

**Appendix Three; Strategic Risk Register: Directorate Chief Officers Summary of High and Medium Risks (Risks Rated 12 or above)**

ID	Business Plan Area	Theme	Corporate Plan Links	Risk Description	Risk (to achievement of Directorate Priorities)
D1	Core	Our People	7	Lack of <b>capability across the Core</b> to lead and engage effectively in development, support, challenge and assurance activity impacts on ability to of Core to drive and support organisational reform, transformation and change as well as operation of effective systems of governance, risk management and control. Includes capacity to support early and effective influence and engagement in key areas such as financial planning, project governance and change programmes including health and social care.	4x4=16 High
D2	Core	Our People	7	Insufficient transformation of internal processes and system to deliver the change required across the organisation as set out in <b>Our Transformation</b> mean processes and systems are too inefficient, burdensome for our staff, and do not empower staff to make better decisions within a new accountability framework (NEW)	3x4=12 Medium
D3	Core	Our Performance	7	Inconsistent understanding, expectations or alignment of the <b>role of the Core</b> increases demands of services to deal with roles and functions that should be / could be better governed and managed in part or in full within other directorates and services.	3x4=12 Medium
D4	Core	Our Finances and Resources	7	Inability to deliver required <b>savings attributable to the Core</b> due to interdependencies with the actions of other directorates and with other Core services.	3x4=12 Medium
D5	Core	Manchester People	1 2 3	Universal Credit roll out and <b>Welfare Reforms</b> impacts on resources and given limited local ability to manage the changes and limitations in discretionary budgets this results in local reputational issues and significant welfare impact on Manchester residents; increasingly demand on other public services.	3x4=12 Medium
D6	SDvt	Manchester Places	3 5 6	Failure to deliver the spatial framework, GM Strategy and Our Manchester targets for attractive and <b>increased housing offer</b> and infrastructure improvements at sufficient pace to provide affordable and appropriate housing, attract new businesses and improve skills. This impacts on pace of growth in the City, strategic priorities and achievement of future financial assumptions over NNDR and Council Tax income	4x4 = 16 High
D7	SDvt	Our Finances and Resources	2 7	The <b>operational estate</b> does not meet the Council's needs in the context of required capacity and transformation and opportunities for co-location with partners. The emerging nature of demands and requirements within existing resources could potentially mean that the service cannot meet the requirements as well as being safe, secure and effective within timescales, resulting in ongoing/planned work having to be deprioritised.	4x3=12 Medium
D8	SDvt	Manchester Places	6	<b>Slow down in economic growth/investment</b> due to exiting the European union will have a direct impact on planning income, future development opportunities and economic growth of the city (NEW)	4x3=12 Medium
D9	SDvt	Our Finances and Resources	3 7	Requirements for registered housing providers to reduce rents over the next four years leads to a <b>deficit emerging within the HRA</b> generally and Northwards Housing specifically.	3x4=12 Medium
D10	N'Hoods	Manchester Places	4 7	The Our Manchester Strategy and approach fails to drive <b>resident and community behavioural change</b> necessary to reduce dependency and foster neighbourhood improvements. Key strategic priorities are not delivered. This generates additional pressure on Universal services and affects the directorate's ability to deliver required budgetary savings.	3x4 = 12 Medium
D11	N'Hoods	Manchester Places	4	Communities and households do not engage with strategies to <b>reduce waste disposal</b> and increase capture of target recycling materials. Changes in the recycling markets result in strict application of the recycling specification which results in more rejected recycling loads. This results in increased financial liabilities through the waste levy and an inability to maintain recycling rates.	4x3 = 12 Medium

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D12	N'Hoods	Manchester Places	4 7	<b>Business Continuity Plans</b> both within Council services and the supply chain do not mesh to address all key reliances and protect the delivery of essential services (NEW)	3x4 = 12 Medium
D13	N'Hoods	Manchester Places	5	Delivery of service development priorities and associated plans in <b>Highways</b> are not achieved within proposed timescales and budget resulting in inability to deliver Council priorities including success of the planned major investment in highways improvement.	4x3 = 12 Medium
D14	Adults	Manchester People	2 7	Delay in development of <b>integrated front door</b> results in inappropriate demand into the service and use of resources; Care Act 2014 statutory responsibilities relating to information and advice not fully met.	4x4 = 16 High
D15	Adults	Manchester People		<b>Citizens not assessed or reviewed in a timely, proportionate and consistent manner</b> results in increase in safeguarding enquiries, complaints, risk of judicial review, causes breach of Statutory Duty.	3x4 = 12 Medium
D16	Adults	Our Partnerships	2	Partnership governance arrangements necessary to deliver key components of <b>Health and Social Care integration</b> deteriorate over time and affect ability to deliver major workstreams and anticipated benefits.	5x4 = 16 High
D17	Adults	Manchester People	1 2	<b>Transition pathways</b> and processes of citizens from children's to adult services results in increased risk of safeguarding and unmet need. Costly re emergency placements or interventions. (NEW)	4x4=16 High
D18	Adults	Manchester People	2	<b>Capacity and quality in the care market</b> is insufficient to meet adult social care requirements. (NEW)	4x4=16 High
D19	Children's	Manchester People	1	<b>Continuing growth in population</b> impacts on ability to meet social care targets, provide pre-school/school/special school/post 16 placements and associated transport - this would create intensive pressure on services.	4x3=12 Medium
D20	Children's	Our People	1 2	Difficulty in <b>recruiting and retaining social workers</b> and the restructuring of key services could lead to inexperience and instability within the workforce. This would impact progress, assurance, performance targets and service delivery. (NEW)	4x3=12 Medium
D21	Children's	Manchester People	1	Implementation of <b>new ways of working</b> e.g. locality model, integration of Early Years and Early Help Hubs, school clusters fail to deliver expected outcomes and anticipated reduction in demand for high cost services. (NEW)	4x3=12 Medium
D22	Homelessness	Manchester People	2 3	The volume of <b>new homelessness referrals</b> outstrips the available resources. Service and quality standards deteriorate.	3x4 = 12 Medium
D23	Homelessness	Manchester People	2	Increased service demand, combined with increased number of complex cases results in an <b>inability to identify and respond to safeguarding concerns</b> . (NEW)	4x4 = 16 High
D24	Homelessness	Manchester People	2	Increasing levels of rough sleeping leads to individual <b>rough sleepers being placed at an enhanced</b> risk of harm, impacts on health (physical and mental), increased pressure on service providers to take placements. (NEW)	4x3 = 12 Medium
D25	Homelessness	Manchester People	2 3	<b>Insufficient affordable housing</b> available as "move on" accommodation for homeless households. This results in prolonged homelessness and a lack of choice regarding location of accommodation (NEW)	3x4 = 12 Medium

