

OPEN

Corporate Policy Committee

3 October 2024

Strategic Risk Assurance Report Q1 2024/25

Report of: Janet Witkowski – Interim Director of Governance and Compliance, Monitoring Officer

Report Reference No: CP/38/24-25

Ward(s) Affected: All

For Decision or Scrutiny: Scrutiny

Purpose of Report

- 1 One of the responsibilities of the Corporate Policy Committee is to have a co-ordinating role across all other committees and exercising a corporate view of outcomes, performance, budget monitoring and risk management. Reporting on the Strategic Risk Register supports effective risk management, is central to good governance and supports the efficient delivery of the council's corporate plan objectives.

Executive Summary

- 2 This report provides an update on the activity of the council's Strategic Risk Register for Quarter 1 2024/25; April to June 2024. This report also includes the equivalent level risk registers for the Council's wholly owned companies; Orbitas, Tatton Park Enterprises and ANSA. Strategic Risk Register set out in detail in Appendix A, and the wholly owned company registers set out in Appendix B, C and D.

RECOMMENDATIONS

The Corporate Policy Committee is recommended to:

- Note the position of the Council's Strategic Risk Register and those of the wholly owned companies for Quarter 1 2024/25, in respect of the content, description, scoring and risk management activity outlined.

Background

- 3 Risks included on the Strategic Risk Register are those which materially threaten the organisation's ability to achieve its strategic goals, in this case our corporate objectives in the Corporate Plan. This could be in the form of an individual threat to a specific objective, or the compound effect of a threat across several areas.
- 4 Items on the Strategic Risk Register are "owned" by members of the Corporate Leadership Team (CLT) and are reviewed on a quarterly basis. Co-ordination and administration of the Strategic Risk Register and the Risk Management Framework is undertaken by the Head of Audit and Risk Management.
- 5 The content of the Strategic Risk Register has been updated in preparing this assurance report for the Corporate Policy Committee. Members of the Corporate Leadership Team have assessed their risks as at the end of Quarter 1 2024/25.
- 6 Revisions to the register are made on an on-going basis to ensure that the scope and detail of the individual risks, and the overall coverage of the register is reflective of the current threats to the organisation achieving its strategic objectives and maintaining business as usual service delivery. Where items are removed from the Strategic Risk Register, they continue to be considered at operational levels, and can be escalated back for inclusion based on the risk owner's judgement as at that time.
- 7 Full details of the Council's individual strategic risks are provided in Appendix A. The content of this covering report relations to the key changes in risks from Quarter 4 to Quarter 1.

Summary of Quarter 1 review

- 8 Much of the existing strategic risk register has seen no movement during Quarter 1 with 16 of the 18 risks seeing no change in the net score. Exceptions to this can be seen in the Place directorate, where the capital projects risk's net score has been increased to the maximum impact and likelihood. Conversely the local economy risk has seen a significant reduction in its net score, currently being the lowest rated risk in the register.
- 9 The Childrens' directorate, while having no change in its existing risks, has added two new risks this quarter, Delivery of the ILACS Improvement Plan and SEND Inspection. Both of these risks have a net impact of 4 out of 4, the highest possible impact rating and an overall net score of 12 out of 16.

- 10 The main underlying driver of uncertainty, the financial position of the Council remains. The two highest rated Place risks, capital projects and carbon neutral, both reference the management of capital investment in their mitigating actions.
- 11 The strategic register now contains 20 risks with the directorate split shown in table 1 below:

Table 1 – Strategic Risks by Directorate

Directorate	Number of Risks	Average Net Score	Highest Net Score
Adult	2	11	12
Childrens	5	12	16
Corporate	9	11	16
Place	4	11	16

- 12 Table 2 shows the position of the Strategic Risk Register after the Quarter 1 assessments: with the gross, net and target score for each risk. The table is organised by highest to lowest net risk for Q1.
- 13 Table 3 shows the position of the Strategic Risk Register based on the Q1 assessments against the previous quarter.
- 14 The heat map below the tables (Chart 1) shows the concentration of critical and material rated risks. All risk now sit in the top, righthand quadrant.
- 15 As requested by Corporate Policy Committee the strategic risk registers of the Council's Wholly Owned Companies are included in Part 2 of this report. Full details are included in Appendix B, C and D.

