

Risk Ref	Risk Description	Risk owner (CLT member)	Corporate Plan Objectives	Service Committee
1A	<p><u>Increased demand for Adult Services</u> 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>	Executive Director - Adults, Health and Integration	<ul style="list-style-type: none"> • Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation • Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services 	<ul style="list-style-type: none"> • Adults and Health Committee
1C	<p><u>Increased demand for Children's Services</u> 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.</p>	Executive Director - Children's Services	<ul style="list-style-type: none"> • Work together with our residents and our partners to support people and communities to be strong and resilient • Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation • Be the best Corporate Parents to our children in care • Support all children to have the best start in life • Increase the opportunities for children, young adults and adults with additional needs • Ensure all children to have a high quality, enjoyable education that 	<ul style="list-style-type: none"> • Children and Families

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			enables them to achieve their full potential	
2	<p><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.</p>	Executive Director - Adults, Health and Integration	<ul style="list-style-type: none"> • Work together with our residents and our partners to support people and communities to be strong and resilient • Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services 	<ul style="list-style-type: none"> • Adults and Health
3	<p><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.</p>	Director of Finance and Customer Services	<ul style="list-style-type: none"> • Ensure that there is transparency in all aspects of council decision making • Support a sustainable financial future for the council, through service development, improvement and transformation 	<ul style="list-style-type: none"> • Corporate Policy Committee
4	<p><u>Information Security and Cyber Threat:</u> 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>	Executive Director - Corporate Services	<ul style="list-style-type: none"> • <i>Relates to the overall achievement of Corporate Objectives</i> 	<ul style="list-style-type: none"> • Corporate Policy Committee

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5	<p><u>Business Continuity</u> 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>	Executive Director - Corporate Services	<ul style="list-style-type: none"> • <i>Relates to the overall achievement of Corporate Objectives</i> 	<ul style="list-style-type: none"> • Corporate Policy Committee
6	<p><u>Organisational Capacity and Demand</u> 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.</p>	Executive Director - Corporate Services	<ul style="list-style-type: none"> • Support and develop our workforce to be confident, motivated, innovative, resilient and empowered • <i>Relates to the overall achievement of Corporate Objectives</i> 	<ul style="list-style-type: none"> • Corporate Policy Committee
7	<p><u>Council Funding</u> 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.</p>	Director of Finance and Customer Services	<ul style="list-style-type: none"> • Ensure that there is transparency in all aspects of council decision making • Support a sustainable financial future for the council, through service development, improvement and transformation 	<ul style="list-style-type: none"> • Corporate Policy Committee
8a	<p><u>Governance and Decision Making</u> Failure to maintain effective corporate governance could result in poor decision-making, non-compliance and breach of legislation, leading to regulatory intervention and significant</p>	Executive Director - Corporate Services	<ul style="list-style-type: none"> • Ensure that there is transparency in all aspects of council decision making 	<ul style="list-style-type: none"> • Corporate Policy Committee

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	cost in financial terms and to the reputation of the Council, and failure to take decisions which deliver the objectives of the Corporate Plan.			
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.	Corporate Leadership Team	<ul style="list-style-type: none"> • <i>Relates to the overall achievement of Corporate Objectives</i> 	<ul style="list-style-type: none"> • Corporate Policy Committee
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	<ul style="list-style-type: none"> • A great place for people to live, work and visit • A transport network that is safe and promotes active travel • Thriving urban and rural economies with opportunities for all 	<ul style="list-style-type: none"> • Environment and Communities • Economy and Growth • Highways and Transport
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.	Executive Director - Place	<ul style="list-style-type: none"> • A great place for people to live, work and visit • Thriving urban and rural economies with opportunities for all 	<ul style="list-style-type: none"> • Environment and Communities • Economy and Growth • Highways and Transport
11	Pandemic Virus Ongoing risk of genetic shift resulting in rapidly spreading strain of influenza and other diseases previously unseen in humans for	Executive Director -	<ul style="list-style-type: none"> • Work together with our residents and partners to support people 	<ul style="list-style-type: none"> • Adults and Health

