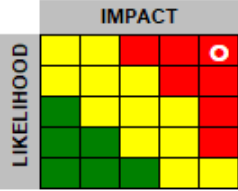
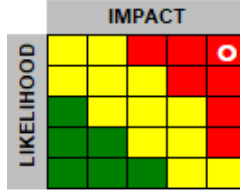
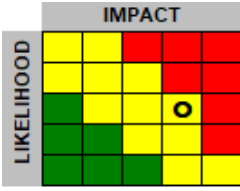


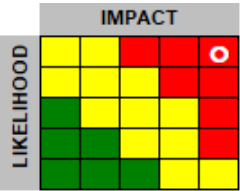

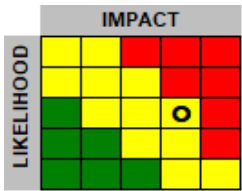
Appendix A – Corporate Risk Register September 2022

Risk Description	Previous risk score	Current risk score	Target risk score
Financial sustainability beyond 2022/23			
<b>Causes</b>	<p>The national review of local government funding expected to be completed during 2022/23, the 2021 comprehensive spending review and potential financial settlements for 2023/24 and 2024/25 places further strain on the Council's overall medium-term budget. Due to the scale of budget reductions since 2010 there is a risk that further suitable cost-saving/income generating measures will be difficult to identify.</p> <p>The pandemic will also significantly affect both the in year and future years budget with further support from central government not expected. The impact of the Global pandemic and the current cost of living crisis will also have an impact on the Council's finances with increased demand for services, a reduction in income and reductions in Collection Fund income.</p> <p>Significant additional pressures, including Children's Social Care demand, energy costs, pay awards, increases to national living wage levels and general inflationary pressures, will all place demands on the in-year budget as well as future years' budgets.</p>		
<b>Result</b>	<ul style="list-style-type: none"> <li>• Degradation of service could have an adverse impact on residents and communities</li> <li>• The reputation of the Council may be compromised</li> <li>• Financial sustainability could be compromised</li> <li>• With inflation reaching 10%, in the absence of further government support, the Council will be in the position of having to deliver less for the budget it holds, put in remedial action plans and for income charging services understand the cost of delivering services.</li> </ul>		
<b>Current treatments and controls</b>	<ul style="list-style-type: none"> <li>• The financial sustainability of the Council in the next two-year period after 2022/23 will be driven by the support offered by central government via the spending review and subsequent local government financial settlements.</li> <li>• The 2021 Spending Review indicated there would be no additional government funding nationally in these years, with only additional Council Tax available to support increases in costs.</li> <li>• It was previously forecast that the Review of Relative Needs and Resources would be completed in time to influence the 2023/24 settlement and it is estimated that this will have a negative impact on resources, however as at the start of August 2022 this consultation has not commenced and many commentators feel that it will not be in place for next year, thus increasing the uncertainty in the sector. As such developing the financial envelope to inform the Council's two-year budget from 2023/24 is difficult at this stage.</li> <li>• The Council's revised MTFP, based on the CSR announcement, was presented at the Budget Council meeting in March 2022 and this takes account of all known information to inform decision making-due to changes in global markets an update was provided to Council in July 2022.</li> <li>• Future budget assumptions will take account of the latest estimates and will also be sufficiently prudent to ensure financial sustainability is maintained.</li> </ul>		
<b>Risk owner</b>	ED CR&CS		
<b>Proposed actions</b>	<ul style="list-style-type: none"> <li>• Deliver the Councils Budget Plan for 2021/22 that was approved on 3 March 2022</li> <li>• Respond to all consultations in respect of the reform of local government finance and lobby for the best possible financial</li> </ul>		

Appendix A – Corporate Risk Register September 2022

	<p>outcome for the Council - using the latest information from these consultations all 3-year budget assumptions will be updated accordingly</p> <ul style="list-style-type: none"> <li>• Ensure the rigorous approach to budget monitoring continues through 2022/23</li> <li>• Inflation reflects one of the key emerging issues to financial sustainability and is reflected in the latest financial report that will be considered by Cabinet in June 2022 and then by Council. Assistant Directors have been asked to review all budgets and understand the impact on core service delivery and those services for which a charge is levied- these will then be considered by members as part of budget management and budget setting. In addition to this lobbying has commenced of central government to seek additional financial support in respect of mitigating the impact of inflation, potential salary growth, potential impact of increases in national living wage rates and energy price increases- all of these factors are included in the June cabinet report and lobbying at a LCR level is currently underway. Ensure the rigorous approach to budget monitoring continues through 2022/23.</li> </ul>
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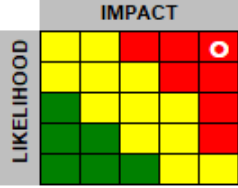
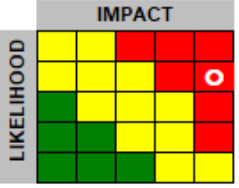
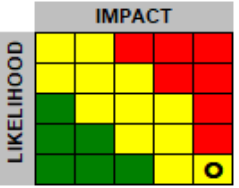
Risk Description	Previous risk score	Current risk score	Target risk score
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<p>Dedicated Schools Grant High Needs Funding for Special Educational Needs is inadequate to meet requirements.</p>			
<p><b>Causes</b></p>	<ul style="list-style-type: none"> <li>• High Needs budgets are under considerable pressure from increasing numbers of children being diagnosed with complex and life-long SEND related issues.</li> <li>• National funding allocations are not increasing annually at a rate to reflect increases in local population demand and so any additional commissioned places need to be financed from within existing budget envelope.</li> <li>• The number and value of requests from mainstream schools for "top-up" funding (for children with SEND) continues to increase year on year as schools face financial pressures to meet the first £6k of any SEN Support.</li> <li>• Maintained special school provision is full and more children are being placed in independent provision which is more expensive. Whilst this issue is being addressed through extra In-house provision, there remain risks that external placements may continue at high additional cost.</li> <li>• Central Government have advocated parental preference for SEND provision - which has added to the number of children being placed in independent provision - with no additional funding.</li> <li>• The current accounting override, whereby the HNF deficit is ringfenced, will come to an end meaning the Council will need to identify funding to cover the existing £12m deficit</li> </ul>		
<p><b>Result</b></p>	<ul style="list-style-type: none"> <li>• Sefton's High Needs cumulative budget deficit is £12m at the end of 2021/22.</li> <li>• The estimated deficit on the high needs block will be held on the Council's Balance Sheet. Whilst the current DfE regulations do not expect the Local Authority's General Fund to cover accumulated deficits, this is currently the basis of review, with a call for evidence being conducted to inform ministerial discussions in the autumn. This is a significant financial risk to the Council as reported to cabinet in July 2022.</li> </ul>		
<p><b>Current treatments and controls</b></p>	<ul style="list-style-type: none"> <li>• Report to Cabinet on work programme, timescales, and objectives</li> <li>• Engagement with Assistant Director Children's Services (Education) and the SEN team Managers on how costs can be contained.</li> <li>• Sufficiency statement produced that will drive future strategy and financial sustainability</li> <li>• Lobbying and engagement of both DFE and MCCLG on financial impact and the need for increased support</li> <li>• Engagement with special schools actively working with individual schools to review impact of any proposed changes to their funding, reviewing three-year financial plans, identifying any strategic savings to mitigate high calls on DSG High Needs funding.</li> <li>• Review of place and top up levels of funding.</li> <li>• In addition, further work is being undertaken on alleviating the barriers to inclusivity within mainstream settings and assessment of effectiveness of capital spend to maximise mainstream settings for children and young people.</li> <li>• Council now part of DFEE Delivering Better Value Programme</li> <li>• Comprehensive quarterly reports to be presented to Cabinet on sufficiency, in house provision, funding and deficit in order to</li> </ul>		

