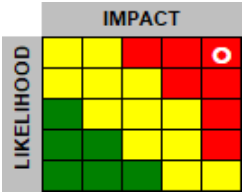
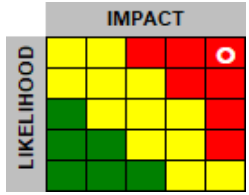
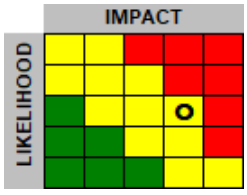
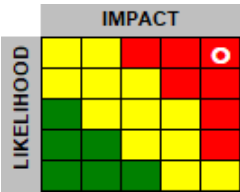
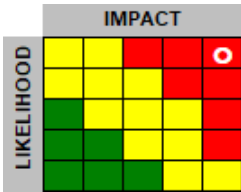
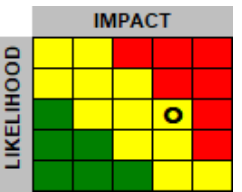


## Appendix A Corporate Risk Register July 2023

Risk Description	Previous risk score	Current risk score	Target risk score
Financial sustainability beyond 2023/24			
<b>Causes</b>	<p>The national economy, taking into account inflation and direct government funding which has been reflected in the financial settlement for 2023/24 and planning assumptions for 2024/25 and the demand for services, will place substantial strain on the Council's overall medium-term budget.</p> <p>As a result, significant budget and cost reductions will be required. Due to the scale of budget reductions made since 2010 there is a risk that further suitable cost-saving / income generating measures will be difficult to identify.</p> <p>The impact on the financial sustainability of the Council is therefore a key risk.</p> <p>These issues, especially in Childrens Services could place further strain on the approved budget for 23/24 and further impact financial sustainability.</p>		
<b>Result</b>	<ul style="list-style-type: none"> <li>The council will need to identify substantial sustainable savings to meet the funding gap that arises from inflation, potential government grant reductions and increased demand for services for the next three-year period 2024/25 to 2026/27.</li> <li>The budget reductions 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> </ul>		
<b>Current treatment and controls</b>	<ul style="list-style-type: none"> <li>The council set a budget for 2023/24 at its meeting on 2 March 2023. Substantial investment has been made into ASC, CSC and home to school transport as part of this and this is where the financial risk exists- robust financial management and monitoring will be required for the delivery of the approved budget. If there are any variations to the approved budget remedial plans will need to be put in place from within the already approved budget. The council does have an appropriate level of general fund reserves however these do not offer the scope to address a budget gap similar to that experienced in 2022/23 indeed there is no scope to support an overspend from reserves.</li> <li>Within that budget report the key issues that need to be addressed within the next MTFP are identified and work will commence from May 23 on refining these assumptions and the potential budget gap for these next 3 years 2024/25 to 2026/27- work will commence on bridging this gap as part of the next budget planning timetable and will be reported to Members. This is key to the financial sustainability of the council with the key risk remaining being Children's Services. This has been mitigated for 23/24 by all budget assumptions having been agreed with the DCS which ensured that the MTFP for the council was aligned to the improvement plan and provided the service with the resources required to meet this plan, but it is clear that this risk remains.</li> </ul>		
<b>Risk owner</b>	Executive Director Corporate Resources & Customer Services		
<b>Proposed actions</b>	<ul style="list-style-type: none"> <li>Key financial risk for 2023/24 is delivery of savings and Children's Social Care delivering services within budget agreed with DCS - regular and rigorous financial management, monitoring and reporting is required.</li> <li>Work to commence from April 2023 on next 3-year MTFP- if a budget gap is forecast, identification of savings will be required</li> </ul>		

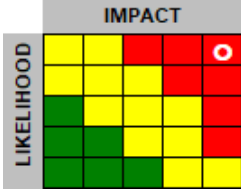
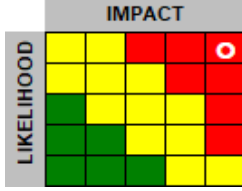
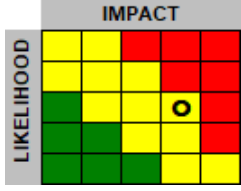
## Appendix A Corporate Risk Register July 2023

Risk Description	Previous risk score	Current risk score	Target risk score
<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 continue until April 2026, but the increasing accumulative deficit poses a significant financial risk to the council.</li> </ul>		
<p><b>Result</b></p>	<ul style="list-style-type: none"> <li>• Sefton's High Needs cumulative budget deficit is £18m at the end of 22/23.</li> <li>• The estimated deficit on the high needs block continues to 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 still only on a temporary basis until 2026. The council does not have the reserves or balances to meet this deficit if required in 2026 hence the threat to financial sustainability.</li> <li>• This is a significant risk to the council and quarterly monitoring statements will continue to be reported to cabinet throughout the 2023/24 financial year.</li> </ul>		
<p><b>Current treatment and controls</b></p>	<ul style="list-style-type: none"> <li>• The quarterly reporting to Cabinet and Council should focus on the work program that seeks to improve the support to children, the demand for the service and the financial forecast- it should also take full account of the progress in the DFEE led Delivering Better Value Programme.</li> <li>• Leadership from Sefton's Executive Director of Children's Social Care and Education, Assistant Head of 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 or confirmation that this will continue to be a DSG issue post 2026.</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</li> </ul>		

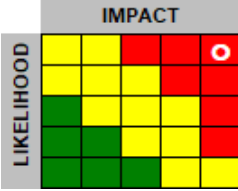
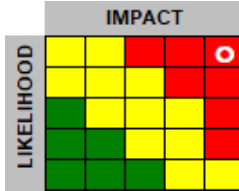
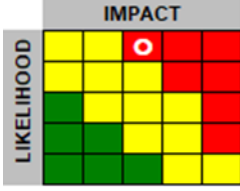
## Appendix A Corporate Risk Register July 2023

	<p>of effectiveness of capital spend to maximise mainstream settings for children and young people.</p> <ul style="list-style-type: none"> <li>• Council now part of DfE Delivering Better Value Program-it should be noted however that this is focused on the system and not on delivering financial sustainability therefore the council cannot rely on this programme to meet its key financial objective.</li> <li>• Comprehensive quarterly reports to be presented to Cabinet and Council on sufficiency, in house provision, funding and deficit to provide rigor, transparency and inform decision making</li> </ul>
<b>Risk owner</b>	Assistant Director Children's Services (Education)
<b>Proposed actions</b>	<ul style="list-style-type: none"> <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> <li>• Sefton has been working in partnership with the DfE since December 2022 to develop solutions to bring the High Needs budget into a more financially secure position going forward and help to reduce the accumulative deficit over a set period. The signing off of the High Needs Deficit action plan through the Delivering Better Value Program is expected in June 2023 and then a work program of planned improvements and changes in SEN support for HN children will commence in September 2023 which should reduce projected deficit but also improve outcome for SEN children in Sefton.</li> </ul>