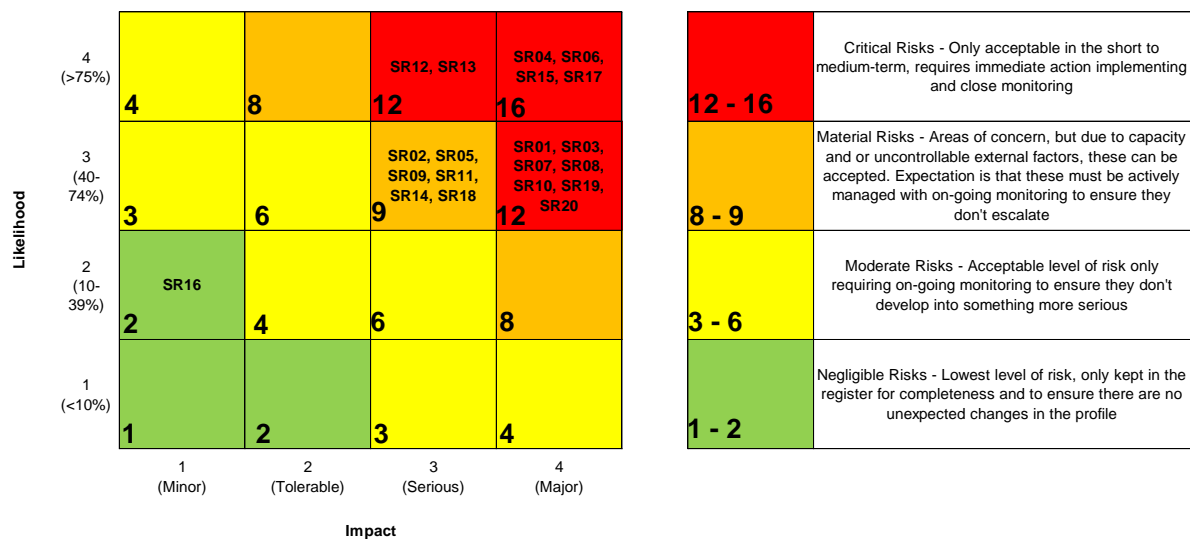
Table 2 – Strategic Risk Register, highest net score to lowest

Ref	Risk	Q1 Gross	Q1 Net	Q1 Target
SR04	Dedicated School Grant Deficit	16	16	16
SR17	CEC Carbon Neutral Status	16	16	16
SR15	Capital Projects – Place	16	16	12
SR06	Failure to Achieve the MTFS	16	16	9
SR03	Complexity and Demand for Children’s Services	16	12	12
SR13	Information Security and Cyber Threat	16	12	12
SR19	Delivery of the ILAC Improvement Plan	16	12	12
SR01	Increased Demand for Adult’s Services	16	12	9
SR07	Leadership Capacity	16	12	9
SR12	Stakeholder Expectation & Communication	16	12	9
SR08	Ability to Achieve Organisational Change	16	12	8
SR10	Failure to Manage the Consequences of Policy Uncertainty and National Policy Frameworks	12	12	8
SR20	SEND Inspection	16	12	8
SR02	Fragility and failure in the Social Care Market	16	9	9
SR09	Recruitment & Retention	16	9	9
SR05	Failure to Protect Vulnerable Children	16	9	6
SR11	Failure to Adhere to Agreed Governance Processes	16	9	6
SR14	Business Continuity	12	9	6
SR18	Local Planning Authority Modernisation Plan	16	9	6
SR16	Failure of the Local Economy	4	2	12