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	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.	Adults, Health and Integration	and communities to be strong and resilient <ul style="list-style-type: none"> • Reduce health inequalities across the borough 	
12	<u>Fragility and failure in the social care market</u> 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.	Executive Director - Adults, Health and Integration	<ul style="list-style-type: none"> • Vulnerable and older people live safely and maintain independence within community settings • To prioritise Home First for patients discharged from hospital. Where possible patients are discharged to a home of their choice 	<ul style="list-style-type: none"> • Adults and Health
13	<u>Reputation</u> 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	<ul style="list-style-type: none"> • Listen, learn and respond to our residents, promoting opportunities for a two-way conversation • Promote and develop the services of the council through regular communication and engagement with all residents 	<ul style="list-style-type: none"> • Corporate Policy Committee

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14	<p><u>Climate Change (2025)</u> 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>	Executive Director - Place	<ul style="list-style-type: none"> To be carbon neutral by 2025 	<ul style="list-style-type: none"> Environment and Communities
15	<p><u>Economy Risk</u> 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>	Executive Director - Place	<ul style="list-style-type: none"> Support a sustainable financial future for the council, through service development, improvement and transformation Look at opportunities to bring more income into the borough A great place for people to live, work and visit 	<ul style="list-style-type: none"> Economy and Growth

Appendix A – Strategic Risk Register

Scoring Chart for IMPACT						
Factor	Score	Effect on Service/Project	Embarrassment/Reputation	Personal Safety	Financial Implications	
THREATS	Major	4	Service - Major loss of several important areas. Disruption 5+ days Project - Complete failure or extreme delay (3 months or more)	Adverse and persistent national media coverage. Adverse central government response	Death	>£1m or >£5m for strategic risks
	Serious	3	Service - Complete loss of an important area. Major effect to service in one or more areas for a period of weeks. Disruption 3-5 days. Project - Significant impact on project or expected benefits fail/major delay (2-3 months)	Adverse local publicity of a major and persistent nature. Adverse publicity in professional/municipal press arena	Major injury	Between £1m and £500,000
	Significant	2	Service - Major effect to an important area or adverse effect in one or more areas for a period of weeks. Disruption 2-3 days. Project - Adverse effect on project/significant slippage (3 weeks - 2 months)	Adverse local publicity/local public opinion aware	Severe injury	Between £500,000 and £100,000
	Minor	1	Service - Brief disruption of important area. Significant effect to non crucial area. Disruption 1 day. Project - minimal impact to project/slight delay less than 2 weeks.	Complaint from individual/small group	Minor injury or discomfort	Less than £100,000
OPORTUNITIES	Exceptional	4	Major improvements to services, generally or across a broad range	Positive national press. National award or recognition by national government	Major improvement in health, welfare and safety	Producing more than £50,000
	Significant	3	Major improvement to service or significant improvement to critical service area.	Recognition of successful initiative. Sustained recognition and support from national press.	Significant improvement in health, welfare and safety	Producing up to £50,000

Scoring Chart for LIKELIHOOD					
Factor	Score	THREATS - Description	Indicators	OPPORTUNITIES (Favourable Outcome) description	Indicators
Very likely	4	>75% chance of occurrence	Regular occurrence. Frequently encountered - daily/weekly/monthly	>75% chance of occurrence or achieved in one year	Clear opportunity can be relied on with reasonable certainty to be achieved in the short term.
Likely	3	40%-75% chance of occurrence	Within next 1-2 years. Occasionally encountered (few times a year)	40% to 75% chance of occurrence. Reasonable prospects of favourable results in one year.	May be achievable but requires careful management. Opportunities that arise over and above the plan.
Unlikely	2	10%-40% chance of occurrence	Only likely to happen once in 3 or more years	<40% chance of occurrence or some chance of favourable outcome in the medium term.	Possible opportunity which has yet to be fully investigated by management
Very unlikely	1	<10% chance of occurrence	Rarely/never before	<10% chance of occurrence.	Has happened rarely/never before