

Risk Ref	Risk Description	Net (current) scores Quarter 4 2021/22			Further planned risk mitigation activity	Target risk score			Q4 Comments
		L	I	Total (LxI)		L	I	Total (LxI)	
SR1A	Increased demand for Adult Services	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 people’s 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	No significant change to Q3 comments; 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	Increased demand for Children's Services	3	3	9	<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 through the Household Support Fund and the Holiday Activity Fund.</p> <p>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.</p> <p>Continue to develop Bespoke Children’s Homes and Mockingbird fostering model.</p>	3	3	9	Business cases for Children’s Social Care and SEND Services were agreed as part of the MTFS for 2022-2026 to ensure services can continue to meet increased activity and demand. 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 in order to mitigate this risk and prevent children and young people from experiencing greater intervention in their lives. We are currently developing a new partnership strategy for Early Help and Prevention in order to continue to improve our support to children and families.

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SR 2	NHS Funding and Integrated Care System.	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	Proposals for a new Governance arrangement and section 75 are being prepared for May 22 Council.
SR 3	Financial Management and Control	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, CFO governance workstream working on action plan. Unit4 go-live 2 completed. Finance Team completed training and started roll-out of forecasting requirements. Unqualified opinion delayed provided for Statement of Accounts, due to national infrastructure valuation issue, not related to CEC. No material adjustments required in findings to date.
SR 4	Information Security and Cyber Threat	4	3	12	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.	4	3	12	NCSC intelligence indicates that the Russian government is exploring options for potential cyber-attacks, this activity may occur as a response to the unprecedented economic costs imposed on Russia as well as material support provided by the UK, allies and partners to Ukraine. They are not aware of any specific, targeted cyber threats to UK organisations or citizens as a result of the Russian invasion of Ukraine but are encouraging organisations & citizens to remain vigilant as this could change at short notice. To this effect the net risk rating remains at 12 due to the major impact on the corporate plan should a vulnerability be exposed.

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SR 5	Business Continuity	3	3	9	Co-ordinate a 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.	2	3	6	Oversight and monitoring of business continuity challenges through Q4 was led through CEmart. As the organisation adjusts to "Living with Covid", services will need to reflect on the plans and ensure that hybrid working is reflected in plans.
SR 6	Organisational Capacity and Demand	3	4	12	Revised Council wide Workforce Strategy and Directorate /Service Workforce Plans. Equality, Diversity and Inclusion Strategy.	3	4	12	In November 2021, Corporate Policy Committee agreed a new Workforce Strategy 2021 -2025 which addressed the key workforce priorities for the Council under four strategic themes: -Delivering Our Future; -Living our Values and Delivering our Employee Deal; -Inclusive Workforce – Ensuring Everyone has a Voice -Empowering Our Workforce Service Workforce Plans are being refreshed as part of the business planning process. Recruitment and retention remain a key focus for the forthcoming year across all services. A comprehensive programme of work is being developed to ensure that both strategic and service level activity is progressed to ensure that we maximise all opportunities, mitigate risk and make Cheshire East Council the employer of choice. Hybrid working continues to be embedded across the Council supporting recruitment and retention and making the Council an attractive employer for external candidates, while supporting many of our staff to experience an enhanced work-life balance. The overall net risk rating is 12 and remains high.
SR 7	Council Funding	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	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	The change in governance has delivered a legally compliant budget and there have been no challenges to decision making in the first year. The governance Brighter Futures project has concluded and is transitioning to business as usual, and the governance system is moving from major change/implementation to incremental improvement. Further

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									consideration on operational learning from officers will be incorporated into future improvements. The alignment of governance arrangements to the achievement of the corporate plan is now required; this will be achieved through a program of strategy mapping and alignment against the corporate plan, and reinforced through alignment in the reporting of performance, risk and finance.
SR 8B	Political Uncertainty	3	4	12	System for briefing and information exchange on white papers, levelling up, ICS and regional solutions. Preparation for Elections 2023 and delivery of Corporate Plan Reprioritisation/new plan after elections. Service Committee Support & Briefings.	2	3	6	The delivery of national policies, integrated care systems, levelling up, and devolution remain an unchanged risk. The conflict in Ukraine and impact on political environment and consequential inflationary issues creates a risk of revisiting of political priorities and deliverability. Increased net likelihood score changed due to these factors, and the increased proximity to local elections in 2023.
SR 9	Capital projects	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.	2	3	6	<ul style="list-style-type: none"> The existing controls for effective governance and management of major capital projects remain in place. Each major capital scheme has its own project or programme governance in place. Additional governance mechanisms include Assets Board and Place Board providing oversight on thematic programmes.
SR 10	Infrastructure Investment (opportunity)	3	4	12	No further planned mitigation activity.	4	4	16	Q3 Comments still apply 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.
SR 11	Pandemic Virus	3	3	9	Development of regional 'business as usual' approach for Cheshire and Merseyside. Horizon scanning to understand long-term management of Covid-19.	2	3	6	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 removed most control measures that had previously been in place. Managing the spread and mitigating against the impact is what we must 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). To achieve this we will maintain the TTCE Programme until at least October 2022 and support partners across the health economy to deliver both the current vaccination programme and the booster programme to all eligible residents. Rates of Covid-19 are decreasing, but as test and trace functions have been largely de-mobilised, and data sources reduced, the