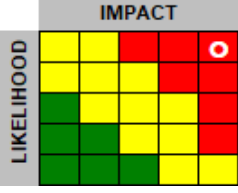
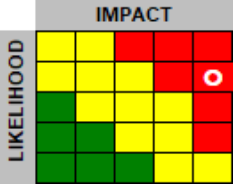
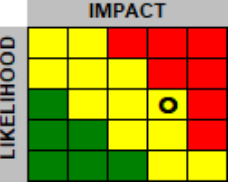
## Appendix A Corporate Risk Register July 2023

Risk Description	Previous risk score	Current risk score	Target risk score
Financial sustainability beyond 2023/24 (Sandway Homes)			
<b>Causes</b>	The Council has a wholly owned Housing Development Company- due to the prevailing economic conditions at present, there is a risk that the value and timing of the dividend from phase 1 may be the subject of change and the timing of the capital receipt is later than previously forecast.		
<b>Result</b>	Due to the national economic conditions at present, there is a risk that housing completions (driven by interest rates and potential inflation) will reduce from current levels. This could result in a delay to the completion of Phase 1 of company activity. This delay could reduce the dividend and it's timing together with the timing of the capital receipts and debt repayment due to the Council.		
<b>Current treatment and controls</b>	<ul style="list-style-type: none"> <li>• The Council, in December 2022, received a detailed update report on all aspects of the Company's activities including building programmes, grant funding and financial implications. This report including changes to timing of dividend and timing and value of receipt was approved by members.</li> <li>• Within that report members will be provided with a comprehensive update on the business plan and financial projections that reflect the latest estimates on the build, completion and sales program and the current risks driven by the national economic picture, especially rising interest rates and recession.</li> <li>• The report focused on the progress on the first two sites for which sales are progressing and the third site for which construction has yet to commence.</li> <li>• The Company will utilize the Council's internal audit team to undertake a work program during 22/23</li> <li>• An update on governance arrangements for the company was approved by Cabinet in July 2022.</li> <li>• An annual report was presented to Overview and Scrutiny management board in November 2022 and was then considered by the service O&amp;S meeting in January 2023</li> <li>• A self-assessment against the local partnership's guidance re management of wholly owned companies is currently underway by the Council's monitoring officer</li> </ul>		
<b>Risk owner</b>	Chief Executive Officer/Executive Director Corporate Resources & Customer Services		
<b>Proposed actions.</b>	<ul style="list-style-type: none"> <li>• Due to prevailing market conditions and the volatility that exists, the housing market is currently seeing substantial change within it - this includes the cost of construction, house prices and the cost of mortgages, all of which could impact sales, completions, and the performance of the phase 1 business plan. These risks will need to be managed by the company but as a number of these are outside of its control, close working with the Council will be required to inform effective decision making that protects the Council's financial interests and supports the original objectives of the company.</li> <li>• The governance arrangements and current controls will be continually 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>		

## Appendix A Corporate Risk Register July 2023

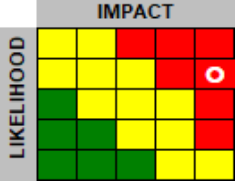
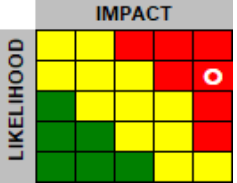
Risk Description	Previous risk score	Current risk score	Target risk score
The Council is the victim of a cyber-attack.			
<b>Causes</b>	Malware, ransomware, or another virus infects the Council's systems.		
<b>Result</b>	<ul style="list-style-type: none"> <li>Services will not have access to systems 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 treatment 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 Stock take complete.</li> <li>PSN Accreditation achieved and reviewed annually.</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 is 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, and revised policy released.</li> <li>Removal of unsupported systems from the network</li> </ul>		
<b>Risk owner</b>	ED CR&CS		
<b>Proposed actions</b>	<ul style="list-style-type: none"> <li>The ongoing ICT Transformation program 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 program for phishing to continue and this will be linked to the annual information security training.</li> <li>On-going Cyber Security Improvement Plan in place, including plans to bring all systems in the support of the existing ICT contract.</li> <li>External validation and assurance on-going linked to improvement plan.</li> </ul>		

## Appendix A Corporate Risk Register July 2023

Risk Description	Previous risk score	Current risk score	Target risk score
<p>Failure to adequately invest in the Highway network and associated assets.</p>			
<b>Causes</b>	<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>		
<b>Result</b>	<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>		
<b>Current treatment and controls</b>	<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>		
<b>Risk owner</b>	<p>Assistant Director Highways &amp; Public Protection</p>		
<b>Proposed actions</b>	<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>		

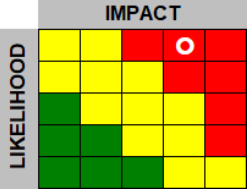
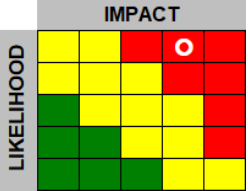
Risk Description	Previous risk score	Current risk score	Target risk score
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## Appendix A Corporate Risk Register July 2023

Condition of Assets			
<b>Causes</b>	<ul style="list-style-type: none"> <li>The council like all Local Authorities has a mix of assets with each asset being in a different condition based on age, use etc. The maintenance of these assets continues to be a challenge due to the size of the estate and the investment required to maintain it.</li> <li>Significant maintenance backlog due to insufficient local government funding being available through providing limited opportunity to invest.</li> </ul>		
<b>Result</b>	<ul style="list-style-type: none"> <li>With insufficient funding being available to council to provide the right investment or use approved resources in the right areas can lead to Health and Safety risk, injury to staff and public if the statutory requirements are not fulfilled.</li> <li>Component or Systems failure</li> <li>Building closures</li> </ul>		
<b>Current treatment and controls</b>	<p>A delivery team is in place with a percentage of Capital investment funding secured to deliver an initial phase (1) of works. This phase 1 of works is being developed / delivered. Wider essential maintenance Capital investment funding and works requirements have also been identified with approval of funding pending. Once approval of funding is received then further development of phases / works can take place.</p>		
<b>Risk owner</b>	Corporate Resources and Customer Services / All Directorates		
<b>Proposed actions</b>	<ul style="list-style-type: none"> <li>Whilst a percentage of works are in train, the risk remains high due to the significant work required and the capacity and funding that is available - further funding as identified in the MTFP is required to allow the ability to develop and deliver further phases of works. The approval of future years funding is pending.</li> </ul>		