## Appendix Two: Glossary of Terms and Assessment Criteria

### A. Themes

Our Partnerships	Primary impacts on delivering outcomes through partnerships and key suppliers at national, regional, GM, City or local level.
Our People	Primary impacts linked to the workforce capability, capacity, skills, motivation and engagement.
Our Performance	Primary impacts on delivering on stated priorities, targets and agreed performance standards.
Our Finances & Resources	Primary impacts on financial and other (non workforce resources) including ICT, information and premises
Manchester People	Primary impacts on Manchester residents, service users and those who engage with universal or specialist series across the City; including children and adults.
Manchester Places	Primary impacts on Manchester neighbourhoods and place, including infrastructure, transport, housing, leisure and other universal services for residents and visitors.
Statutory & Legal Duties	Primary impacts on legal duties and compliance with legislation

### B. Corporate Plan Links

1	<b>Young People:</b> From day one, support Manchester's children to be safe, happy, healthy and successful, fulfilling their potential, and making sure they attend a school graded 'good' or better
2	<b>Healthy, Cared-for People:</b> Work with partners to enable people to be healthy and well. Support those who need it most, working with them to improve their lives
3	<b>Housing:</b> Ensure delivery of the right mix of good-quality housing so that Mancunians have a good choice of quality homes
4	<b>Neighbourhoods:</b> Work with our city's communities to create and maintain clean and vibrant neighbourhoods that Mancunians can be proud of.
5	<b>Connections:</b> Connect Manchester people and places through good-quality roads, sustainable transport and better digital networks
6	<b>Growth that Benefits Everyone:</b> To support our priorities, we need to continue to promote and drive sustained economic growth and job creation that benefits everyone
7	<b>Well-Managed Council:</b> Support our people to be the best and make the most of our resources.

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**C. Risk Owners**

CEX	Chief Executive, Joanne Roney
DCE	Deputy Chief Executive and City Treasurer, Carol Culley
CS	City Solicitor, Fiona Ledden
DCS	Director of Childrens Services, Paul Marshall
DAS	Director of Adult Services, Bernadette Enwright
DSD	Director of Strategic Development, Eddie Smith
DN	Director of Neighbourhoods, Fiona Worrall
DPH	Director of Public Health, David Regan
MW	Director of Homelessness, Mike Wright

#### D. The Risk Continuum: Risk Scoring Guidelines

Risk Impact and Likelihood scores are attributed from within a sliding scale. Definitional statements are described in broad terms and there is a requirement to consider each risk within the continuum and apply specialist understanding or experience to apply a risk score.

Score	Impact	Likelihood
5	<p>Life threatening / multiple serious injuries.                      Intense political and media scrutiny i.e. national media coverage / prolonged local media coverage.                      Possible legislative, criminal, or high profile civil action against the Council, members or officers.                      Cessation of core activities.                      Failure of major projects/programmes.                      Finance impacts that cannot be managed from within financial Directorate resources.                      Statutory intervention triggered.                      Severe impact on Priority 1 or Key Service performance / Impact on the whole Council.</p>	<p>Highly likely that risk will be realised (60%)</p>
3	<p>Threat to the health and wellbeing of one or more individuals. Potential for workdays lost to injury/stress                      Additional scrutiny required by management and internal committees.                      Service impacts require co-ordinated directorate response.                      Some local media attention requiring corporate intervention.                      Failure of projects with directorate impact                      Core activities continue to be delivered but reasonable adjustment required to focus resources at priority areas                      Budgetary realignment required to manage impacts.</p>	<p>Medium/Low likelihood (circa 30%)</p>
1	<p>Injuries / stress requiring only limited medical intervention.                      Limited additional scrutiny required by management.                      Risk unlikely to receive local media coverage.                      Short-term disruption of activities / service performance.                      Internal policies and regulations not complied with.                      Finance impacts managed with minimal impact.</p>	<p>Whilst possible the likelihood of the risk being realised is considered low (&lt;5%)</p>