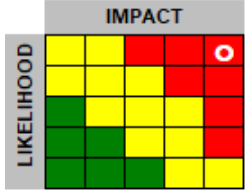
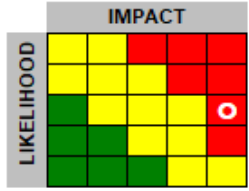
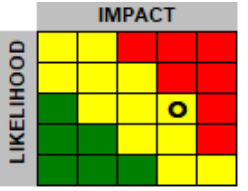
Appendix A – Corporate Risk Register September 2022

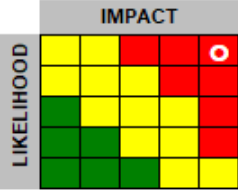
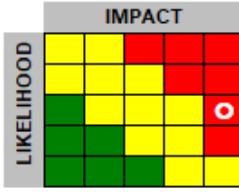
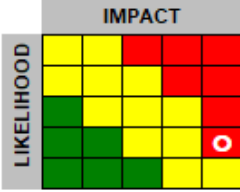
	provide rigour, transparency and inform decision making
<b>Risk owner</b>	Assistant Director Children's Services (Education)
<b>Proposed actions</b>	<ul style="list-style-type: none"> <li>• Lobbying of Government has been successful, and Sefton will be working in partnership with the DfE in 2022/23 to develop solutions to bring the High Needs Budget into a more financially secure position going forward and help to reduce the accumulated deficit over a set period.</li> <li>• Through the High Needs Review the LA has been working on two specific workstreams with School representatives working on a number of key areas:</li> <li>• Developing a new funding model to support children with EHCPs.</li> <li>• Clarifying high needs funding outside of the EHCP process.</li> <li>• Reviewing provision and placement sufficiency.</li> <li>• Considering new ways of working with SEN children in schools, making them more cost effective and with good outcomes.</li> <li>• Review of the graduated response and supporting SEN leadership in schools.</li> </ul>

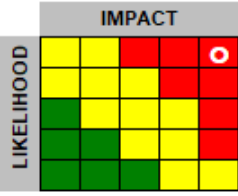
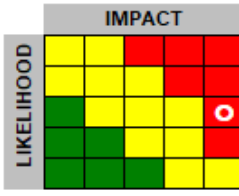
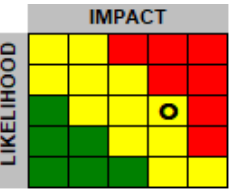
Risk Description	Previous risk score	Current risk score	Target risk score
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<p>Failure to adequately invest in the Highway network and associated assets.</p>			
<p><b>Causes</b></p>	<p>Inadequate funding to meet need; budget reductions; inflationary cost pressures; insufficient internal staffing resource; insufficient market capacity, contractor availability and contractor capacity; insufficient availability of materials and/or labour; delayed lead-in times for materials or services; rising prices for services, materials, and equipment.</p>		
<p><b>Result</b></p>	<ul style="list-style-type: none"> <li>• Deterioration of highway assets</li> <li>• Potential increase in claims</li> <li>• Financial and reputational risks</li> <li>• Potential increase in accidents resulting in injury and/or death</li> <li>• Reduction in amount of work able to be done within budget</li> </ul>		
<p><b>Current treatments and controls</b></p>	<ul style="list-style-type: none"> <li>• Essential work is prioritised within available budget. Regular inspections of most assets to monitor and guide prioritisation of works in order to mitigate risk.</li> <li>• Regular updates provided to Cabinet Member.</li> <li>• Preventive surface treatments used to prolong the life of the network and to treat more of it than if more long-term maintenance solutions were used (i.e., resurfacing)</li> <li>• Increased Capital funding received through City Region Sustainable Transport Settlement (CRSTS) for 2022-24. Will require additional staffing resource to deliver.</li> </ul>		
<p><b>Risk owner</b></p>	<p>Assistant Director of Place (Highways &amp; Public Protection)</p>		
<p><b>Proposed actions</b></p>	<ul style="list-style-type: none"> <li>• Actively pursue opportunities for additional external funding via LCRCA and others to maintain and improve network.</li> <li>• Work with Contractors and suppliers to manage risk, mitigate for price rises, material, and labour shortages, and manage supply chain.</li> <li>• Undertake recruitment to vacant posts; create and recruit to additional posts and/or commissions where funding available to do so</li> <li>• Further refine and strengthen project planning, delivery, and governance measures</li> </ul>		

Appendix A – Corporate Risk Register September 2022

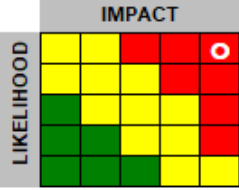
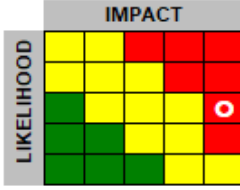
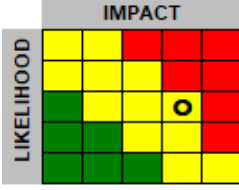
Risk Description	Previous risk score	Current risk score	Target risk score
Financial sustainability beyond 2022/23			
<b>Causes</b>	The Council has a wholly owned Housing Development Company- due to the prevailing economic conditions at present and the issues that surround supply chains (which are worldwide) there is a risk that there could be a financial impact on the Council.		
<b>Result</b>	<p>There are 3 key issues that could materialise from this risk</p> <ul style="list-style-type: none"> <li>• The Council's potential dividend of £1.3m may not be received and this would have an impact on the MTFP for 2024/25</li> <li>• The Council provides a debt facility to the company that based on the recent cabinet report amounts to £8.3m- this is due to be fully repaid in 2024.</li> <li>• The Councils ambition to provide high quality Housing maybe compromised</li> </ul>		
<b>Current treatments and controls</b>	<ul style="list-style-type: none"> <li>• The Council has (October 2021) received a detailed update report on all aspects of the Company's activities including building programmes, grant funding and financial implications. The new financial implications received by members were subsequently approved at Cabinet in December following the receipt from the company of an updated exit strategy.</li> <li>• Within that report members were provided with details of how the business plan was revised to inform more accurate financial projections that reflect a more accurate build, completion, and sales programme.</li> <li>• That report also provided details of the risk management approach that the company administers</li> <li>• The Company has utilised the Council's internal audit team to undertake a work programme during 2021/22</li> <li>• An update on governance arrangements for the company was approved by Cabinet in July 2022.</li> <li>• An annual report will be presented to Overview and Scrutiny Committee in September 2022</li> </ul>		
<b>Risk owner</b>	CEX/ ED CR&CS		
<b>Proposed actions</b>	<ul style="list-style-type: none"> <li>• The governance arrangements and current controls will continually be updated- there is a lot of coverage nationally in respect of the management of wholly owned companies and as the guidance and best practice is updated on how these should be governed and managed is published, this will be taken into account by the Council.</li> </ul>		