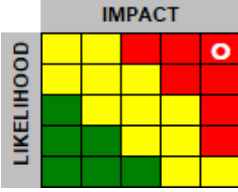
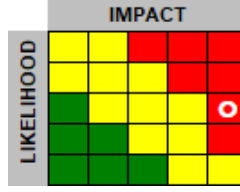
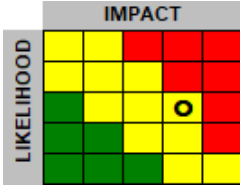
Risk Description	Previous risk score	Current risk score	Target risk score
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## Appendix A Corporate Risk Register July 2023

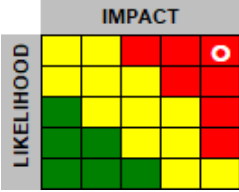
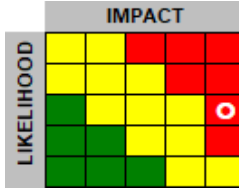
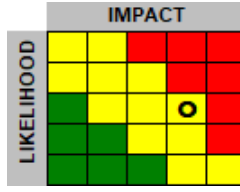
<p>Failure to Comply with Sections 1 and 10 of the Freedom of Information Act 2000</p>			
<p><b>Causes</b></p>	<ul style="list-style-type: none"> <li>• A person requesting information from a public authority has a right, subject to exemptions, to be informed by the public authority in writing whether it holds the information and to have that communicated to him, if the public authority holds it (section 1 of the Freedom of Information Act 2000). Section 10 (1) specifies that public authorities must respond to requests within 20 working days.</li> <li>• A public authority that fails to comply with any of the requirements of Part 1 of the FOIA may be served by a notice from the Information Commissioner (referred to as an 'enforcement notice') requiring the authority 'to take within such time as may be specified in the notice, such steps as may be so specified for complying with those requirements' (Section 52 (1)).</li> </ul>		
<p><b>Result</b></p>	<ul style="list-style-type: none"> <li>• Failure to comply with legal requirements.</li> <li>• Enforcement action by the Information Commissioner's Office</li> <li>• Damage to the Council's reputation</li> <li>• Loss of public confidence</li> <li>• Diversion of resource and financial consequences</li> </ul>		
<p><b>Current treatment and controls</b></p>	<ul style="list-style-type: none"> <li>• Information management and governance, including compliance with the Freedom of Information Act is overseen by the Information Management and Governance Executive Group (IMGEG), which consists of officers with lead responsibilities for key aspects of information compliance (i.e. Data Protection Officer / IG Lead, Senior Information Risk Owner and Chief legal and Democratic officer) supported by other officers with key roles relating to IMG.</li> <li>• Each service is responsible for the handling and management of FOIA requests made to their respective service area.</li> <li>• Each service has designated Information Asset Owners and Information Asset Administrators.</li> <li>• Policies, procedures, processes, and issues are communicated to these officers through the Information Management and Governance Operational group.</li> <li>• Support, co-ordination, advice, and guidance is provided corporately.</li> <li>• The council has implemented policies, procedures, and processes to assist the management of FOIA requests made to the council.</li> </ul>		
<p><b>Risk owner</b></p>	<p>All Assistant Directors</p>		
<p><b>Proposed actions</b></p>	<p>Appropriate resourcing, prioritization and focus on information management and governance across the council include the following.</p> <ul style="list-style-type: none"> <li>• Monthly reporting to Heads of Service of a list of any outstanding FOIA requests to ensure appropriate action across their service.</li> <li>• Regular monitoring and review by IMGEG of compliance with statutory timescales associated with requests and numbers outstanding.</li> <li>• Set targets to ensure compliance with ICO recommendations (95% or more of requests are responded to within 20 working days = good, 90 – 95% of requests are responded to within 20 working days = adequate, fewer than 90% = unsatisfactory)</li> <li>• Regular reporting by IMGEG to SLB and Audit and Governance Committee, as necessary, as to the council's compliance with the FOIA.</li> <li>• Maximize the opportunities from the council's ICT Transformation to increase and embed effective information management and governance.</li> </ul>		



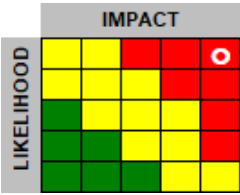
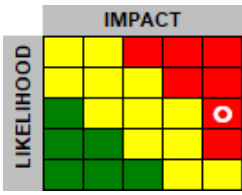
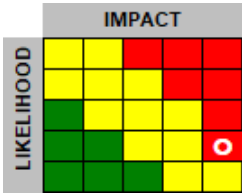
## Appendix A Corporate Risk Register July 2023

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>	<p>Increased demand will create:</p> <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 treatment 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> <li>• A specific Child Poverty Strategy was approved by Cabinet in Oct 2022, and this was launched in December 2022 with partners and stakeholders.</li> <li>• The Cabinet has considered regular reports on Cost of Living and the Health and Well Being Board has requested the matter be a standing item on the Board agenda going forward.</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.		

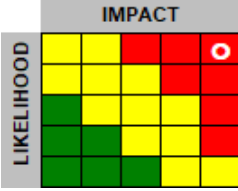
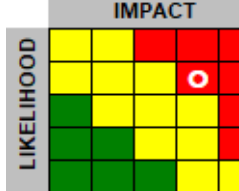
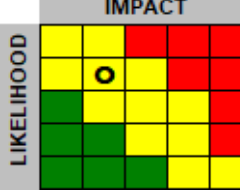
## Appendix A Corporate Risk Register July 2023

Risk Description	Previous risk score	Current risk score	Target risk score
Data breach resulting in the wrongful release of personal and/or sensitive information.			
<b>Causes</b>	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		
<b>Result</b>	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.		
<b>Current treatment and controls</b>	<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, processes, 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/refreshers 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>		
<b>Risk owner</b>	All Assistant Directors		
<b>Proposed actions</b>	<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>		

## Appendix A Corporate Risk Register July 2023

Risk Description	Previous risk score	Current risk score	Target risk score
<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 treatment 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 Coordinators (EDCs) are able to access Resilience Direct containing incident response plans.</li> <li>• Relevant training provided to Emergency Duty Coordinators 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> <li>• BC exercise completed in January 2023 for Senior Leadership Board</li> </ul>		
<b>Risk owner</b>	All Assistant Directors and Risk and Resilience Team		
<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 continually provide support in hosting regular BC exercises for all Exec/Assistant Directors.</li> <li>• Review and update of BC manual ongoing</li> </ul>		