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									<p>current case rates are not likely to be accurate. Additionally other illnesses such as RSV and TB have been seen to be rising, 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 remain the same as those for Covid-19. Local Authorities are being requested to take on more responsibilities and there is a lack of clarity on the role of Local Authorities in managing Covid-19 long-term. There will be additional financial pressures and workload pressures on organisations and staff across health and social care as a result.</p> <p>The core risk from Covid-19 has reduced due to the levels of vaccination, as well as the number of people who have been exposed to the virus. The risk has reduced in terms of deaths and serious illness, however the risk associated with a major disruption to business services remains. If large numbers of people are infected and are ill at the same time business continuity will likely be impacted for some time.</p> <p>There remains a risk from a new Variant. We have seen several Variants over the course of the 2-years of the Pandemic and it is possible that a different virus, whether a Coronavirus or not could emerge. While this is still a significant risk, the mitigation is that the world has learned a great deal about the measures to take and vaccine technology has improved greatly.</p> <p>The vaccination programme continues its roll out across the borough. Cheshire East continues to have the highest overall rates for Cheshire and Merseyside and in the country. The Spring Booster Campaign is underway for people aged over 75 years old and residents of care homes. Uptake is good though outbreaks within the care home sector has delayed the roll out of the programme in some homes. In addition, the primary vaccination programme for children aged 5-11 years old has commenced thereby extending the programme to whole population aged over 5 years old. Whilst it is likely that an Autumn booster programme will be required. Though the NHS will be responsible for the delivery of the programme, the local authority will be asked for its assistance to ensure its success, particularly to enable our most disadvantaged communities.</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</p>

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									<p>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> <p>As highlighted in previous reports the adverse mental health impacts of the Pandemic on many people within our communities has been high. This will place a significant demand on health and social care services. In addition, there is recognition that Long COVID symptoms are also having an adverse effect on a proportion of our residents. Whilst support services are being developed it is likely that the full extent of local need will require review.</p>
SR 12	Fragility and failure in the social care market	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</p> <p>Establish a CEC crisis response team who can be called on at short notice to deliver care</p> <p>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</p> <p>Undertake a review of care fees for all sectors of the market</p> <p>ASC/ Commissioning continues to respond to significant challenges pertaining to the acceleration of prevention.</p> <p>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.</p> <p>Continue to monitor and review preventative and support service activity.</p> <p>Improved utilisation of public health JSNA and wider regional data sets informing future commissioning plans.</p> <p>Develop engagement with community groups and 3rd sector.</p> <p>Liquid logic and controccc solutions to better map trend and demand.</p> <p>To monitor and review thresholds and gatekeeping processes</p> <p>Review and strengthen partnership working with wider agencies.</p> <p>Data intelligence is used to understand where and what kind of service demand needs are in order to commission appropriately and effectively.</p> <p>Continue to engage with leaders across teams – informing and influencing change.</p> <p>Continued engagement with people who access services and the involvement of Healthwatch and independent advocacy</p> <p>Joint working with ‘skills for care’ to encourage individuals to take up employment within the care sector.</p> <p>Ongoing support for care providers to assist in their response to the COVID-19 outbreak</p> <p>‘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>Still experiencing difficulty with the care at home market – we are still experiencing handing back of packages and have a significant number of people in short term beds and on a waiting list. Health have agreed to assist with a fee increase of 14% to help the Care at home market.</p>

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SR 13	Reputation	3	3	9	Explore development of communication strategies to influence public awareness of and provide quality information 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	3	3	9	(Q3 comments still apply). Communications survey was in development in Q4 to be sent to representative sample of residents for response in April 2022. This will support development of communications strategy. Communications programme for 2022/23 was also in development in Q4 and into Q1 2022/23. During this period (Q4) we saw particular interest and activity in the following topics: <ul style="list-style-type: none"> • Great British Railway HQ bid • COVID-19 response • Road funding and maintenance (including gritting programme) • Avian influenza • Carbon neutral programme • Community Governance Review • Homes for Ukraine scheme • Budget setting / Council Tax We also held the first virtual ‘Conversation with the Leader and Deputy Leader sessions. We have seen consistently high levels of media interest, with around 91% positive and neutral coverage with 9% coverage classed as negative in this period.
SR 14	Climate Change (2025)	3	2	6	Secure capital funding for key infrastructure projects, e.g. fleet EV charging infrastructure, solar farm, included in MTFS 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	2	2	4	Cheshire East Council committed itself to becoming carbon neutral for its own operations by 2025 and to using its influence to assist the borough in reducing its carbon impact. To enable this a Carbon Action Plan was produced to detail the measures that would need to be taken in order to achieve this commitment. While the Council is seeking to cover core cost of the program and feasibility though the allocated program budget individual services and directorates may require additional funding to meet high standards such building Bream excellent or equivalent and carbon zero transport commitments. Where possible grant funding will be used, and costs spread over the 4-year life of the program. Any additional funding request will form part of future MTFs business case cycles. Climate change has adversely affected the residents of Cheshire East by the increasing impacts of adverse weather. Adverse

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									weather has been experienced in several ways, most notably the increased frequency and ferocity of flooding experienced in recent years, specifically in Poynton, Bollington, Nantwich and the rural areas to the south of the borough. These flooding events have exposed frailties in the drainage network and identified clear areas of focus with partnering risk management agencies such as the Environment Agency and United Utilities.
SR 15	Economy Risk	3	3	9		2	2	4	<p>No further changes to scoring or commentary from Q3 as both still apply.</p> <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>