Risk Description	Previous risk score	Current risk score	Target risk score
The Council is the victim of a cyber-attack.			
<b>Causes</b>	Malware, ransomware, or another virus infects the Council's systems.		
<b>Result</b>	<ul style="list-style-type: none"> <li>Services will not have access to systems and data as standard and will have to fall back on non-ICT delivery methods, albeit without access to key data.</li> <li>Data breach occurs.</li> <li>Financial impact of ransom.</li> <li>Reputational damage</li> </ul>		
<b>Current treatments and controls</b>	<ul style="list-style-type: none"> <li>Cyberattack prevention measures are in place, including                             <ul style="list-style-type: none"> <li>- Upgraded Council firewalls and active SIEM monitoring service.</li> <li>- Anti malware tools</li> <li>- New Acceptable use policy</li> <li>- LGA Stocktake completed</li> <li>- PSN Accreditation achieved</li> <li>- New security standards for email encryption implemented</li> <li>- Further network security in place to reduce risk</li> </ul> </li> <li>Back-up disaster recovery facility is in place at a separate site, allowing Agilisys to restore the top 20 critical systems.</li> <li>Agilisys has a Business Continuity-Disaster Recovery plan in place which covers an action plan for this priority restoration, and the subsequent restoration of all other systems</li> <li>Ongoing monitoring in place via ICT governance arrangements</li> <li>Windows Defender anti-virus software is constantly updated alongside ESET also deployed</li> <li>Communication to employees regarding the rise in malware attacks is in place, with plans to roll out better user education on this topic.</li> <li>Review of Cyber Incident planning completed</li> </ul>		
<b>Risk owner</b>	ED CR&CS		
<b>Proposed actions</b>	<ul style="list-style-type: none"> <li>The ongoing ICT Transformation programme will see the majority of systems and data migrated to Microsoft Azure cloud hosting, which will reduce the overall risk; and improve Business continuity however further work is underway to improve the current security posture further.</li> <li>Education programme for phishing to continue and this will be linked to the annual information security training.</li> <li>Ongoing Cyber Security Improvement plan in place, including plans to bring all systems in the support of the existing ICT Contract.</li> </ul>		

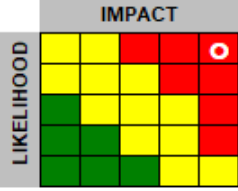
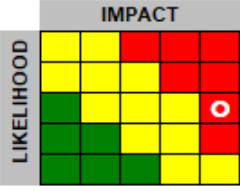
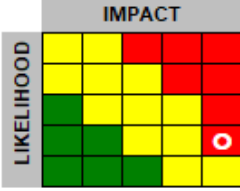
Risk Description	Previous risk score	Current risk score	Target risk score
Impact of Cost-of-Living Crisis on Residents and Demand for Council Services			
<b>Causes</b>	As residents become more vulnerable there is an increased demand for Council services - this increases pressure on teams and available resources.		
<b>Result</b>	Increased demand will create: <ul style="list-style-type: none"> <li>• Increased waiting time for some services</li> <li>• Issues around the capacity of the workforce to meet this demand</li> <li>• Budget pressure that cannot be contained</li> <li>• The requirement for the Council to administer central government support to residents in a tight timescale</li> <li>• Community cohesion will be compromised.</li> </ul>		
<b>Current treatments and controls</b>	<ul style="list-style-type: none"> <li>• Continual review of impact of cost-of-living crisis will be made based on demand for services, feedback from ward Councillors and performance information- this will lead to an agreed response with cabinet both in terms of direct support and impact on financial sustainability</li> <li>• In the event that the Council is asked to administer support to residents, the resource requirement will be evaluated and will be supported by new burdens funding and cabinet will be engaged on the most effective and efficient manner of providing that support</li> </ul>		
<b>Risk owner</b>	All Assistant Directors		
<b>Proposed actions</b>	The Council will continue to lobby central government for support for residents impacted by the cost-of-living crisis and will continue to direct resources and support to those who need it most reflecting the core purpose objective of protecting the most vulnerable.		

Risk Description	Previous risk score	Current risk score	Target risk score
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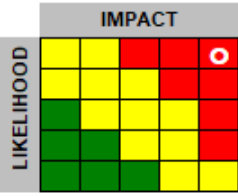
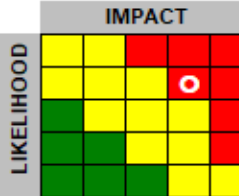
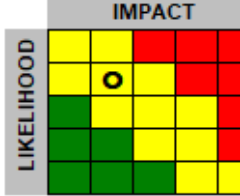


<p>Data breach resulting in the wrongful release of personal and/or sensitive information</p>			
<p><b>Causes</b></p>	<p>Policies and processes coordinated by Information Management and Governance Executive Group are not adhered to, resulting in a higher incidence of breaches caused by human error System error occurs</p>		
<p><b>Result</b></p>	<p>Failure to comply with legal requirements; loss of privacy, distress, or harm to the data subject; damage to Council's reputation; loss of public confidence; and significant financial penalties.</p>		
<p><b>Current treatments and controls</b></p>	<ul style="list-style-type: none"> <li>Information management and governance, including data breaches and actions to prevent data breaches, is overseen by the Information Management and Governance Executive Group (IMGEG), which consists of Heads of Service with lead responsibilities for key aspects of IMG (i.e., Data Protection Officer/IG Lead, Senior Information Risk Owner, and Lead officer for ICT infrastructure) supported by other officers with key roles relating to IMG.</li> <li>Each service has designated Information Asset Owners and Information Asset Administrators. Policies, procedures, process, and issues are communicated to these officers through the Information Management and Governance Tactical Group.</li> <li>Support, co-ordination, advice, and guidance is provided corporately, and appropriate training/refresher training is in place.</li> <li>The Council has implemented policies, procedures, and processes to prevent, manage and respond to potential and actual data breaches.</li> </ul>		
<p><b>Risk owner</b></p>	<p>All Assistant Directors</p>		
<p><b>Proposed actions</b></p>	<ul style="list-style-type: none"> <li>Appropriate resourcing, prioritisation and focus on information management and governance across the Council include the following:</li> <li>Regular monitoring and review by IMGEG of policies, procedures, and processes to prevent, manage and respond to potential and actual data breaches.</li> <li>Ongoing review of information systems to ensure no inappropriate or unforeseen data linkages exist within systems or reports. Review of systems ahead of updates to identify any unintended changes.</li> <li>Ongoing education of staff and monitoring of activity by IAOs and IAAs to identify and prevent areas of human error.</li> <li>Regular review of information contained to ensure information is accurate and any information that should be removed is removed.</li> <li>Regular reporting by IMGEG to SLB and Audit and Governance Committee, as necessary.</li> <li>Maximise the opportunities from the Council's ICT Transformation to increase and embed effective information management and governance.</li> </ul>		

Risk Description	Previous risk score	Current risk score	Target risk score
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<p>Inadequate capability to prepare for and respond effectively to a major incident affecting the Council or occurring in Sefton as per the Council's responsibilities under the Civil Contingencies Act 2004.</p>				
<b>Causes</b>	A major incident occurs affecting the Council or the Borough			
<b>Result</b>	<ul style="list-style-type: none"> <li>• Loss of human life, illness, or serious injury</li> <li>• Major damage or destruction to infrastructure, property and/or the environment</li> <li>• Disruption or loss of critical services such as transport, communications, utility services</li> <li>• Reputational or financial harm to the authority</li> </ul>			
<b>Current treatments and controls</b>	<ul style="list-style-type: none"> <li>• Emergency Response Manual and Major Incident Guidance in place.</li> <li>• Revised Command and Control structure in place which defines Strategic and Tactical level officers.</li> <li>• Emergency Duty Co-ordinators (EDCs) are able to access Resilience Direct containing incident response plans.</li> <li>• Relevant training provided to Emergency Duty Co-ordinators and volunteers on an ongoing basis.</li> <li>• Five EDCs have now completed Multi Agency Gold Incident Commander (MAGIC) accredited training.</li> <li>• Attendance and participation in Merseyside Resilience Forum and joint planning across Merseyside.</li> <li>• Humanitarian volunteers in place and regular meetings and training now offered.</li> <li>• Continuous development and review of supporting plans.</li> <li>• Service Level Business Continuity plans now completed. Business Continuity eLearning package available to all staff</li> <li>• Business Continuity risk register completed and review on quarterly basis</li> <li>• Business Continuity Policy and strategy have been devised and approved.</li> </ul>			
<b>Risk owner</b>	All Assistant Directors			
<b>Proposed actions</b>	<ul style="list-style-type: none"> <li>• A Business Continuity Management System has been devised and is currently being implemented. This includes the following:</li> <li>• Six monthly review of BC plans and activation exercise undertaken to confirm accuracy of contact details included.</li> <li>• External provider to undertake a BC exercise in Autumn 2022.</li> <li>• Review and update of BC manual ongoing.</li> </ul>			