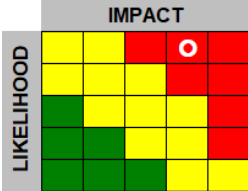
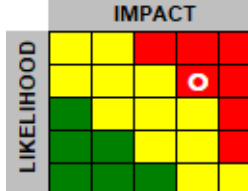
## Appendix A Corporate Risk Register July 2023

Risk Description	Previous risk score	Current risk score	Target risk score
Market failure of Social Care provision across Adult and Children's			
<b>Causes</b>	<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>		
<b>Result</b>	<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>		
<b>Current treatment and controls</b>	<ul style="list-style-type: none"> <li>• Market Position Statement and refresh of Children's Sufficiency strategy 22-25 allows market management.</li> <li>• Strengthen governance via actions and oversight of Executive Commissioning Group/Strategic Commissioning Group</li> <li>• Strategic Commissioning Team more permanent capacity to increase resource.</li> <li>• Implementation of Commissioning priorities improvement plan</li> <li>• Delivery of Health and Wellbeing Strategy 2020-2025</li> <li>• Implementation of robust and timely Winter Planning/checklist</li> <li>• Ongoing review of supply chain contracts</li> <li>• Demand Management Programme embedded in adults and children.</li> <li>• Recommissioning of Local Dynamic Purchasing system for Domiciliary Care</li> <li>• Internal cost of care programme commenced between Strategic Commissioning and Finance - allows ASC assurance on VFM, and budgetary controls and assists provider achieve sustainable business model.</li> <li>• Mitigation of market failure by block purchasing arrangements to support hospital discharge.</li> <li>• Weekly escalation/ visibility of capacity and costs with AD, DASS and wider system</li> <li>• Maximising learning opportunities across C&amp;M DASS group with key areas of focus</li> <li>• LGA Peer challenge completed in July 2022 Action Plan prepared December 2022</li> </ul>		
<b>Risk Owner</b>	ED ASC&H, ED CSC&E		

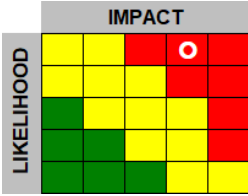
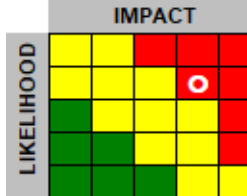
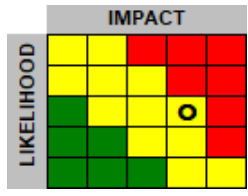
## Appendix A Corporate Risk Register July 2023

<b>Proposed actions</b>	<ul style="list-style-type: none"><li>• Strengthened oversight of Quality Assurance with dedicated Senior Management support 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><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 progress.</li><li>• Recruitment campaign developed with Market with on-going input from Sefton at Work – Workforce Strategy to be developed.</li><li>• Development of contingency plans for provider failure – risk escalation process jointly developed with Health.</li><li>• Cost of Care exercises for care homes (65+) and Domiciliary Care (18+) concluded in line with DHSC requirements and outcomes to be submitted to DHSC by 14 October 2022 and subsequent Market Sustainability Plan roll out 2023/24.</li><li>• Links maintained with LCR on key market risks (capacity, workforce, cost of living, ceasing of COVID funding and demand).</li><li>• New Procurement for Domiciliary Care to commence in October 2022 (with new framework in place from April 2023) – agreed at June Cabinet.</li><li>• Integrated commission arrangements will develop via a new place arrangement. Market Sustainability Plan and Fair Cost of Care exercise to be sent to central government mid October. National Government Market Sustainability funding applied to Dom Care and care homes 65+</li><li>• Discharge funding now recurrent through the Better Care Fund continues and work to mobilise a rapid and reablement expansion continues.</li></ul>
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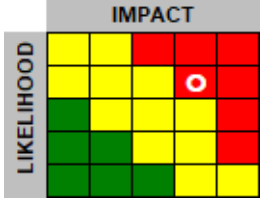
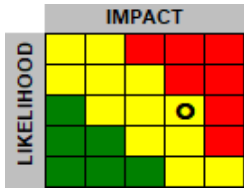
## Appendix A Corporate Risk Register July 2023

Risk Description	Previous risk score	Current risk score	Target risk score
Market Failure of Social Care Provision across Adults and Children's			TBC
<b>Causes</b>	<ul style="list-style-type: none"> <li>• Lack of national response to the Independent Review of Children's Social Care and report by the Competition and Markets Authority calling for action on the children's social care market</li> <li>• National and regional pressures in Social Work recruitment and available workforce</li> <li>• Sufficiency in children's residential provision</li> <li>• Inflation</li> </ul>		
<b>Result</b>	<ul style="list-style-type: none"> <li>• Lack of alternative providers able to support social care.</li> <li>• Poor quality service provision and high costs</li> <li>• Increase in unmet needs of children and young people 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> <li>• Reliance on high cost out of borough residential provision for children and young people</li> </ul>		
<b>Current treatment and controls</b>	<ul style="list-style-type: none"> <li>• Joint Strategic Needs Assessment and supporting Children's Chapters</li> <li>• Market Position Statement and refresh of Children's Sufficiency strategy 22-25</li> <li>• Strengthened 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>• Local Dynamic Purchasing system - approved by Cabinet.</li> <li>• Re-procurement framework development has now commenced, and update scheduled for Cabinet.</li> <li>• Strengthened oversight of Quality Assurance with dedicated Senior Manager support 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> </ul>		
<b>Risk owner</b>	ED CSC and Education		
<b>Proposed actions</b>	<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</li> <li>• Recruitment for Senior Commissioning Leadership post in process</li> <li>• Development of contingency plans for provider failure - risk escalation process</li> <li>• Links maintained with LCR on key market risks (capacity, workforce, cost of living, ceasing of covid funding, demand)</li> <li>• Develop business case for inhouse provision of Children's residential care</li> </ul>		

## Appendix A Corporate Risk Register July 2023

Risk Description	Previous risk score	Current risk score	Target risk score
<p>Inflation and cost of care impact on budget availability</p>			
<p><b>Causes</b></p>	<ul style="list-style-type: none"> <li>Increasing provider costs – CPI etc. recruitment and retention challenges</li> <li>Increase to National Living Wage and/or pressure to meet real living wage.</li> <li>Increased market unit price</li> <li>Inflation and cost of living</li> </ul>		
<p><b>Result</b></p>	<ul style="list-style-type: none"> <li>Overspent budget</li> <li>Failure to meet statutory obligations and level of need due to Provider failure.</li> <li>Potential increased use of non-contracted Providers to meet demand.</li> <li>Reputational damage</li> </ul>		
<p><b>Current treatment and controls</b></p>	<ul style="list-style-type: none"> <li>Cost of Care exercise commissioned externally and completed in line with DHSC requirements.</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 June 2022</li> <li>LGA Peer Review completed July 2022</li> <li>Strategic review of budget in process as part of Sector Led Improvement offer</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 Exercises completed in line with DHSC requirements.</li> <li>Use of bespoke cost of care tools to calculate costs.</li> <li>Implementation of Local Frameworks to control costs and commissioning activity (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>Transformation Programme – re-alignment / redistribution of expenditure across service sectors to reflect actual / desired changes in demand.</li> <li>Care Cap reform work commenced – paper submitted to ELT. Go live Oct 23. Winter funding utilized to support block bookings. Continued focus on provider relationships and increased brokerage team capacity also supporting this area.</li> </ul>		