Table 3 – Strategic Risks Direction of Travel

Ref	Risk	Q2 Net	Q3 Net	Q4 Net	Q1 Net	Direction of Travel (Q4 to Q1)
SR01	Increased Demand for Adult's Services	12	12	12	12	↔
SR02	Fragility and failure in the Social Care Market	9	9	9	9	↔
SR03	Complexity and Demand for Children's Services	12	12	12	12	↔
SR04	Dedicated School Grant Deficit	16	16	16	16	↔
SR05	Failure to Protect Vulnerable Children	N/A	N/A	9	9	↔
SR06	Failure to Achieve the MTF5	16	16	16	16	↔
SR07	Leadership Capacity	12	12	12	12	↔
SR08	Ability to Achieve Organisation Change	12	12	12	12	↔
SR09	Recruitment & Retention	9	9	9	9	↔
SR10	Failure to Manage the Consequences of Policy Uncertainty and National Policy Frameworks	12	12	12	12	↔
SR11	Failure to Adhere to Agreed Governance Processes	9	9	9	9	↔
SR12	Stakeholder Expectation & Communication	12	12	12	12	↔
SR13	Information Security and Cyber Threat	12	12	12	12	↔
SR14	Business Continuity	9	9	9	9	↔
SR15	Capital Projects - Place	8	8	12	16	↑
SR16	Failure of the Local Economy	12	12	12	2	↓
SR17	Climate Change (CEC Carbon Neutral Status)	9	12	16	16	↔
SR18	Local Planning Authority Modernisation Plan	9	9	9	9	↔
SR19	Delivery of the ILAC Improvement Plan	-	-	-	12	NEW
SR20	SEND Inspection	-	-	-	12	NEW

Chart 1 – Strategic Risks Heat Map



Risks Updates by Service Committee

Adults and Health Committee

- 16 **Increased Demand for Adults Services:** The level of demand into Adult Social Care has remained constant with the First Point of Contact Teams working well to 'prevent, reduce, delay' traditional care services. However, the cases that progress to assessment demonstrate increased care needs and complex behaviours. Complex cases involving Hoarding, self-neglect and Court of Protection intervention, places increasing pressure on teams. The reduction in the use of Agency staff will result in a build-up of referrals waiting for assessment and support.
- 17 The demands of Care Agencies requesting higher fee increases, with threats to terminate placements, further increases the pressure. Families are demanding more costly care options than the council can realistically provide, and the result is in increased complaints and requests for further reassessments. The increases in Domestic Homicide Reviews and Safeguarding Adult Reviews continues to add additional demand on staff and Managers.
- 18 Adult Social Care is currently facing a projected £20 million overspend in this year, this will require robust and strict application of eligibility to bring this down and will result in individuals not being offered the packages of care that they would wish for.
- 19 **Fragility and failure in the Social Care Market:** The overall position to the risk status remains unchanged currently. It should be noted that a small cohort of providers are continuing to press the Local Authority for fee increases which are being managed through a fee oversight group.

During Q1 we have received 26 hand backs of care at home packages. The current care at home waiting list remains at 16 people which equates to 110 hours per week. Operational colleagues continue to “RAG” rate individuals placed on the waiting list for care at home. In relation to the overall quality position, we have one home across the Borough that remains inadequate rated with CQC. The June Northwest ADASS monthly CQC data update confirms we have 77% of our care homes rated as Good or Outstanding across the Borough.

