned mandatory Covid vaccination for Care staff is under review again and may not come into force as originally planned by the Government. Significant ongoing demand across all Directorates due to COVID-19 continues.
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.	3	4	12	Engage with consultation on changes to local government financing	2	3	6	MTFS assumptions reviewed via Finance Sub-Committee. MTFS published following autumn statement, but prior to detailed Local Government Settlement. Assumptions gave limited benefit from settlement, to allow flexibility within the consultation period. Settlement provided only single year clarity, however risk from reduced levels of local taxes reduced as collection rates and levels of government funded reductions have stabilised the forecasts. Implementation of improved Council Tax Support scheme, EA scheme consultation and new business grants will help with impact on collection rates too.
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.	3	3	9	Further work of the BFT Governance Workstream projects – Decision Making, Governance and Financial Codes and Policy and Performance Constitution update (April 2022, annual review thereafter) Decision making records. Reports and delegations - reviewed after each Committee cycle	2	2	4	Immediate new committee system transitional risks have been mitigated. Constitution update December 2021 and again April 22 then annual review from April. Ongoing risks relating to design flaws, untested events and effective management and follow up of decisions. Budget process nearly completed.
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.	2	4	8	System for briefing and information exchange on white papers, levelling up, ICS and regional solutions - Preparation Elections 2023 and delivery of Corporate Plan Reprioritisation/new plan after elections Service Committee Support & Briefings	2	3	6	Improved service committee briefings, increases in the reservoir of knowledge through experience and training of members on the new committee and their wider engagement in decision making has appeared to clarify the areas of local political agreement and disagreement. Recent white papers have added uncertainty to regionalisation and wider shared arrangements. ICS and health integration and further care bill provide potential area of disagreement.
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.	2	3	6	A new module within the Unit4 ERP system will improve financial monitoring to provide more regular information on actual and forecast spend	3	4	12	<ul style="list-style-type: none"> The existing controls for effective management of major capital projects remain in place. During Q3, Service Committees received Mid-Year Performance Review reports including high level updates on all major projects. Detailed updates were also provided to the appropriate Service Committee on the Town Centres Regeneration Programmes, Digital Connectivity Programme, HS2 Programme, Middlewich

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									Eastern Bypass Scheme, and preparations for the 2022-23 Highways and Transport capital programme. <ul style="list-style-type: none"> The Third Quarter Finance Review including an update on the relevant schemes within the Capital Programme is scheduled for January's Service Committee meetings.
SR 10	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.	3	4	12	No further planned mitigation activity			0	The Council continues to work collaboratively with stakeholders and partners to manage the above risks. The Council will explore Government funding opportunities to bring forward key interventions (such as the LUF) and utilizing work to date. Recent engagements with Government ministers have been positive and an opportunity to work with Infrastructure and Projects Authority to move the work forward has arisen.

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SR 11	<p>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.</p>	4	3	12	<p>Development of regional ‘business as usual’ approach for Cheshire and Merseyside Horizon scanning to understand long-term management of Covid-19</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. 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). 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 to all eligible residents.</p> <p>Rates of Covid-19 are increasing, due to the Omicron Variant, particularly in the school aged population, this is coinciding with the flu season, increasing risks to individuals and placing additional pressures on health and social care providers. 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>

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SR 12	<p>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 exasperated by Covid 19 increases the likelihood of multiple provider failure and market collapse.</p>	4	4	16	<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 controcc 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. Ongoing support for care providers to assist in their response to the COVID-19 outbreak 'Hidden Carer's' initiative launched through Carer's Hub to help identify and support carers not known to the system</p>	3	3	9	<p>The last quarter has seen significant difficulties within the Social Care market- mainly driven by recruitment and retention issues. The social care market is competing with retail and the hospitality sectors that have more attractive hourly rates and less responsibility. To add to the pressures we have had self-isolating carers and increased demand. The Council has seen many care at home services handing back packages and Council staff having to step in and support service users at very short notice. We have also seen a significant number of care homes closing due to outbreaks of COVID which puts pressure on supporting people out of hospital. The teams are working hard to mitigate the issues being faced.</p>

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SR 13	<p>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.</p>	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 ctte system Align developing communications strategy to customer experience, digital and consultation and engagement strategies Include customer enquiries, MES and MP correspondence in reputation monitoring 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</p>	3	3	9	<p>All Q2 comments still apply.</p> <p>In January 2022, Corporate Policy Committee gave approval to develop a communications strategy for the organisation and to survey residents about their communications preferences, to inform that strategy. Work has now begun on both those actions.</p> <p>Through Q3 and looking ahead to Q4, we are seeing significant developments in several priority areas for the Council, also evidenced through monitoring arrangements (above). This includes:</p> <ul style="list-style-type: none"> • Budget setting and council tax • Crewe regeneration, (HS2 Phase 2b, Great British Railways HQ bid) • Adult social care funding and recruitment • Integrated Care System • Highways funding and road maintenance • COVID-19 response and recovery as the pandemic progresses and national guidance continues to change. <p>These priority areas are also considered elsewhere in strategic risk register.</p>
SR 14	<p>Climate Change (2025) Failure to achieve Carbon Neutral status for the Council by the 2025 milestone target as a result of ineffective planning and delivery of actions, 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.</p>	3	2	6	<p>Secure capital funding for key infrastructure projects, e.g. fleet EV charging infrastructure, solar farm, included in MTFs Feb 2022 Secure land for tree planting and solar farm development; Land use assessment undertaken with recommendation for allocation of land to Economy & Growth Committee; review progress end of Q4 2021/22 Monitoring of emerging technologies; annual report to committee</p>	2	2	4	<p>Climate change risk reshaped into focus on” failure to achieve Carbon Neutral Status”. Carbon Neutral Status is a key priority in the Council’s Corporate Plan, therefore failure to achieve this milestone is a risk to the delivery of Corporate Plan objectives. Impact of this risk being realised is seen as primarily reputational, rather than there being risk of legal challenge, financial challenge, increase in costs or lack of resilience. However, the risk being realised will also have climate change implications.</p> <p>The 2022-26 MTFs includes proposals for capital investment in energy efficiency measures in our buildings, for renewable energy through a large-scale solar farm, for electric vehicle charging points for our fleet, the delivery of a heat network at North Cheshire Garden Village, and for carbon storage through tree planting on Council land.</p>

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SR 15	<p>Economy Risk The combined external national economic shocks of EU transition and COVID -19 will have a severe detrimental impact on Cheshire East economy resulting in a protracted reduction in economic growth. This recession is expected to increase the number of local business failures resulting in a loss of business, employment and consumer confidence in Cheshire East; and severe impacts on the Councils income and exert pressure on its revenue and capital programmes.</p>	3	3	9			0	<p>Due to continued pressure in the wider economy both nationally and internationally, there is no variance to the scoring of risk.</p> <p>There is added risk with significant cost increases in utilities, gas and electric prices, and continued impact of construction inflation, supply chain shortages, and increased interest rates. Covid transmission remains high but self-isolating guidelines have relaxed but residual pressure remains in the market, which is still vulnerable to new variants and market confidence.</p> <p>Economic outlook remains fragile.</p>	