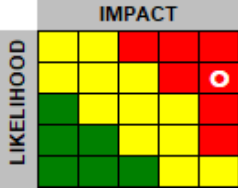
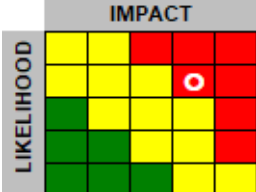
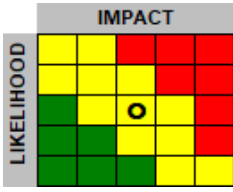
## Appendix A Corporate Risk Register July 2023

Risk Description	Previous risk score	Current risk score	Target risk score
Climate Emergency - Failure to meet the targets set out in the Council's declared climate emergency.			
<b>Causes</b>	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 and contribute to stopping the deterioration of the Sefton environment.		
<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 treatment 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 plan agreed by council for 2020 – 2023. This first plan has been completed.</li> <li>• Pathway to net zero articulated in latest annual report including residual amount that maybe left and the financial 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>	ED CR&CS and ED People		
<b>Proposed actions</b>	<ul style="list-style-type: none"> <li>• Introduce 100% renewable electricity from April 2023.</li> <li>• Complete LED Program.</li> <li>• Deliver next approved 3-year implementation plan for 2023-2026. Ensure completion of initial 3-year implementation plan and develop next 3-year implementation plan.</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 program 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>		

Risk Description	Previous risk score	Current risk score	Target risk score
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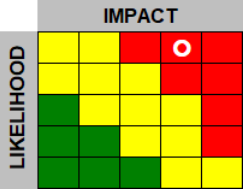
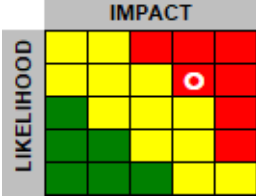


## Appendix A Corporate Risk Register July 2023

<p>Demand and Cost of Home to School Transport – Impact on the Financial Sustainability of the Council</p>			
<p><b>Causes</b></p>	<p>Increasing expenditure is being driven by:</p> <ul style="list-style-type: none"> <li>• The rising number of children and young people with an Education Health and care plan.</li> <li>• The rising number of children and young people whose needs are not met in local mainstream provision and placed in educational provision outside the local area.</li> <li>• The rising cost of fuel and living.</li> <li>• Driver and escort shortages, competing for scarce resources</li> </ul>		
<p><b>Result</b></p>	<ul style="list-style-type: none"> <li>• Supply unable to match demand.</li> <li>• Increased waiting time for users, impact on school attendance</li> <li>• Financial and reputational risks, financial sustainability of council could be compromised, budget pressure cannot be contained.</li> <li>• Capacity of the workforce to meet this demand.</li> <li>• Potential for poor service delivery</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>		
<p><b>Current treatment and controls</b></p>	<ul style="list-style-type: none"> <li>• Report to Leadership Team and Cabinet</li> <li>• Engagement with SEND on how demand can be contained.</li> <li>• Review of in-house Fleet and Post 16 Charging Policy</li> <li>• Monthly finance reports.</li> <li>• Ongoing review of all position</li> <li>• Personal Travel Budgets.</li> </ul>		
<p><b>Risk owner</b></p>	<p>Assistant Director of Education Excellence</p>		
<p><b>Proposed actions</b></p>	<ul style="list-style-type: none"> <li>• Expand Personal Travel Budget program.</li> <li>• Explore expansion of in-house fleet</li> <li>• Engagement with SEND on how demand can be contained.</li> <li>• Review of travel solutions, focus on Post 16, out of borough, single occupancy, and personal assistants.</li> </ul>		

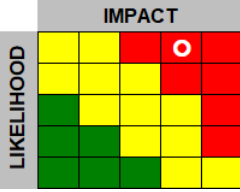
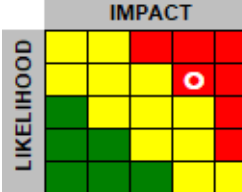
Risk Description	Previous risk score	Current risk score	Target risk score
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## Appendix A Corporate Risk Register July 2023

<p>Failure to Manage Increasing Demand for Services</p>			<p>TBC</p>
<p><b>Causes</b></p>	<ul style="list-style-type: none"> <li>• Lack of national response to the Independent Review of Children’s Social Care and report by the Competition and Markets Authority calling for action on the children’s social care market</li> <li>• Increase in the number of children needing a Social Care intervention across the spectrum of need.</li> <li>• Lack of common understanding of spectrum of need.</li> <li>• Budget pressures – inflation (cost of placements continue to increase) Cost of Living Crisis</li> </ul>		
<p><b>Result</b></p>	<ul style="list-style-type: none"> <li>• Increased safeguarding risks.</li> <li>• Poor outcomes for children in Sefton</li> <li>• Inability to cope with demand.</li> <li>• Reputational damage</li> </ul>		
<p><b>Current treatment and controls</b></p>	<ul style="list-style-type: none"> <li>• Joint Strategic Needs Assessment and supporting Children’s Chapters</li> <li>• People Strategy and Action Plan</li> <li>• Sefton Stronger Together Partnership</li> <li>• Level of Need document shared across partnership.</li> <li>• Recruitment campaign for in house foster carers.</li> <li>• Quality Assurance Framework</li> <li>• Practice Standards</li> <li>• Monthly Senior Management Performance Management meetings</li> <li>• Regular audit of cases, scrutiny of data and understanding of cohort to predict future demand (needs analysis).</li> <li>• Greater emphasis on the right response at the right time to enable intervention more swiftly and avoid drift and delay.</li> <li>• Budget monitoring</li> <li>• Increased scrutiny on the decision to bring a child and the exploration of safe alternatives.</li> <li>• Social Work academy</li> <li>• Recruitment of permanent Social Workers from overseas (May 2023)</li> </ul>		
<p><b>Risk owner</b></p>	<p>Executive Director and Assistant Director of Children’s Services</p>		
<p><b>Proposed Actions</b></p>	<ul style="list-style-type: none"> <li>• Transfer of Early Help into Children’s Services</li> <li>• Embed performance culture.</li> <li>• Review of Safeguarding Partnership</li> <li>• Review of existing kinship care placements with a view to making these into SGO arrangements.</li> <li>• Develop channels to gain family feedback and incorporate into service delivery.</li> </ul>		