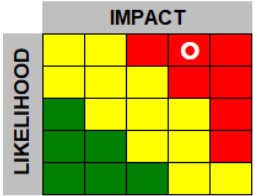
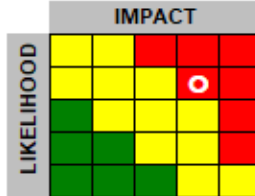
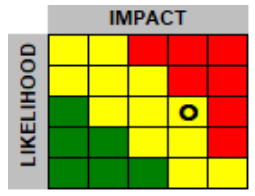
Risk Description	Previous risk score	Current risk score	Target risk score
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<p>Market failure of Social Care provision across Adult and Children’s</p>			
<p><b>Causes</b></p>	<ul style="list-style-type: none"> <li>• Capability and capacity of the available workforce to provide domiciliary care</li> <li>• Lack of diversity of supply in the market to provide choice and control</li> <li>• Impact of Covid-19 and need for mandatory vaccination</li> <li>• Capability and capacity of the available workforce within the care home market</li> </ul>		
<p><b>Result</b></p>	<ul style="list-style-type: none"> <li>• Inability to provide packages of care for service users and fulfil statutory duty of care</li> <li>• Lack of alternative providers able to support social care</li> <li>• Poor quality service provision and high costs</li> <li>• Significant increase in unmet needs of service users due to a fragile market that is not developing</li> <li>• Inability to meet sufficiency duty</li> <li>• Growing number of children placed out of borough with more LA's placing young people within Borough, placing additional pressure on ASC markets linked to transitions</li> </ul>		
<p><b>Current treatments and controls</b></p>	<ul style="list-style-type: none"> <li>• Market Position Statement and refresh of Children's Sufficiency strategy 22-25</li> <li>• Strengthen governance - Executive Commissioning Group/Strategic Commissioning Group</li> <li>• Strategic Commissioning Team - increased interim capacity</li> <li>• Commissioning priorities reset and improvement plan in place</li> <li>• Health and Wellbeing Strategy 2020-2025</li> <li>• Winter Planning/checklist</li> <li>• Robust supply chain review undertaken</li> <li>• Demand Management Programme in adults and children's</li> <li>• Local Dynamic Purchasing system - approved by Cabinet</li> <li>• Cost of Care exercise now in process and on track to meet national reporting requirements for Sep 22</li> <li>• Re procurement framework development has now commenced and update is planned to Cabinet for June 2022. Time scale for procurement has been completed</li> <li>• Extension of arrangements for block purchasing of hours in place to support hospital discharge and other opportunities to adopt similar arrangement being explore in the South</li> <li>• Fees 22/23 report completed and now progressing through corporate governance arrangements</li> <li>• Weekly escalation meetings with HOS and to DASS in place</li> <li>• Market position for ASC reporting now embedded into system calls</li> </ul>		
<p><b>Risk owner</b></p>	<p>ED ASC&amp;H, ED CSC&amp;E</p>		
<p><b>Proposed actions</b></p>	<ul style="list-style-type: none"> <li>• Recruitment of Quality Manager will add the ability to refocus Quality assurance resources on identified areas of risk in the market and gather intelligence to inform risks and ensure resilience and capacity</li> <li>• Continue to focus on strategic plans to current contracts to ensure Value for Money and objectives are met.</li> </ul>		

Appendix A – Corporate Risk Register September 2022

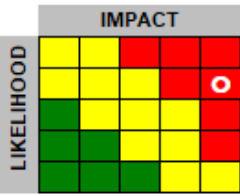
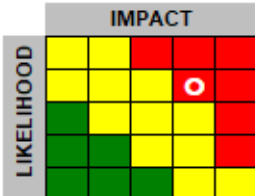
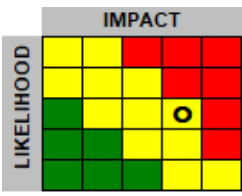
	<ul style="list-style-type: none"> <li>• Development of new opportunities through Sefton Place Based Partnership development</li> <li>• Children's High Risk/High-Cost Project, Commissioning priorities and full work plan in progress with extension</li> <li>• Recruitment for Senior Commissioning Leadership post in process</li> <li>• Recruitment campaign developed with Market with ongoing input from Sefton at Work</li> <li>• Development of contingency plans for provider failure - risk escalation process -links to recruitment of Quality Manager</li> <li>• Cost of care exercises to be concluded and extend to Dom care (Bed base complete)</li> <li>• links maintained with LCR on key market risks (capacity, workforce, cost of living, ceasing of covid funding, demand)</li> <li>• New Procurement for Domiciliary Care to commence in October 2022 -agreed at June Cabinet</li> <li>• LGA Peer challenge completed in July 2022 which will consider market oversight and sustainability</li> <li>• Integrated commission arrangements will develop via new place arrangement</li> </ul>
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Risk Description	Previous risk score	Current risk score	Target risk score
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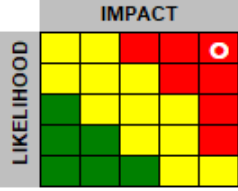
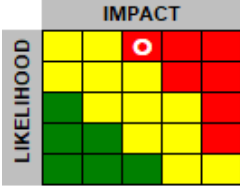
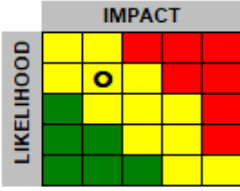
<p>Inflation and cost of care impact on budget availability</p>			
<p><b>Causes</b></p>	<ul style="list-style-type: none"> <li>• National Care Crisis reflected at regional and local level</li> <li>• Increasing provider costs – CPI etc</li> <li>• Impact of national decisions such as increase to National Living Wage</li> <li>• Increased pressure to implement Real Living Wage – including to mirror approach adopted by other regional Local Authorities</li> <li>• Workforce issues – recruitment, retention, pay and conditions</li> <li>• Affordability</li> </ul>		
<p><b>Result</b></p>	<ul style="list-style-type: none"> <li>• Budgetary impact / Council overspend</li> <li>• Failure to meet statutory obligations</li> <li>• Provider failure</li> <li>• Needs of the population being unmet</li> <li>• Contracts being handed back – leading to potential increased use of non-contracted Providers</li> <li>• Reputational damage</li> </ul>		
<p><b>Current treatments and controls</b></p>	<ul style="list-style-type: none"> <li>• Cost of Care exercise commissioned externally, and work is now in progress with external provider</li> <li>• Market management by strategic commissioning re increased efficiencies</li> <li>• Establishment of Local Framework Agreements to manage costs in process</li> <li>• Establishment of Strategic Partnerships with providers</li> <li>• Utilisation of workforce grants to support the market</li> <li>• Involvement with regional forums e.g., NW ADASS Operational Commissioners Group to ensure collaborative approach, updates on key developments</li> <li>• Collaborative fee setting exercise complete- paper to cabinet imminent</li> </ul>		
<p><b>Risk owner</b></p>	<p>ED ASC&amp;H</p>		
<p><b>Proposed actions</b></p>	<ul style="list-style-type: none"> <li>• Cost of Care Exercise in process across all market sectors</li> <li>• Use of bespoke cost of care tools to calculate costs</li> <li>• Implementation of Local Frameworks to control costs (in process)</li> <li>• Benchmarking with regional authorities</li> <li>• Enhance pooled budget arrangements with Health in development in line with Place arrangements</li> <li>• Integrated approach to commissioning further enhanced (Intermediate care, market sustainability)</li> <li>• Ongoing Demand Management programme – realignment / redistribution of expenditure across service sectors to reflect actual/desired changes in demand</li> <li>• Strategic review of budget in process as part of Sector Led Improvement offer</li> </ul>		