Children and Families Committee

- 20 **Complexity and Demand for Children’s Services:** No change to the net rating, it remains 12, a material risk, equal to the target score. A new improvement plan has been developed to the findings from the Ofsted inspection of children’s services in February and March 2024. This was received by full Council on 17 July 2024. An independently chaired Improvement and Impact Board is monitoring progress against the plan on a monthly basis. Sufficiency of placements is one of the areas covered by the improvement plan.
- 21 **Dedicated Schools Grant (DSG) Deficit:** Q1 expenditure is currently being collated and a forecast will be produced. We have been asked by our DfE advisor to refresh the DSG management plan to reflect the reduced growth of EHCPs in 2023-2024. By doing this, targets for performance indicators (financial and numerical) will change, but we will also know the impact of the reduced growth of EHCPs and therefore the reduced forecast deficit position. As part of this refresh, we will also be revisiting the dates and milestones of the actions under each mitigation. Work on the mitigations are progressing. Children and Families Committee are receiving monthly updates on progress of the mitigations.
- 22 **Failure to Protect Vulnerable Children:** In May 2024, Ofsted undertook an ILACs inspection of Children’s Social Care. Ofsted reported:
- ‘Since the JTAI, there have been significant improvements in safeguarding practice for children missing from home and for those at risk of, or affected by, criminal and sexual exploitation. Focused work by leaders, to integrate and align multi-agency strategic and operational groups, has resulted in a clearer understanding and shared approach to prioritising and meeting children’s needs earlier. There are now effective multi-agency forums in place to share intelligence about risks to children. Persistent work by committed staff in children’s social care, and across the partnership, engages many highly vulnerable children. This is effective in responding to, and reducing the risk of, further serious harm.’*

- 23 Based on the outcome of Ofsted, particularly relating to children at risk of exploitation, we are not changing the net score. We have updated the timescale for managing the risk. We have reviewed and updated the controls, actions and key risk indicators. A multi-agency audit is being undertaken around children at risk of exploitation, the findings of which, will be presented initially to the Learning and Improvement partnership board and then to the Quality and Impact Executive board.
- 24 **Delivery of the ILAC Improvement Plan:** This is a new risk following the Ofsted children's services inspection in February and March 2024, and the publication of the inspection findings on 16 May 2024.
- 25 A comprehensive improvement plan is in place which addresses all the inspection findings detailed in the inspection report. The plan has been scrutinised by the Safeguarding Children's Partnership, the council's leadership team, members of the two children's committees, and full Council. Advice from the LGA and Ofsted, along with good practice from other authorities, has been sought and incorporated into the plan.
- 26 An independently chaired Improvement and Impact Board was established in July 2024. Progress and impact against the improvement plan is being monitored monthly through this board to ensure changes are achieved at pace. This includes scrutiny of quality assurance and performance in relation to the plan. Independent improvement specialists from the DfE and LGA, along with key partners, are members of the board. The Children and Families Committee will receive progress updates against the plan at each Committee meeting.
- 27 **SEND Inspection:** This is a new risk following the Ofsted children's services inspection in February and March 2024, and the publication of the inspection findings on 16 May 2024 where the council's children's services were found to be inadequate overall. As a 0-25 partnership, Cheshire East is also expecting to receive an Ofsted and CQC area SEND inspection.
- 28 A partnership SEND inspection planning group is in place to drive and monitor activity to support inspection readiness. A SEND improvement team is being stepped up to drive service transformation. A project plan is being developed for the transformation activity, based on the Safety Valve submission and the SEND Strategy priorities. A self-evaluation of the quality of our SEND services has been completed ensuring we understand ourselves well against the Ofsted framework. This will continue to be refreshed on at least a six-monthly basis.