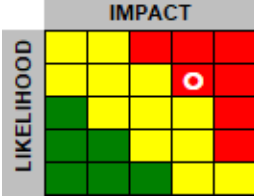
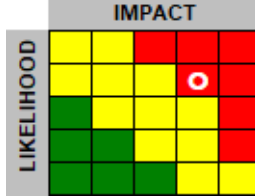
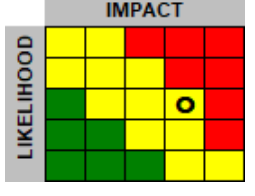
<p>Risk Description</p>	<p>Previous risk score</p>	<p>Current risk score</p>	<p>Target risk score</p>
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## Appendix A Corporate Risk Register July 2023

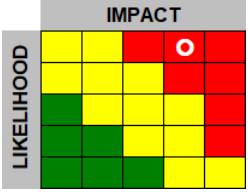
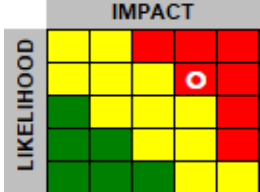
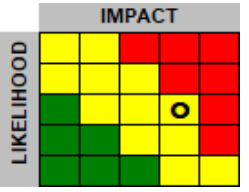
Impact of Regulatory Framework Outcomes			TBC
<b>Causes</b>	<ul style="list-style-type: none"> <li>• Increase in Monitoring – e.g., OFSTED visits and re-organisation of Children's Services (transfer of Early Help and Youth Justice teams) increases inspection frequency.</li> <li>• Further inspection of services under the ILAC framework</li> </ul>		
<b>Result</b>	<ul style="list-style-type: none"> <li>• Services are found to not adequately safeguard children.</li> <li>• Reputational damage to the Council and Statutory partners</li> <li>• Loss of confidence in partnership arrangements</li> <li>• Workforce pressures</li> </ul>		
<b>Current treatment and controls</b>	<ul style="list-style-type: none"> <li>• Improvement board established under DfE improvement notice.</li> <li>• DfE Advisor supporting Improvement Programme</li> <li>• Phase 1 Improvement Plan now in Phase 2</li> <li>• Regular reports to Overview &amp; Scrutiny</li> <li>• Self-evaluation has been refreshed and updated.</li> <li>• Performance dashboard development</li> <li>• Quality Assurance Framework</li> <li>• Practice Standards</li> <li>• Triangulation of evidence through audit and peer review, regular auditing, and monitoring of performance.</li> </ul>		
<b>Risk owner</b>	Executive Director and Assistant Director of Children's Services		
<b>Proposed actions</b>	<ul style="list-style-type: none"> <li>• Continue with Improvement Board oversight.</li> <li>• Scrutineer to join Improvement Board</li> <li>• Progress recommendations made by Children's Commissioner</li> <li>• Report progress and risk to Overview &amp; Scrutiny</li> <li>• Develop Phase 2 of Improvement Plan</li> <li>• Review Quality Assurance Framework</li> <li>• Continue with Audit regime.</li> </ul>		

Risk Description	Previous risk score	Current risk score	Target risk score
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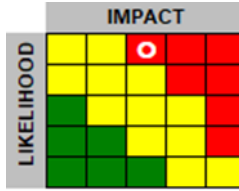
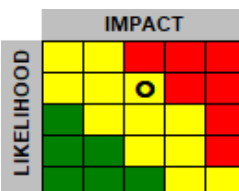
## Appendix A Corporate Risk Register July 2023

Lack of SEND placements for Children and Young People			
<b>Causes</b>	<ul style="list-style-type: none"> <li>• Increase in number of EHC Plans for children with SEND – rise from 1765 in 2020 to 2888 in 2023.</li> <li>• Lack of parental confidence in mainstream provision being able to meet children’s needs.</li> <li>• This has resulted in an increase in request for specialist provisions.</li> <li>• Maintained special school capacity is limited by current physical capacity on current sites so demand for this provision cannot be met within current capacity.</li> <li>• This also has an impact on the transport budget.</li> </ul>		
<b>Result</b>	<ul style="list-style-type: none"> <li>• Results in an increase in high needs deficit in funding and high costs of out of borough / independent settings.</li> <li>• Significant impact on transport costs transporting pupils to independent settings that are outside the local area.</li> <li>• There are now over 250 independent school placements.</li> </ul>		
<b>Current treatment and controls</b>	<ul style="list-style-type: none"> <li>• Group funding opportunities in mainstream schools.</li> <li>• Additional RBs for reception aged children to start in September.</li> <li>• Sufficiency works ongoing.</li> <li>• Agreed action to reinstate High Needs Funding</li> <li>• Management scrutinises placement options and are open to creative solutions within maintained settings.</li> <li>• Improved working around the school approach for graduated approach to SEND across EE partnership.</li> </ul>		
<b>Risk owner</b>	Service Manager - SEND		
<b>Proposed actions</b>	<ul style="list-style-type: none"> <li>• Continuation of agreed projects to generate additional resourced places.</li> <li>• Sufficiency report for longer term in-borough placements for next academic year.</li> <li>• Review and improve consultation process and challenge under SEND code of practice under reasonable steps.</li> <li>• Implementation of Delivering Better Value Programme workstreams to support increased mainstream inclusion process and challenge under SEND code of practice under reasonable steps.</li> </ul>		

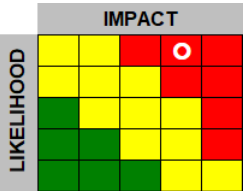
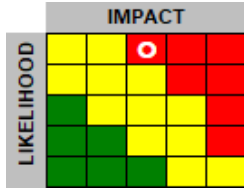