Appendix A – Corporate Risk Register September 2022


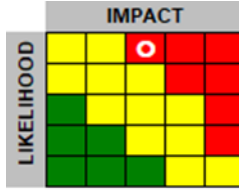
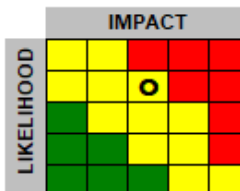
	<ul style="list-style-type: none"><li>• LGA Peer review completed July 2022</li><li>• Care Cap reform work commenced – paper submitted to ELT</li></ul>
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Risk Description	Previous risk score	Current risk score	Target risk score
<p>Failure to meet the targets set out in the Council's declared climate emergency</p>			
<b>Causes</b>	<p>The Council has declared a climate emergency with a view to becoming a net zero contributor by 2030- the aim of this declaration is to improve the lives of residents, make the Borough a more attractive place to live and work, contribute to addressing the global impact of climate change contribute to stopping the deterioration of the Sefton environment.</p>		
<b>Result</b>	<ul style="list-style-type: none"> <li>• Further deterioration in air quality</li> <li>• Extensive Coastal Erosion</li> <li>• Further deterioration in overall Sefton Environment</li> <li>• Sefton fails to support the drive to reduce carbon emissions that are having a significant impact on climate change</li> <li>• Reduced life expectancy</li> <li>• Reputational damage having declared an emergency and agreed a strategy and implementation plan</li> </ul>		
<b>Current treatments and controls</b>	<ul style="list-style-type: none"> <li>• Council has declared a climate emergency</li> <li>• Council has agreed the Strategy to meet this Declaration</li> <li>• Initial activities all completed</li> <li>• 3-year implementation place agreed by Council</li> <li>• Pathway to net zero articulated in latest annual report including residual amount that maybe left and support that will be required from central government for decarbonisation</li> <li>• Annual Reports track progress and are reported to Cabinet and Council</li> <li>• Initial projects in 3-year period include- move to agile working for staff, street lighting energy scheme, decarbonation work at Bootle and Southport Town Halls and procurement of 100% renewable electricity</li> </ul>		
<b>Risk owner</b>	<p>ED CR&amp;CS and ED People</p>		
<b>Proposed actions</b>	<ul style="list-style-type: none"> <li>• Introduce 100% renewable electricity</li> <li>• Ensure completion of initial 3-year implementation place</li> <li>• Identify and bid for external funding to support change initiatives as without such financial support this will compromise the Council's ability to meet its target</li> <li>• Work with Combined Authority on communication strategy and leverage the CA to identify external funding and align with their programme of works</li> <li>• Work with the voluntary sector who have also declared a climate emergency - this will support delivery of schemes, external funding generation and community engagement for both organisations. Work on-going with Multi Agency Partnership to galvanise alignment with Partners activity in this area and influence delivery in line with Sefton's Strategy.</li> </ul>		

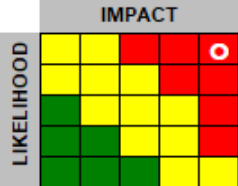
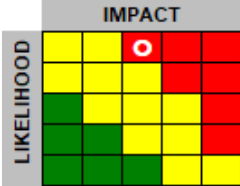
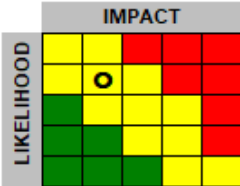
Appendix A – Corporate Risk Register September 2022

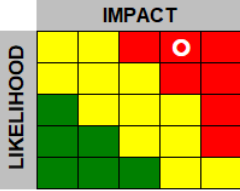
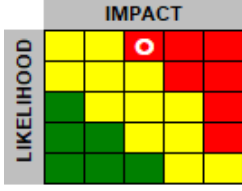
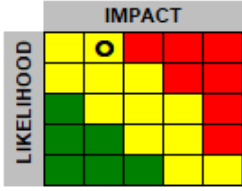
Risk Description	Previous risk score	Current risk score	Target risk score
Failure to Deliver the agreed Children’s Services Improvement Plan			
<b>Causes</b>	The Council does not deliver on the agreed action points and priorities identified within its response to the OFSTED Inspection of 2022. As such, the Council does not meet its target to deliver good Children’s Services		
<b>Result</b>	<ul style="list-style-type: none"> <li>Objectives of Improvement Plan are not met</li> <li>Council does not move to a rating of Good for Children’s Services</li> <li>Poorer outcomes are delivered to children and families within Sefton</li> <li>Continual culture of improvement is not delivered</li> <li>Workforce is unstable with poor recruitment and retention</li> <li>Service does not deliver good value for money</li> <li>Reputation of the Council is tarnished</li> </ul>		
<b>Current treatments and controls</b>	<ul style="list-style-type: none"> <li>Agreed Implementation Plan developed and resourced.</li> <li>DfE Adviser appointed to support the Council and DfE Commissioner undertaking a capacity and capability analysis</li> <li>Improvement Board established with all appropriate representation, which is being reviewed.</li> <li>External diagnostics agreed to be completed in forthcoming months to assess service improvement.</li> <li>Leeds Family Value Programme approved and will support improvement plan</li> <li>Social Worker academy to be developed to support sustainable workforce that is key to improvement</li> <li>Introduced market supplements and ‘golden hello’ payments – all workforce retention and recruitment options are currently being explored including overseas recruitment. (See later dedicated risk)</li> <li>Service structure re-aligned to improvement plan.</li> </ul>		
<b>Risk owner</b>	EDCS & E		
<b>Proposed actions</b>	Risk treatments and controls are new in place at this time. Governance arrangements and controls are continuously being reviewed Working with partner agencies to ensure whole system approach to support the service and system Reviewing the national McAllister review and awaiting Government response		



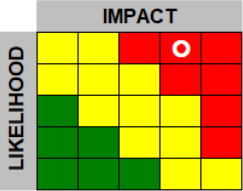
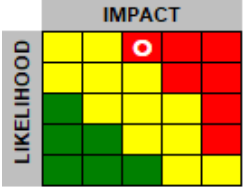

Risk Description	Previous risk score	Current risk score	Target risk score
<p>School debts transferring back to the Council in the event of them being forced into academy status or closing.</p>			
<b>Causes</b>	<p>Schools with Licensed Deficit Budget Agreements with the Council fail an OFSTED Inspection and the Secretary of State for Education issues and Academisation Order to transfer control of the school over to Multi Academy Trust. Governing Bodies of Schools with Licensed Deficit Budget Agreements are not able to provide an action plan and assurance that the school can address its' financial concerns and become viable and so Elected Members formally agree to the closure of the school.</p>		
<b>Result</b>	<ul style="list-style-type: none"> <li>• There are eight Schools who are operating under a Notice of Concern as they have an agreed licensed deficit agreement with the Council or are projected to be in a deficit balance situation in 2021/22.</li> <li>• The overall deficit of the above establishments in 2021/22 is approx.£2.25m</li> </ul>		
<b>Current treatments and controls</b>	<ul style="list-style-type: none"> <li>• All Schools must provide 3-year financial plan to the Council by 30th April each year and get agreement to operate under a Licensed Deficit Agreement.</li> <li>• Along with any Licensed Deficit Budget Agreement Schools are also given a Financial Notice letter which sets out the financial framework under which the Governors and Senior Members of the school must operate while they are in deficit.</li> <li>• Quarterly report to Cabinet Member Children, Schools and Safeguarding on overall financial risk to the Council and performance of each school against the agreed Licensed Deficit Plans.</li> <li>• Termly meetings with Head of Education Excellence and Finance staff with the Chair of Governors and Headteacher of each school operating under a Licensed Deficit Budget Agreement to discuss financial performance against agreed plan.</li> <li>• Discussion of financial performance of schools at termly Schools Causing Concern meetings where educational performance is also discussed and identifies schools that could fail any upcoming OFSTED Inspection.</li> <li>• The option for the Council to remove delegation from the school if an academy order is placed on the school and the Council has concerns regarding the overall deficit position of the school.</li> </ul>		
<b>Risk owner</b>	<p>Assistant Director Children's Services (Education)</p>		
<b>Proposed actions</b>	<ul style="list-style-type: none"> <li>• Continued operation of Licensed Deficit Agreements and scrutiny of school financial plans and ongoing support to Governing Bodies</li> <li>• Meetings between the Council and the Liverpool Archdiocese to develop strategy to support a number of VA Schools who present a significant financial concern to the Council.</li> <li>• Agreement from the DfE to provide the Council with additional financial support through its School Resource Management Advisory Team to review the finances of specific schools and give some external / independent advice on a school's finances.</li> </ul>		