Corporate Policy Committee

- 29 **Failure to achieve the MTFS:** No change to the risk ratings. The draft outturn figures for 2023/24 show a net overspend of £8.5m; this compares favourably with the £13m overspend forecast in the Third Financial Review. However, the final position showed a greater adverse variance in Adult Social Care spending (£11.8m overspend; £6.8m more than anticipated in Third Review) – but this was more than offset by favourable variances across other Services. The outturn position has been analysed, and any further cost pressures (or reductions) which will continue to have an effect in the current year will be reflected in future reporting, alongside progress on the delivery of the 2024/25 approved change items, and any other variances arising in the year.
- 30 The Council's Transformation Programme is underway – and along with other activities led and managed by the new Strategic Financial Management Board (made up of Corporate Leadership Team, as supported by other senior officers) will shape the development of the Council's updated MTFS for 2025-29.
- 31 With regard to the offer of Exceptional Financial Support (capitalisation directions), as required by DLUHC (now MHCLG again) CIPFA are currently conducting a financial resilience review. Should the Council wish to take up the capitalisation directions, a plan must be submitted to MHCLG by 27 August.
- 32 **Leadership Capacity:** The Local Government Association (LGA) has undertaken a Decision Making Accountability (DMA) review to examine current senior management roles to help ensure a stable senior management structure is in place. This will provide recommendations for a revised organisational structure which is effective at making decisions, with clear accountabilities and roles, and that are efficient in their use of management resources. An update on progress in relation to the DMA review was presented to Council in July 2024.
- 33 A series of development sessions for Corporate Leadership Team (CLT) and Wider Leadership Community (WLC) has been developed, with the first of these sessions held on 12th April. Additional sessions for CLT and WLC will continue through the year.
- 34 Recruitment to a number of key senior interim roles has also taken place to provide cover for the Director of Finance and Customer Services & s151 Officer, Director of Policy and Change, Director of Commissioning, Director of Family Help & Children's Social Care, Director of Environment and the Director of Transformation. Recruitment to the Executive Director of Place was undertaken during

the start of the year. Proposals for a senior management restructure were considered by Council in July.

- 35 **Ability to Achieve Organisational Change:** No change to the risk rating or description at this time. During Quarter 1 several key Interim Director appointments have been made; Interim Director of Transformation, Interim Director of Finance and Customer Services (S151) and Interim Director of Policy and Change; these are critical appointments for capacity, skills and experience to ensure the delivery of the transformation plan and delivering the actions arising from the Corporate Peer Challenge.
- 36 The outcome of the Corporate Peer Challenge was received at full Council in July and action plan published at the end of August. Inner Circle Consulting have been appointed as the Council's Transformation Delivery Partner, and the transformation plan was approved at CPC at the 21 August meeting. Inner Circle are providing capacity and capability to support the delivery of the plan, organisational change and skills transfer. The council's senior leadership team is being supported with change management through SOLACE.
- 37 **Recruitment and Retention;** No change to the risk rating at this time, with the same market pressures in place. The outcome of the recent Ofsted inspection during this quarter has also added pressure to the recruitment and retention of staff within Children's Services. The continuing financial position for the Council increases the pressure across the Council. Further amendments have been made to the recruitment process during this quarter and the need for a verbal reference as well as a written reference has been removed to speed up the process. Workshops on the recruitment process have been held at the Manager Share & Support sessions to ensure hiring managers are able to navigate the system more easily.
- 38 Workplace charters to support the relocation of staff from Westfields have been developed by all services across the Council and are now in place. A series of workshops on the Pulse staff survey have been held with the Brighter Future Champions, at the Manager Share & Support and the In the Know sessions as well as with the trade unions and a series of actions taken to address the results. These actions have been communicated out to staff through Team Voice.
- 39 A further review of agency staff is ongoing to ensure a move to a more stable permanent workforce. A number of posts in the senior management structure have been filled with interim staff to ensure capacity and the first part of a transformation skills audit completed to better understand skills gaps, The second and final part of the audit is underway currently. Additional wellbeing support has been delivered for

staff in Children's, as a response to the additional stress Ofsted inspections can cause.