## Appendix A Corporate Risk Register July 2023

Risk Description	Previous risk score	Current risk score	Target risk score
<p>Requirement to work collaboratively with Sefton New Directions to review delivery model, in order to meet market requirements and promote financial sustainability; identify opportunities and future risk mitigation.</p>			
<p><b>Causes</b></p>	<ul style="list-style-type: none"> <li>• Sefton New Directions (SND) was set up as a wholly owned company by the Council in 2007 as a private company.</li> <li>• Due to the increased complexity and acuity within the social care market there is a need for the company to transform in order to meet demand. This is within the context of financial and workforce challenges. In 22/23 SND incurred a loss of £1m which impacted on their reserves. Further financial challenges have been identified for 23/24 (including proposed investment and further reduction in reserves) which will impact on financial sustainability hence the need to transform.</li> <li>• SND are also impacted by wider social /economic challenges faced by all providers</li> </ul>		
<p><b>Result</b></p>	<ul style="list-style-type: none"> <li>• Inability to meet demand and provide the volume of support for individuals identified with eligible care and support needs.</li> <li>• Recruitment challenges impacting on workforce capacity to deliver services.</li> <li>• Requirement for ASC to commission alternative support leading to increased costs and budgetary pressures.</li> <li>• Risk to financial viability and sustainability of the company</li> </ul>		
<p><b>Current treatment and controls</b></p>	<ul style="list-style-type: none"> <li>• A strategic review of services being undertaken in collaboration with SND - including financial viability, forecasting and transformational requirements.</li> <li>• Internal escalation arrangements and oversight of risk by Chief Executive-</li> <li>• The council has received assurance that this position has been shared with SND Board who are fully engaged in the review.</li> <li>• Conclusion of review is planned for end of September 23.</li> </ul>		
<p><b>Risk owner</b></p>	<p>Executive Director Adult Social Care and Health / NHS Place Director</p>		
<p><b>Proposed actions</b></p>	<ul style="list-style-type: none"> <li>• Update on position and planned work to be provided to Cabinet in July 23 with further detailed report to Cabinet in Autumn outlining findings of strategic review and proposed options for consideration.</li> </ul>		

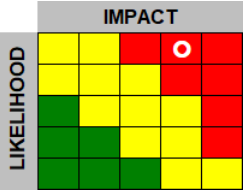
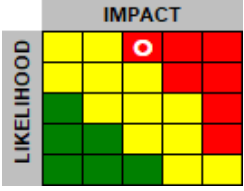
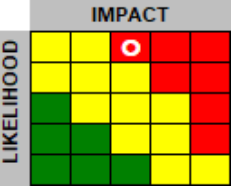
## Appendix A Corporate Risk Register July 2023

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>			
<p><b>Causes</b></p>	<ul style="list-style-type: none"> <li>Schools with Licensed Deficit Budget Agreements with the Council fail an OFSTED Inspection and the Secretary of State for Education issues an Academisation Order to transfer control of the school over to Multi Academy Trust.</li> <li>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.</li> </ul>		
<p><b>Result</b></p>	<ul style="list-style-type: none"> <li>There are 5 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 2022/23.</li> <li>The overall deficit of the above establishments in 2022/23 is approx. £1.82m</li> </ul>		
<p><b>Current treatment and controls</b></p>	<ul style="list-style-type: none"> <li>All Schools requesting Licensed Deficit Budget agreement must provide 3-year financial plan to the Council by 30th April each year and get approval 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 Sefton Council's Cabinet Member for Education on overall financial risk to the Council and performance of each school against the agreed Licensed Deficit Plans.</li> <li>Termly meetings with Assistant Director of Education 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>		
<p><b>Risk owner</b></p>	<p>Assistant Director Children's Services (Education)</p>		
<p><b>Proposed actions</b></p>	<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.</li> <li>Sacred Heart converted to the Pope Francis Multi Academy Trust in July 2023.</li> <li>St Teresa's closed on 31st August 2022.</li> <li>Savio converted to the Pope Francis Multi Academy Trust in January 2023</li> </ul>		

## Appendix A Corporate Risk Register July 2023

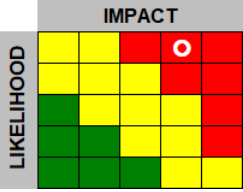
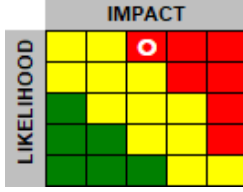
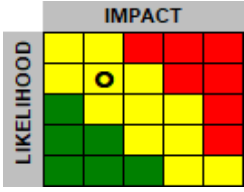
Risk Description	Previous risk score	Current risk score	Target risk score
<p>Failure to mitigate impacts of COVID-19, on Recovery and Cost of Living Crisis for the Sefton economy.</p>			
<p><b>Causes</b></p>	<ul style="list-style-type: none"> <li>• Lack of support for business</li> <li>• Lack of progress on projects that can support recovery.</li> <li>• Lack of capital and revenue funding from government</li> <li>• Impact of wider issues on local businesses (e.g., national retailers)</li> <li>• Loss of key employers to the borough and towns, particularly Bootle and HMRC, Santander</li> <li>• Impact on key sectors (especially hospitality) in Southport</li> </ul>		
<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 treatment 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 program - 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 Invest Sefton 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>		

## Appendix A Corporate Risk Register July 2023

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 treatment 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. This will be a key theme within the recently approved workforce strategy.</li> <li>The Council is building on the success in some areas will seek to 'grow its own' workforce with the promotion of apprenticeships, the social worker academy, and graduate programmes.</li> <li>The Council will seek to continually 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>	<ul style="list-style-type: none"> <li>The action plan for the Workforce Strategy will detail the key activities that will be undertaken to maximise the council's position in the workforce market.</li> <li>Extensive work has been undertaken within Children's Services over the last 18 months to ensure that a skilled and stable workforce can be recruited to and retained. This includes a full review of pay and benefits, the development of the Social Worker Academy and the recruitment of overseas social workers. This work will continue to support the service and similar activities and innovation will take place across the council.</li> </ul>		



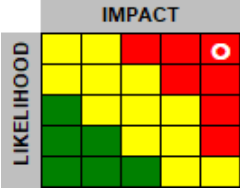
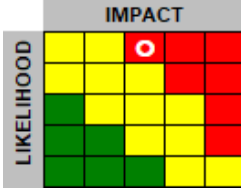
## Appendix A Corporate Risk Register July 2023

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>			
<p><b>Causes</b></p>	<ul style="list-style-type: none"> <li>• Regional/nationwide issue shortage of qualified staff</li> <li>• Work pressures and increasing workforce demand.</li> <li>• Better propositions from other employers</li> </ul>		
<p><b>Result</b></p>	<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 statutory functions</li> <li>• Potential to miss priority and vulnerable service users.</li> <li>• Potential for poor service delivery</li> <li>• Reduced of quality assessment</li> <li>• Challenges to budget should higher paid agency staff be employed.</li> <li>• Increase in complaints.</li> <li>• Poor morale and higher turnover of staff</li> <li>• Increased sickness absence</li> </ul>		
<p><b>Current treatment and controls</b></p>	<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 awaiting final sign off</li> <li>• Strategic Workforce meeting now in place</li> </ul>		