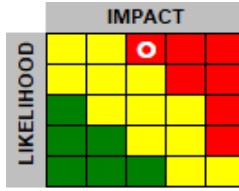
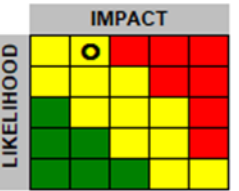
Appendix A – Corporate Risk Register September 2022

Risk Description	Previous risk score	Current risk score	Target risk score
Demand and Cost of Placements and Packages within Children’s Social Care leads to impact on financial sustainability of the Council			
<b>Causes</b>	<p>Numbers of children requiring residential care increases above the number budgeted for.                      Cost of placements and packages rises exponentially due to market conditions and inflation.                      Requirement does not align with the Council's sufficiency strategy hence reliance on more expensive private placements.                      Opportunities available via fostering and adoption are limited leading to more expensive private placements.                      Council does not have any internal provision leading to more expensive private placements</p>		
<b>Result</b>	<p>Cost of the service increases beyond what can be contained within the services or Council budget envelope and poorer outcomes are delivered for children.</p>		
<b>Current treatments and controls</b>	<ul style="list-style-type: none"> <li>• The Council's sufficiency strategy to reflect current position and this will be used to inform strategic decisions.</li> <li>• Review of all existing placements and packages is currently being undertaken to ensure the right support is being provided to children and a full review of the cost model is being undertaken.</li> </ul>		
<b>Risk owner</b>	<p>EDCS &amp; E</p>		
<b>Proposed actions</b>	<ul style="list-style-type: none"> <li>• Implementation of immediate care and legal gateway panel to ensure management oversight of all children coming into care.</li> <li>• The Council will develop business cases to assess the viability of providing Council owned children's homes which will provide better outcomes for children and ensure value for money.</li> </ul>		

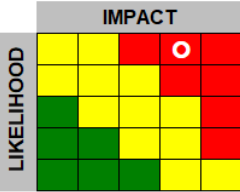
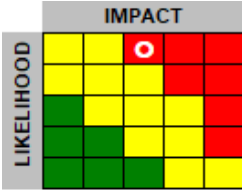
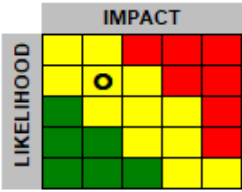
Risk Description	Previous risk score	Current risk score	Target risk score
<p>Children’s Services Workforce – failure to be able to recruit and retain a suitably qualified workforce leading to large turnover of staff, unstable workforce, and poor outcomes for children</p>			
<b>Causes</b>	<p>Inability to recruit qualified personnel – this is a regional and nationwide issue with an increased move to agency working and being part of expensive managed teams. As a result of change in the employment market, staff within the Council make a career choice to work on an agency basis</p>		
<b>Result</b>	<ul style="list-style-type: none"> <li>• Increased staff turnover leading to cases passing between social workers on a regular basis</li> <li>• Poor practice and outcomes for children</li> <li>• Inability to develop team ethos and culture within the service and improve practice</li> <li>• Potential for poor service delivery</li> <li>• Reduced levels of performance management and quality assessment.</li> <li>• Cost of the service far exceeds budget available</li> <li>• Poor morale and higher turnover of permanent staff due to increased pressure on other colleagues.</li> <li>• Increased management resource needed to deal with on-going management, recruitment, and HR issues</li> </ul>		
<b>Current treatments and controls</b>	<ul style="list-style-type: none"> <li>• Workforce strategy being developed to support recruitment and retention of required workforce.</li> <li>• Social Worker Academy to be developed in order that Council can 'grow its own' staff cohort - evidence suggests these increases retention levels.</li> <li>• Workforce Strategy currently includes financial inducements to attract and retain staff including golden hellos and retention payments.</li> <li>• Dedicated webpage for Children's Services staff recruitment.</li> <li>• Some core HR processes have been removed in order to streamline recruitment processes</li> <li>• Dedicated HR Business Support Unit established for Children's Services to move responsibility from service staff thereby increasing capacity in workforce and improve speed of recruitment processes.</li> <li>• Continued engagement with matrix agency framework to discuss availability of social workers.</li> <li>• Review of culture and practice within the service underway to improve retention levels and reputation thereby supporting recruitment.</li> </ul>		
<b>Risk owner</b>	EDCS & E		
<b>Proposed actions</b>	Risk treatments and controls are new in place at this time.		

Appendix A – Corporate Risk Register September 2022

Risk Description	Previous risk score	Current risk score	Target risk score
<p>Failure to mitigate impacts of COVID-19, EU Exit, winter, austerity, on the Sefton economy</p>			
<p><b>Causes</b></p>	<p>Lack of support for business                      Lack of progress on projects that can support recovery                      Lack of capital and revenue funding from government                      Impact of wider issues on local businesses (e.g., national retailers)                      Loss of key employers to the borough and towns, particularly Bootle and HMRC, Santander                      Impact on key sectors (especially hospitality) in Southport</p>		
<p><b>Result</b></p>	<ul style="list-style-type: none"> <li>• Increased business failure</li> <li>• Vacancy/skills gaps/Increased unemployment</li> <li>• Income disparities in Sefton's Lower Super Output areas (north and south Sefton)</li> <li>• Financial and reputational risks to the Council</li> <li>• Impact on communities of port disruption, increased traffic, etc</li> <li>• Loss of reputation</li> <li>• Impact of wider economic change on residents, particularly the most vulnerable</li> </ul>		
<p><b>Current treatments and controls</b></p>	<ul style="list-style-type: none"> <li>• Sefton Covid Recovery plans in place and will be replaced by Sefton Economic Strategy (SES) 2022/24</li> <li>• Consultation on economic evidence base 20 July-17 August 2022</li> <li>• Feedback will, where appropriate, be fed into the development of a new SES &amp; action plan that will require approval by Cabinet in October 2022.</li> <li>• SES will be overseen by the Economy Cell which will report through the Growth board and Executive Director for Place</li> <li>• Growth programme - Will ensure through regular review and Stewardships that projects if applicable focus on recovery for the Economy</li> <li>• Ongoing business and Employment support via InvestSefton and Sefton@Work in context of an ongoing recovery and replacement EU monies via UKSPF Full engagement in regional growth-related forums</li> <li>• Establishment of multi-stakeholder working groups focused on recovery in key town centres.</li> <li>• Delivery of Southport Town Deal development projects</li> <li>• Submission of Levelling up bid for Bootle</li> </ul>		
<p><b>Risk owner</b></p>	<p>Assistant Director of Place (Economic Growth and Housing)</p>		
<p><b>Proposed actions</b></p>	<ul style="list-style-type: none"> <li>• The Sefton Economic Strategy is under complete review and will include all actions associated with recovery from pandemic.</li> <li>• Revised SES will be completed for October 2022 Cabinet decision</li> <li>• Actively pursue opportunities for additional external funding via LCR/CA and HMG to develop projects</li> <li>• Investor proposition development and proactive business development activity to ensure attraction and retention of businesses and employers in the borough</li> </ul>		