- 40 **Failure to Manage the Consequences of Policy Uncertainty and National Policy Frameworks:** The announcement of the general election was made on 23 May and held on 4 July. The announcement of the general election and observation of pre-election protocols created a pause to central government activity, and the impact of the change of government upon policy and devolution plans is expected to crystallise throughout the rest of the current year. The timescales for delivery of the transformation plan will be agreed confirmed by full council in July, the council's ability to adapt is critical to ensuring its delivery of its obligations (delivery of the plan being a strategic risk in of itself). Overall, no change to the risk score or description at this time
- 41 **Failure to Adhere to Agreed Governance Processes:** The risk has not changed in score or description during Q1. There is a high volume of change and decision making required in the current year, and ensuring our processes enable timely and lawful decision making, and there is compliance with them, will be key to the future successful operations of the council and its ability to avoid a section 114 notice.
- 42 During Quarter 1, reports to Council and Committee's covered a number of recommended changes to refine governance and decision-making processes, however, there were indications to the Audit and Governance Committee in May of a likely limitation on the annual audit opinion for 23/24, which was subsequently confirmed in the annual opinion report to the committee on 29 July.
- 43 Council on 15 May received the recommendations of the Corporate Policy Committee in respect of the review of the Committee structure and resolved to retain the Scrutiny Committee, that the General Licensing Sub-Committee and Licensing Act Sub-Committee be amalgamated to form one sub-committee, and that reports for "noting" would not be placed on agendas (apart from specific exemptions), but would be shared through the Councillors Hub and the Open Data and Transparency Webpages.
- 44 The same meeting of Council also received the recommendations of the Corporate Policy Committee in respect of proposed changes to the Constitution arising from the review of the Committee structure. The proposed changes related to various matters relating to notices of motions, committee terms of reference and delegations to the Executive Director Place.
- 45 At the Finance Sub Committee in June, the committee received the outcomes of the wholly owned companies' strategic options review and

determined that the services provided by Ansa and Orbitas are to be brought back in house and delivered directly by the Council.

- 46 **Stakeholder Expectation & Communication:** There have been a number of significant developments that have impacted on stakeholder perception of the organisation in Q1. These have included:
- Ofsted Inspection of Children's Services
 - Corporate Peer Challenge
 - General Election
 - Household waste recycling centres review
 - Libraries strategy
 - Parking review
 - Poynton Pool flood management works
 - Middlewich Eastern Bypass funding
 - HSE prosecution
- 47 The pre-election period for the general election meant that a number of decisions and consultations, and the publication of the corporate peer challenge report, were delayed until after the general election on 4 July. We will, therefore, see reputational impacts of some of these items carried over into Q2.
- 48 During Q1 we trialled a number of changes to the way we use X (formerly Twitter) and Facebook, recognising the changing environments each platform offers. We will continue to develop and adapt our approach as the platforms and communities using them change.
- 49 Consultation during the period has focussed on some high-profile activities, including Household Waste recycling centres, bus routes and libraries strategy. The outcome of these activities will be used to inform the council decision making activities.
- 50 Ensuring that the capacity, development and planning within the consultation team is appropriate for the transformation activities will be important to ensure that capacity and delivery of engagement activity remains achievable. Limited resources and resilience are a concern and supporting the transformation work alongside MTFS and other BAU will require careful planning at a strategic level.
- 51 Efforts continue to be made to provide support to the team and it is envisaged that a clear prioritisation of work can further support the focus of the team over the next period.
- 52 **Information Security and Cyber Threat:** No change to the risk rating at this time but there is a continued heightened alerts across the public

sector, disruption could be expected particularly to coincide with high profile national events such as the Election period.