## Appendix A Corporate Risk Register July 2023

	<ul style="list-style-type: none"> <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> <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> <li>• New supervision policy drafted.</li> <li>• Attend ELT Workforce Strategy Group to develop Corporate Workforce Strategy</li> <li>• Peer review completed July 2022</li> <li>• Review of existing Apprenticeship arrangements for OT and SW, review of agency staff usage across all service areas completed, continue to monitor, and review of regional and national workforce initiatives.</li> <li>• Strategic review of budget and income completed 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> </ul>
<b>Risk owner</b>	Assistant Director of ASC
<b>Proposed actions</b>	<ul style="list-style-type: none"> <li>• Additional Senior Management Recruitment in progress following recommendation of Peer Review</li> <li>• Additional Service Manager posts to be recruited during Q4/1 to strengthen oversight of areas.</li> <li>• Impact of rolling recruitment program to be evaluated.</li> <li>• Dedicated Program of work with HR to commence re market supplements and retention payments.</li> <li>• Further workforce data and intelligence to be completed with BI for Workforce Business meeting.</li> <li>• Opportunities for mutual training and student placement being explored with key partners such as Merseycare.</li> <li>• Further mitigation and proposed actions to attract and retain AMHP and OTs being finalized for consideration.</li> <li>• Temporary monies to be utilised to increase staffing resources in key areas.</li> <li>• Further evaluation of market conditions to be undertaken with assistance of corporate colleagues.</li> <li>• Program of staff visits by Cabinet Member and AD to commence.</li> <li>• Improved feedback opportunities for staff to be implemented including workshops, Team Talks and other initiatives such as co-production workshops for National Assurance.</li> <li>• Adult Social Care staff reference group to be established.</li> </ul>

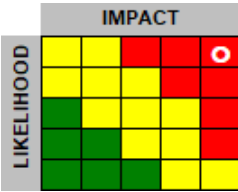
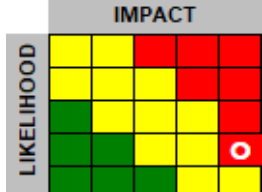
## Appendix A Corporate Risk Register July 2023

Risk Description	Previous risk score	Current risk score	Target risk score
<p>The Provision of Children’s Social Care is not Financially Sustainable</p>			<p>TBC</p>
<p><b>Causes</b></p>	<ul style="list-style-type: none"> <li>• Reduction in government funding</li> <li>• Lack of national response to the Independent Review of Children’s Social Care and report by the Competition and Markets Authority calling for action on the children’s social care market</li> <li>• Unprecedented demand</li> <li>• Increased placement costs in Children’s Social Care not included in Medium Term Financial Plan.</li> <li>• Numbers of children in care remain high.</li> <li>• Insufficient local provision.</li> <li>• Inflation - Cost of placements continue to increase.</li> <li>• On-going Cost of Living crisis</li> <li>• Commissioning capacity not sufficient to undertake effective market development.</li> <li>• Placements are not effectively reviewed</li> </ul>		
<p><b>Result</b></p>	<ul style="list-style-type: none"> <li>• Impact on outcomes for children and young people</li> <li>• Lack of availability of suitable placements</li> <li>• Placements do not meet needs of children and young people.</li> <li>• Placements costs increase.</li> <li>• Quality and sufficiency of placements decreases.</li> <li>• Demand increases</li> <li>• Children placed out of borough and unregulated placements.</li> <li>• Budget overspend compromises service delivery in other services that need to make savings or the financial sustainability of the council</li> </ul>		
<p><b>Current Treatment and Controls</b></p>	<ul style="list-style-type: none"> <li>• Children’s Service MTFP agreed by DCS and S 151 in line with DfE Advisor recommendations.</li> <li>• Joint Strategic Needs Assessment and supporting Children’s Chapters.</li> <li>• Finance Training for all budget holders delivered May 23</li> <li>• ‘How the council works’ training delivered for senior managers June 23</li> <li>• Increased leadership capacity in Children’s Services.</li> <li>• Regular review of MTFP and budget monitoring.</li> <li>• Joint Commissioning Strategy.</li> <li>• Sufficiency Strategy</li> <li>• Market engagement and development including regional collaboration.</li> <li>• Workforce initiatives around the Social Worker Academy and overseas recruitment reduces reliance on expensive agency provision.</li> <li>• LCR framework to co-ordinate the commissioning of independent residential and foster placements.</li> <li>• Marketing campaign to increase the number of in-house placements for children and young people.</li> <li>• Service Manager for Residential provision in post.</li> <li>• Fortnightly Placement Panel to monitor placement costs.</li> </ul>		

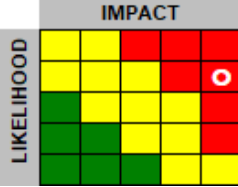
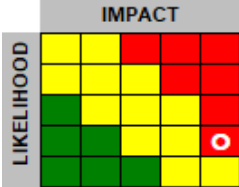
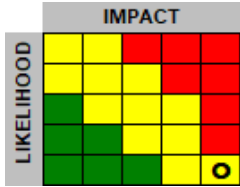
## Appendix A Corporate Risk Register July 2023

	<ul style="list-style-type: none"><li>• Monthly multi-agency panels to review high-cost placements</li></ul>
<b>Risk Owner</b>	<ul style="list-style-type: none"><li>• Assistant Director Children's Services</li></ul>
<b>Proposed Actions</b>	<ul style="list-style-type: none"><li>• Budget to be rightsized for 2023.</li><li>• Any additional expenditure required or requested will need the formal approval of Cabinet due to the wider council budget pressures.</li><li>• Develop a Market Position Statement for approval at December Executive Commissioning Group</li><li>• Reopen existing in-house provision.</li><li>• Develop a business case for in-house provision.</li><li>• Continue marketing activity to recruit in-house foster carers.</li><li>• Continue to collaborate across LCR and develop market including Independent Fostering Agency Forum and Residential Care Forum (Jan 2023).</li></ul>

## Appendix A Corporate Risk Register July 2023

Risk Description	Previous risk score	Current risk score	Target risk score
<p>Inability to deliver the Requirements and Commitments for the Growth Program and its Associated Projects</p>			<p>TBC</p>
<p><b>Causes</b></p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Insufficient internal staffing resource, hindering effective and timely delivery.</li> </ul>		
<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 treatment and controls</b></p>	<ul style="list-style-type: none"> <li>• Growth Program 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 prioritization 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 – currently being actioned.</li> <li>• Further refine and strengthen capital project planning, delivery, and governance measures</li> </ul>		

## Appendix A Corporate Risk Register July 2023

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 programs 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 treatment 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 focused). All report into the Council's Transformation Program. 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>		