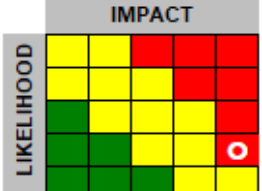
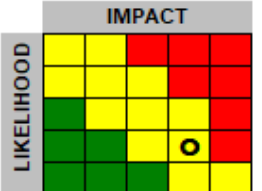
Risk Description	Previous risk score	Current risk score	Target risk score
<p>Ability of the Council to Recruit to its Workforce in order to Deliver its Core Purpose.</p>			
<b>Causes</b>	<p>Due to the contraction of the labour market both nationally and locally the council cannot recruit sufficiently skilled staff in order to meet business need.</p>		
<b>Result</b>	<ul style="list-style-type: none"> <li>• The council does not have the capacity to deliver the services it needs to at the pace or standard required.</li> <li>• Due to the contraction in the market the council cannot recruit to key roles – over the past 12 months this has been evident in Social Care, Regeneration, Procurement, Performance Property and Finance.</li> <li>• Such a scenario places increased pressure on the workforce that cannot be maintained over the long term.</li> <li>• In addition to the lack of candidates in the market seeking permanent employment and a reduction in availability of temporary or agency staff, the cost of bringing in temporary cover is increasing exponentially thus creating budget pressure.</li> </ul>		
<b>Current treatments and controls</b>	<ul style="list-style-type: none"> <li>• The council’s approach to recruitment and retention has been and will continually be the subject of review.</li> <li>• The council is building on the success in some areas and will seek to ‘grow its own’ workforce with the promotion of apprenticeships, the social worker academy, and graduate programmes.</li> <li>• The council will continually seek to enhance its culture in order that staff remain in Sefton.</li> <li>• The council will work with Liverpool City Region Partners to recruit talent nationally and look at training and development programmes across the region that will be attractive to potential candidates.</li> </ul>		
<b>Risk owner</b>	<p>All Assistant Directors</p>		
<b>Proposed actions</b>	<p>This is a new risk and treatments, and controls are new in place at this time.</p>		

Appendix A – Corporate Risk Register September 2022

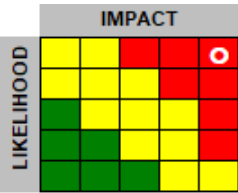
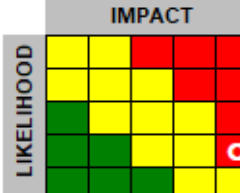
Risk Description	Previous risk score	Current risk score	Target risk score
<p>ASC Workforce – recruitment, availability of suitably qualified staff and retention of current workforce</p>			
<b>Causes</b>	<p>Inability to recruit qualified personnel - regional/nationwide issue Working conditions and work pressures</p>		
<b>Result</b>	<ul style="list-style-type: none"> <li>• Increased waiting times leading to delays in responsiveness for some individuals and carers.</li> <li>• Risk to delivery of certain statutory functions in specific areas,</li> <li>• Potential to miss priority and vulnerable service users</li> <li>• Potential for poor service delivery</li> <li>• Reduction of quality assessment and support planning due to demands on staffing</li> <li>• Challenges to budget management and forecasting</li> <li>• Increase in service user complaints</li> <li>• Poor morale and higher turnover of staff due to increased pressure on other colleagues</li> <li>• Increased management resource needed to deal with HR issues</li> </ul>		
<b>Current treatments and controls</b>	<ul style="list-style-type: none"> <li>• Targeted action to attract and retain key roles e.g., AMHP's, BIA's (enhancement for OOA AMHP now in place)</li> <li>• Processes in place to monitor waiting times and cases pending at Senior Level including action taken to mitigate any potential risk- oversight at strategic performance and resource meeting</li> <li>• Staff induction and training and induction plans reviewed</li> <li>• Personnel and HR policies to address concerns around capability and performance</li> <li>• Process to monitor and manage staff absence - additional support from HR and promotion of wellbeing support</li> <li>• PDR process and assessment of training needs</li> <li>• Professional Practice Forum established</li> <li>• Robust training plan for ASYE Adults programme</li> <li>• Regular staff training events in place</li> <li>• Core training offer in place to support professional development and retention</li> <li>• Empower staff to value continued improvement - Focus on reading time for front line staff</li> <li>• Apprenticeship scheme expansion - opportunities now available across a range of roles and professions - managerial, professional, business and administration to aid development and succession planning</li> <li>• Final draft of Career Progression Framework</li> <li>• Strategic Workforce meeting now in place</li> <li>• OT apprenticeships in place</li> <li>• Increased visibility of workforce metrics via performance framework with further enhancement planned aligned to National Assurance Framework</li> </ul>		

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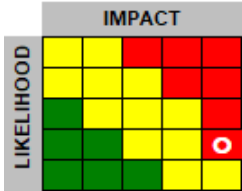
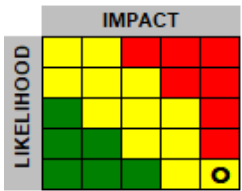
	<ul style="list-style-type: none"> <li>• Refreshed Staff bulletin now developed in collaboration with comms</li> <li>• ASC now represented on NWADASS workforce Board - to ensure regional and national initiatives are engaged with.</li> <li>• Initial phase of work force strategy is in process however further work to be undertaken regarding longer term demands and impact of Integration</li> </ul>
<b>Risk owner</b>	Assistant Director of ASC
<b>Proposed actions</b>	<ul style="list-style-type: none"> <li>• People Strategy for ASC at final sign off stage</li> <li>• Recruitment campaign now being implemented including increased use of social media</li> <li>• Peer review completed July 2022</li> <li>• Strategic review of budget and income in process to support investment</li> <li>• Staff communication strategy has been refreshed and workshops planned with frontline colleagues and leaders (including back to the floor)</li> <li>• Review of existing Apprenticeship arrangements for OT and SW to increase targets and success levels completed.</li> <li>• Review of weekend working in process</li> <li>• Review of agency staff usage across all service areas completed continue to monitor</li> <li>• Development of improved provision of workforce metrics being developed with HR to ensure service meets requirements of National Assurance Framework</li> <li>• Review of key posts and JDs to ensure market competitiveness and compliance with new system approaches</li> <li>• Place based Integrated Workforce strategy to be developed</li> <li>• Review of regional and national workforce initiatives (complete)</li> </ul>

Risk Description	Previous risk score	Current risk score	Target risk score
<p>The Council cannot demonstrate it has the capacity or capability to meet the requirements of its Children’s Services improvement plan and move from Inadequate to Good resulting in the recommendation that it becomes a Children’s Trust.</p>			
<b>Causes</b>	<p>DFE commissioner advises that the Council does not have capacity or capability to meet requirements of improvement plan and improve children’s services.</p>		
<b>Result</b>	<ul style="list-style-type: none"> <li>Commissioner recommendation is that Sefton Children’s Services be placed in a Children’s Trust</li> </ul>		
<b>Current treatments and controls</b>	<ul style="list-style-type: none"> <li>Improvement Board has been set up including all major Council leaders, including cabinet members, partners and DfE representatives.</li> <li>Priority given to improvement plan within the Council with capacity and expertise directed to it.</li> <li>Improvement plan to be invested in and aligned to Council’s Medium Term Financial Plan.</li> <li>Required rigour to preparation and delivery of Improvement Plan in place led by cabinet members and CEX and DCS.</li> <li>Regular reporting on progress on improvement plan to be provided to Cabinet and Overview and Scrutiny Committee.</li> </ul>		
<b>Risk owner</b>	<p>EDCS &amp; E</p>		
<b>Proposed actions</b>	<ul style="list-style-type: none"> <li>Work across Sefton Partnership Network to ensure full engagement and ownership of Improvement Plan that will lead to improved outcomes for Children.</li> <li>Council has been successful in its bid for funding from the Leeds Family Value Programme – this £3m investment will support the Council in improving services to children.</li> <li>Following the development of the implementation plan a revised service structure that aligns to the plan has been developed.</li> </ul>		