- a) Identity Management – projects are continuing to ensure that identities are protected through increased monitoring and controls. Access from locations outside of the UK are automatically blocked reducing the attack surface. There are regular phishing tests to understand the behaviours of staff and their understanding of cyber risks.
- b) Application Management – work is ongoing to ensure that MFA and SSO is applied to applications that are cloud hosted.
- c) Data Security – continued enhancement of the existing security controls to ensure that the latest threats are mitigated and protected. Work is continuing to strengthen the resilience capabilities of data storage and protection. Work has progressed to refresh the Cyber Incident Response Plan and associated workbooks to ensure that the Council is best equipped should an incident occur. There has been changes to cloud backups to ensure that there is coverage in the event of a cyber incident.
- d) Data Quality – Continuation of the MDM projects across several data fields to ensure that the councils' solutions have the correct data embedded with them, updated seamlessly across multiple systems. This is a key area to support any future drive to AI and Digital.
- e) Information Management – continuation of projects to deliver and improve the maturity of information both through its storage and use of information. This will enable both greater protection for that information but also enable efficiencies through accurate management information and improved compliance through controlled retention and ease and speed of access to critical information. Analysis of file storage within the organisation has begun at a service level, the process to apply retention and classification has been agreed and the first area has had this applied. This is a key area to support any future drive to AI and Digital.

53 **Business Continuity:** Planning for business continuity workshops to be held in Quarter 2 has been undertaken with the support of colleagues from the Emergency Planning team, ICT Services and Communications. There are several desired outcomes from the sessions, which will inform individual plan content, as well as the wider organisational approach to responses. No change to risk score or descriptor.

Economy and Growth

- 54 **Capital Projects – Place:** Narrative and scores updated to reflect the current situation in respect of the financial challenges Capital Programme Review and on some major capital projects. Net score now at the highest possible rating.
- 55 Current delays to some projects and to the Capital Programme Review has brought uncertainty to overall programme delivery. It has impacted the ability to build some of the Council’s priority projects to deliver economic growth as published in the Local Plan Strategy. This could have significant financial and reputational implications for the Council. Due to the nature of the projects and their large cost, delays can materially impact the ability to deliver future projects, thus negatively impacting the borough.
- 56 The uncertainty could lead to cancellation of major economic regeneration projects. This in turn would mean that very significant costs expended to date would need to be charged to revenue budgets in the year that the projects were cancelled. These costs would be significant and would exacerbate the Councils revenue budget challenges. The Transformation Plan for the Council is intended to bring about far more effective prioritisation and management of capital investment.
- 57 **Failure of the Local Economy:** The Office for National Statistics estimate that real gross domestic product (GDP) is estimated to have shown no growth in April 2024, following growth of 0.4% in March 2024. Further to the positive outlook and having had local economies respond to the pandemic, inflation, and cost of living crisis it is determined that the local economies have constrained but survived, and therefore a robust resilience demonstrated. Therefore, the robustness against the risk of failure has seen improvement, and this is reflected in the reduction of the net risk score.

Environment and Communities Committee

- 58 **CEC’s Carbon Neutral Status:** The Council’s capital review remains paused throughout this quarter and now presents a significant risk to the project preventing the ordering of the next phase of EV vehicles and progression of the Council’s second solar farm. Without early approval the 2027 target of the program remains at risk. Net and target scores are therefore left at the highest possible rating.
- 59 **Local Planning Authority Modernisation:** Overall risk score remains, mainly due to the implementation of the new IT system and the wider impacts on the whole Service as a result. Further progress has been

made on the data migration and functionality of the new system but CEC have been forced into a number of compromises with the new system in order to seek a revised go-live date of September 2024. Executive escalation calls remain ongoing to ensure the suppliers commitment to meet revised Project Plan, both for Planning and Land Charges. Significant staff input from Service will be required for testing and training over Q1, as well as during the transition phase between systems.

- 60 The consultation on the restructure has been completed and the final structure will be completed with vacancies to be populated early in Q2. Application 'backlog' is now close to a normal level of live applications albeit the drop in application number more widely have assisted in this. S106 audit recommendations are now largely completed, with multiple cross-service discussions to ensure new processes are adopted going forward and members updated.
- 61 The Modernisation Plan has seen a number of significant changes and improvements brought forward since its inception. During Q1 the Plan has now been recast as a Service Improvement Plan with a new Service Improvement Board to push forward on identified key workstreams across the Service.

Highways and Transport Committee

- 62 The Highways and Transport Committee have no specific strategic risks at this time but this remains under on-going review.

