

Appendix A: Risk Appetite Statement

Appetite	Description	Level of Acceptable Risk
Averse	Activities that the Council has no appetite for and therefore expects minimal exposure to risk. Risk owner(s) should have robust controls in place to mitigate risk to acceptable levels. Where such controls cannot be put in place the proposed activity should not be undertaken.	Low (0-5)
Cautious	Safe activities are undertaken to help in the achievement of key objectives, priorities, or initiatives. Risk owner(s) should have robust controls in place to mitigate the risk to acceptable levels.	Medium (6-10)
Tolerant	Activities are undertaken which seek to achieve a balance between high likelihood of successful delivery, and a high degree of reward and value for money. There is a positive attitude to taking risk and seeking opportunities.	High (11-15)
Open	The Council is eager to innovate and exploit opportunities that are available. Due to the potential for very high reward, the Council is willing to tolerate uncertainty and accept the possibility of some financial loss.	Very High (16+)

CRR Theme	Risk Category	Averse	Cautious	Tolerant	Open	Comments
Manchester People	Safeguarding and Safety					We have zero tolerance of safeguarding risks that put the lives of our residents in danger.
	Health and Wellbeing					We will actively seek innovative ways to deliver services in partnership and through the use of technology but remain mindful of the statutory requirements to deliver social care, public health and related duties of our citizens.
	Education and Skills					We are open to new, innovative service delivery and change that improve educational attainment and skills in the city whilst discharging our statutory duties for children and young people.

Communities, Equalities and Inclusion					We actively promote community cohesion and inclusion and are averse to risks that could threaten have detrimental effect on discharging our equalities duties and social responsibility.
Economic Development and Employment					We seek opportunities to support Manchester businesses, seek inward investment and develop infrastructure that supports Manchester's economy.
Provision and Support for Housing					We explore alternative funding models leveraging private sector investment and challenge developers to ensure provision meets the needs of Manchester residents.
Steps to Achieve Zero carbon					We actively promote innovative approaches at city and GM level to achieve zero carbon. We recognise risks in this area need to be taken to achieve this aim.
Transport and Access					We work locally, and with GM partners to promote and improve sustainable transport provision which informs our investment priorities.
Safe and Resilient Places					We plan and work in multi-agency partnership to identify and minimise threats to people, premises, and businesses.
Customer Service and Access					We are open to new ways of working to deliver an efficient and effective customer service that continues to meet equality and access duties.
Service Delivery					We are open to new ways of working to deliver efficient and effective service delivery.
Service Change and Transformation					We embrace innovative service change and transformation which help us to achieve and exceed our objectives.

Our People	Workforce Safety and Welfare					We have zero tolerance to risks that put the safety and welfare of our workforce in serious danger.
	Workforce Capability and Capacity					We accept that due to financial constraints and demand for our services, we will operate below target capacity but will focus resources on our critical services.
	Workplace Equality, Inclusion and Diversity					We recognise the need for EDI and are intolerant of activities that undermine this organisational priority.
Partners	Strategic and Tactical					We are ambitious in exploiting our strategic partnerships to deliver better outcomes for our residents, staff and partners.
	Statutory Partnerships					We acknowledge and accept council involvement in statutory partnerships is mandated to ensure we co-ordinate critical support to residents.
	Supply Chain					We explore opportunities to develop network of suppliers to provide innovate services but within a robust framework of procurement and management control.
Finance and Resources	Finance and Investment					We are open to diversifying our investment portfolio in new/ emerging areas although are averse to risks that do not ensure proper stewardship and value for public money.
	Combatting Fraud					We have zero tolerance towards fraud and irregularities committed against the council, as proper stewardship of public money.
	Development and Use of Technology					We are open to affordable new technology opportunities that align to our business and technology objectives

Development and Use of Data and Information					We seek opportunities to use data and intelligence information in decision making but are averse to risks that might breach the rights of data subjects
Property and Premises					We focus on future needs and co-location with strategic partners but recognise financial constraints can limit our ability to maintain all premises to high standards.
Legal and Regulatory Compliance					We will not take any risks that breach our legal and regulatory framework, as this could severely impact the reputation (and finances) of the council.