

## 5. Strategic Risk Assessment and Register

ID	Category	Risk Description	Existing Controls	L	I	Risk Score	Response Actions/ Progress	Risk Owner
1	Service Delivery	The Our Manchester Strategy and approach fails to drive resident and community behavioural change 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.	Strategy clearly articulated and supported by major communications campaign. Key partner buy in in place and actions being developed collectively. Strategic roadmap and delivery plan are clear and provides framework for performance monitoring.	3	4	12: Medium	Activate and deliver programmes at a neighbourhood level targeted at the needs of communities. Twelve Neighbourhoods selected to test out approaches. Training and development of staff to equip them with the right tools to have different conversations with residents. Resident Engagement Approach in development.  Programme has been developed into "Bringing Services Together for People in Places"	Deputy Chief Executive
2	Financial	Inability to maintain a balanced budget whilst maintaining critical services.	Monthly budget monitoring Performance reporting framework DMT Scrutiny and Programme Board tracks delivery of savings.	4	2	8: Medium	No additional actions beyond response to performance triggers and escalation as appropriate.  Regular review and management of existing savings and emerging pressures have provided a strong position towards the end of the financial year 2018/19. This work will continue.	Deputy Chief Executive
3	Service	Communities and households do	Education,	4	3	12: Medium	Scrutinise progress for evidence of new	Chief Operating Officer

	Delivery	not engage with strategies to reduce waste disposal 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.	Engagement and Enforcement Strategy. Refreshed Communications strategy. More use of media for education. Targeted enforcement in areas of known non-compliance.				strategies delivering (Dec 2018 campaign to target contamination).  Planned passageway container project in 2019/20 to improve quality of recyclate collected and refreshed communications.  Work with Biffa to capture intelligence from the crews to target education, engagement and enforcement activity.  GMCA procurement of the replacement contract to manage GM recycling and disposal facilities reset the recycling contamination levels at a higher rate to reflect current levels.	Neighbourhoods
4	Service Delivery (Corporate Priority)	The performance of the waste collection and street cleansing contract does not meet Council requirements or resident expectations.	Waste Management Strategic Board, G&N Programme Board, Performance Contract management Group, Neighbourhoods Scrutiny Committee, and significant partnerships register with associated assurance processes.	3	3	9 Medium	Ongoing review through agreed governance arrangements Plus additional interventions: - Bi-annual sessions to be established for Biffa / elected members to meet (2019). - Joint communications plan to be developed with Biffa to improve perceptions of the service.	Chief Operating Officer Neighbourhoods
5	Service Delivery	Re-procurement does not deliver expected savings - exposing all Waste Collection Authorities (WCA) to higher Waste Levy Costs than	CEX WLT have Established the GM Treasurers Group, Strategic Officers	3	3	9: Medium	Work with GM to Implement outcomes and recommendations from the GM Treasurers group as part of a wider GM Council response to the Waste Levy.	Chief Operating Officer Neighbourhoods

		planned.	Group and Review of Capacity Group to provide opportunities to exert influence and recommend change.				MCC Officers are supporting the procurement process. The final bids will be returned at end of December 2018. Financial analysis is expected to be available early January 2019.	
6	Service Delivery	Growth in residential housing cannot be absorbed by existing domestic bin collection rounds.	Waste Management Strategic Board, G&N Programme Board, Performance Contract Management Group,					Chief Operating Officer Neighbourhoods
7	Service Delivery (Corporate Priority)	Delivery of the City Centre Review fails to fully address issues around street cleanliness, rough sleeping, and begging, which impacts negatively on perceptions of the city centre as clean, safe, destination of choice for residents and visitors.	City Centre Accountability Board, performance reporting framework and contract management of street cleansing elements.	2	4	8	Significant progress made on addressing ASB and street environment issues associated with rough sleeping and begging through partnership operations and effective use of ASB tools and powers. Work currently taking place to assess whether a city centre PSPO should be pursued. Ongoing officer engagement with ward councillors	Chief Operating Officer Neighbourhoods
8	Service Delivery	Enforcement and regulatory services not able to meet the increase in demand caused by growth of the city or changes in legislation (mandatory licensing of Houses in Multiple Occupation and food allergens for example). Risk is aggravated by difficulties to recruit suitably qualified Env Health staff to fulfil these functions due to a	Service pressures are actively monitored and ICT systems amended/ created, and new staff recruited as necessary.  Benchmarking with other local authorities	2	3	6: Low	Regular forward planning and review of resource implications and capacity issues. Growth Bid to be submitted to help address pressures.	Chief Operating Officer Neighbourhoods

		combination of nationwide shortage and competitiveness of salary.	to understand variations in pay, Graduate trainee position in place and apprenticeship standard in development					
9	Service Delivery	Business Continuity Plans both within Council services and the supply chain do not mesh to address all key reliance's and protect the delivery of essential services.	Majority of services have business continuity plans and many of these are tested individually. Experience in activating plans in response to corporate incidents.	4	3	12: Medium	Undertake a mapping and review exercise of all plans to test assumptions. Review contractor plans in the context of service plans undertaking a gap analysis to identify vulnerabilities  A refresh of all Business Continuity plans was completed in 2017 and is due in late 2018/19	Chief Operating Officer Neighbourhoods
10	Workforce	Workforce development and apprenticeship offer does not progress at the required rate to ensure the Directorate has the skills and experience necessary to deliver against its objectives.	Workforce Development Plan  Regular scrutiny and discussion at Workforce Development Meetings and DMT  Directorate quarterly HR dashboard tracks progress of apprenticeships and	4	2	8: Medium	Regular communication to employees and service  Ensure process to arrange development is easy, accessible and shared with service areas  Maximise use of apprenticeship levy  The full budget was allocated effectively in 2017/18 and is on track to be spent by end March 2019.	HR Business Partner

			workforce development spend.  Monitor workforce budget spend throughout year				The directorate is on track to deliver the commitment of 18 Apprenticeship starts by March 2019.	
11	Service Delivery	Management of key contracts (e.g., Leisure) does not deliver the required products and services necessary to assure the delivery of business plan objectives and planned outcomes for the directorate.	Clear Governance in place to manage contracts Client functions embedded within services focussed on assurance Regular scrutiny of Performance taking place	2	3	6: low	Member review group to meet 6 monthly as part of the QA approach. Leisure contract changes on target to deliver required objectives and service quality.  Contract & Commissioning Manager now in post to support the efforts of frontline contract managers. A robust Contract Register is in place to centralise the total value of contracts and manage service delivery.  Guidance and training is in development to support contract managers.	Chief Operating Officer Neighbourhoods
12	Service Delivery	Unplanned mass events (mass protests, European football fixtures, or major incidents) disrupting residents, businesses and visitors and increasing demand on responsive services to ensure the city remains safe.	Flexible working models ensure responsive resources although stretched can meet the needs of the city.	4	2	8 medium	Revisiting Event Team deployment to ensure there is adequacy of resources to react and backfill priority work with external assistance.	Chief Operating Officer Neighbourhoods
13	Council Performance	Delivery of service development priorities and associated plans in Highways are not achieved within	Reporting to Executive and Scrutiny Committees,	2	4	8: medium	Recruitment to approved Highways staffing structures is progressing	Director of Highways Operations

		proposed timescales and budget resulting in inability to deliver Council priorities.	Highways Client Board Capital funding requirements set out in capital Strategy and approved through capital gateways			Performance reporting to Executive and Scrutiny Committees  A Highways Improvement Board has been established providing additional oversight  A Portfolio Board (fortnightly) to monitor capital gateways and revenue spend and forecasting	
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