Wholly Owned Company Risk Registers

- 63 See Appendix B, C and D (Part 2 item)

Emerging Risks

- 64 On the 19 September Highways and Transport Committee noted the urgent decision taken by the Chief Executive for the approval and agreement to the submission of a revised Final Full Business Case for the Middlewich Eastern Bypass to the Department of Transport (DfT). DfT approval of this business case is critical to the delivery of the scheme, and the submission of the revised business case to DfT in early September ensures the matter is placed at the earliest opportunity before the DfT Investment Committee in November. The progression of the business case will be monitored and considered as part of the review of the strategic risk register over the forthcoming year.

Looking Forwards

- 65 The Corporate Policy Committee will receive the Quarter 2 update at the November 28 meeting. There are several factors that could influence the risks over the coming quarters:
- (a) Progress on the Senior Management Restructure
 - (b) Implementation of the Transformation Project
 - (c) Implementation of the Corporate Peer Challenge Action Plan
 - (d) The outcomes of the Corporate Capital Review
 - (e) The impact of the UK 2024 Autumn budget

Consultation and Engagement

- 66 Each risk included in on the Strategic Risk Register is “owned” by a member of the Council’s Corporate Leadership Team. At each quarter, the risk detail is updated through managers in their areas of responsibility, and the updated register is reviewed collectively by the Corporate Leadership Team.

Reasons for Recommendations

- 67 Risk management is central to facilitating good governance and the achievement of corporate objectives. As a publicly accountable body, the Council must demonstrate effective identification and management of the risks that threaten the achievement of its corporate objectives and the effectiveness of its operations.

Other Options Considered

- 68 No alternative options considered; this is an assurance update report to support the Committee in meeting its responsibilities under its Terms of Reference.

Implications and Comments

Monitoring Officer/Legal

- 69 There are no direct legal implications arising from the recommendations of this report. This report to provides assurance that the Council achieves its strategic aims and operates its business, under general principles of good governance, that it identifies risks which threaten its ability to be legally compliant and operates within the confines of the legislative framework.

Section 151 Officer/Finance

- 70 There is no direct impact upon the MTFs from the recommendations of this update report. Costs relating to implementing risk treatment plans are included within service budgets. The need to provide financial security against the impact of risks is considered on a case-by-case basis and either included within specific budgets within the MTFs or considered under the overall assessment of the required level of General Reserves as part of the Reserves Strategy. The risk to the Council of failing to achieve savings identified in the MTFs has been identified as an emerging risk.

Policy

- 71 Cheshire East Council has adopted the Risk Management Framework approved by Cabinet in June 2020. Risk management is integral to the overall management of the authority and, therefore, considerations regarding key policy implications and their effective implementation are considered within departmental risk registers and as part of the risk management framework.

An open and enabling organisation	A council which empowers and cares about people	A thriving and sustainable place
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Equality, Diversity and Inclusion

- 72 There are no direct implications arising from the recommendations of this update report.

Human Resources

- 73 There are no direct implications arising from the recommendations of this update report.

Risk Management

- 74 This report relates to overall risk management and provides the Corporate Policy Committee with awareness of the most significant risks facing the Council, where strategic risks are emerging and assuring the Committee on how these are being managed.

Rural Communities

- 75 There are no direct implications arising from the recommendations of this update report.

Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)

76 There are no direct implications arising from the recommendations of this update report.

Public Health

77 There are no direct implications arising from the recommendations of this update report.

Climate Change

78 There are no direct implications arising from the recommendations of this update report.

Access to Information	
Contact Officer:	Josie Griffiths, Head of Audit and Risk Management josie.griffiths@cheshireeast.gov.uk
Appendices:	CPC Q1 Strategic Risk Assurance - Appendix A CPC Q1 Wholly Owned Company Risk Registers (PART 2)
Background Papers:	CPC Q4 Strategic Risk Assurance Report 13 June 2024