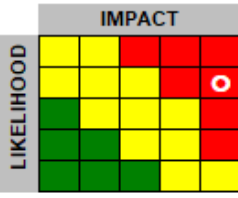
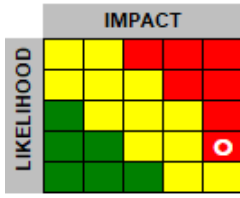
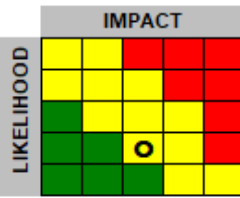


Risk Description	Previous risk score	Current risk score	Target risk score
<p>Inability to deliver the requirements and commitments for the Growth Programme and its associated Projects</p>			<p>TBC</p>
<p><b>Causes</b></p>	<p>Required Capital and Revenue funding not available to deliver the projects for Economic Recovery and Growth. This can be due to unavailability or timing of funds available.                      External pressures affecting the construction sector, leading to challenges to project deliverability, affordability, or timescales. This includes inflationary cost pressures; insufficient market capacity, contractor availability and contractor capacity; insufficient availability of materials and/or labour; delayed lead-in times for materials or services; rising prices for services, materials, and equipment.                      Insufficient internal staffing resource, hindering effective and timely delivery.</p>		
<p><b>Result</b></p>	<ul style="list-style-type: none"> <li>• Increased business failure</li> <li>• Reputational Damage especially on projects declared already in the public domain.</li> <li>• Increased unemployment</li> <li>• Financial and reputational risks to the Council</li> <li>• Impact on communities.</li> <li>• Loss of reputation</li> <li>• Impact of wider economic change on residents, particularly the most vulnerable</li> </ul>		
<p><b>Current treatments and controls</b></p>	<ul style="list-style-type: none"> <li>• Growth Programme and associated Governance and project controls.</li> <li>• Bid process and expertise applied to all existing and new funding opportunities.</li> <li>• Members approval and prioritisation of existing and new projects.</li> <li>• Constant and consistent evaluation and use of Growth Budget.</li> <li>• Opportunities in respect to Capital receipts from asset disposal.</li> </ul>		
<p><b>Risk owner</b></p>	<p>ED Place and Assistant Director of Place (Economic Growth and Housing)</p>		
<p><b>Proposed actions</b></p>	<ul style="list-style-type: none"> <li>• Immediate review of the Government White Paper on Levelling Up to ensure timely advantage taken of any funding opportunity.</li> <li>• Actively pursue all additional funding available in timely and at the earliest opportunity.</li> <li>• Create and make available Bid Team focused on and challenged with successful bids.</li> <li>• Establish Project Review forums and reporting mechanisms for early visibility of reporting of project progress and any emerging issues - on a project-specific and programme-wide basis.</li> <li>• Proactive external engagement with construction sector and key partners (e.g., LCR CA) to ensure visibility and understanding of risks to the sector and potential mitigants.</li> <li>• Develop and implement procurement strategy to ensure sustained competition, robustness of process and suitable partners for project delivery.</li> <li>• Further refine and strengthen capital project planning, delivery, and governance measures</li> </ul>		

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Risk Description	Previous risk score	Current risk score	Target risk score
<p>Failure to adequately maximise the benefits of digital growth to the local community and businesses</p>			
<b>Causes</b>	Budget reductions, inadequate funding levels and capacity to meet needs of strategy.		
<b>Result</b>	<ul style="list-style-type: none"> <li>Digital and technology is a key enabler within multiple workstreams of the authority and its transformation programmes as well as being recognised as an enabler of economic growth. Non-delivery across digital workstreams would impact on key workstreams and economic growth.</li> </ul>		
<b>Current treatments and controls</b>	<ul style="list-style-type: none"> <li>New and emerging challenges around digital infrastructure, inequalities and exclusion, and skills and training are addressed but a whole council approach is required to meet future challenges.</li> </ul>		
<b>Risk owner</b>	ED People		
<b>Proposed actions</b>	<ul style="list-style-type: none"> <li>Key workstreams have been developed around infrastructure (linked to LCR Connect ((the LCRCA Backhaul Network), Digital Training and Skills Board and Digital Inclusion (both business and community focussed). All report into Framework for Change 2020. Overarching purpose is to develop the vision across all themes and to actively seek out collaborative opportunities to meet that vision through partners, VCF sector, LCRCA, private sector provides and central government funding streams.</li> </ul>		

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Risk Description	Previous risk score	Current risk score	Target risk score
<p>Failure to effectively manage and support the response to a pandemic incident</p>			
<b>Causes</b>	<p>Major pandemic incident occurs where there are multiple community outbreaks of COVID-19 impacting on the local area and staff. Recovery plans not in place.</p>		
<b>Result</b>	<ul style="list-style-type: none"> <li>• Increased morbidity and mortality</li> <li>• Reduced capacity across the Local Authority and partner organisations.</li> <li>• 20-35% staff absences anticipated in services across the Local Authority and partner organisations.</li> <li>• Services delivery reduced as a result of the implementation of business continuity.</li> <li>• Increased demand of services in response to outbreaks.</li> <li>• Increased social anxiety.</li> <li>• Services, businesses, and schools being temporarily closed.</li> <li>• Surge of demand in supply chains.</li> <li>• Negative socio-economic impact.</li> <li>• High level of media and public interest in the Council's actions</li> <li>• Loss of reputation</li> </ul>		
<b>Current treatments and controls</b>	<ul style="list-style-type: none"> <li>• Sefton Council Strategic Coordination Group (SCG) for COVID-19 established but now stood down. Sefton Governance structure and operational response cells now stood down, but recovery cell is still in place. The arrangements have largely stood down apart from those linked to the Merseyside Resilience Forum, but structure can be stood back up as necessary.</li> <li>• Enhanced working practices to facilitate remote, agile, and home working for majority of staff.</li> <li>• Robust IT systems to allow virtual meetings and extended customer contact centre opening hours.</li> <li>• Pro-active Communications strategy for public facing, internal and multi-agency working, co-ordination of information and guidance updates and out of hours on call Comms rota.</li> <li>• Links to national guidance and Gov.uk latest information repository pushed out via staff intranet, social media, and other partner communications /news platforms.</li> <li>• Sefton Major Incident Guidance Document / Sefton Business Continuity Policy / Sefton Business Continuity Strategy / Service Area COVID-19 BC plans / E- learning module on Business Continuity</li> <li>• Sefton dedicated and knowledgeable teams including Public Health Team and Risk and Resilience Function</li> <li>• Continuous reinforcement of hand hygiene and infection control messages from Public Health both internally and externally.</li> <li>• Regular Communications from HoS and Senior Managers to staff with regard to observation of social distancing and on-going 'stay safe' COVID-19 advice including continue to work at home wherever possible.</li> <li>• Outbreak Board now stood down but regular monitoring reports to Cabinet Member for Health and Wellbeing</li> </ul>		
<b>Risk owner</b>	<p>DPH/CEO</p>		

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<b>Proposed actions</b>	<ul style="list-style-type: none"><li>• Council plans have been reviewed although most responsibilities for controlling outbreaks have been removed.</li><li>• Community testing and contact tracing now disbanded.</li><li>• MRF multi-agency Strategic Recovery Co-ordinating Group planning ongoing.</li><li>• Further guidance is awaiting on Council response to increased transmission and /or outbreak management.</li><li>• Place based planning in progress</li></ul>
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