

Risk Ref	Type	Risk Description	Agreed Risk Owner	Cabinet Member Strategic Lead	Agreed Risk Manager
CR1	Threat	Political Environment: That development and changes as a result of government policy and reviews compromise the Council's ability to deliver, preventing the achievement of all or some of our objectives and outcomes (E.g. the welfare reform may create financial hardship for some residents resulting in negative community impacts and unexpected increase in demand for Council services)	Chief Executive	Leader of the Council	Exec Director of Strategic Commissioning
CR2	Opportunity	Managing Expectations: Opportunity to ensure that there is a mutual understanding and recognition of responsibilities between the people of Cheshire East and the Council, preventing an expectations gap between expected and actual Council service delivery; such that we influence our Communities to become more self-reliant, reduce unnecessary demand, and improve public perception of the Council's effectiveness in its aim to best serve the people of Cheshire East and be a leading, commissioning and responsible Council.	Exec Director of Strategic Commissioning	Deputy Leader & Strategic Communities Portfolio Holder	Head of Resilient Local Communities
CR3	Threat	Strategic Leadership and Management: Risk that a number of interlinked change factors result in ineffective strategic leadership and management arrangements in place meaning there is no clear and consistent understanding of our business for staff, members and partners. This reduces our ability to achieve all of our priorities, objectives and outcomes. These factors include: <ul style="list-style-type: none"> ➤ management restructure ➤ incoming new Chief Executive and other senior appointments ➤ scale of delivery on substantial change programmes 	Chief Executive	Leader of the Council	Head of Organisational Development
CR4	Threat	Financial Control: Risk that the Council fails to manage expenditure within budget, due to inaccurate financial planning in both the short term and longer term and/or ineffective financial control leading to a failure to maintain an adequate level of reserves, thereby threatening financial stability and service continuity and preventing the achievement of Cheshire East's objectives and outcomes.	Chief Operating Officer	Finance Portfolio Holder	Finance Manager

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CR5	Opportunity	External Funding: Opportunity that the Council identifies, bids for, or captures new alternative sources of external funding or income, or aligns other public sector local expenditure (such as by the NHS) to create added public value and increases its ability to achieve its objectives and outcomes.	Chief Operating Officer	Finance Portfolio Holder	Finance Manager
CR6	Opportunity	Evidenced Decision Making: Opportunity to more effectively utilise information and business intelligence to properly and adequately take into account supplementary evidence and public need, resulting in a better ability to apply evidence based decision making, and strengthening our ability to effectively and efficiently reshape our commissioning approach to deliver services more innovatively to best serve the people of Cheshire East and achieve our intended outcomes.	Chief Operating Officer	Deputy Leader & Strategic Communities Portfolio Holder	Head of Commercial Strategy, Business Innovation, & Performance
CR7	Threat	Reputation: Risk that consideration is not given and management action is not taken, to effectively maintain the reputation of the Council, leading to a loss of public confidence, threatening the stability of the Council and our ability to meet the corporate priorities.	Chief Executive	Leader of the Council	Communications and Media Relations Manager
CR8	Opportunity	Public Sector Effort: Opportunity to ensure that a consensus approach and joint strategic planning by several Council partners reduces duplication of effort and ensures best use of resources in varying geographic areas, such that efforts are not contradictory and/or do not leave gaps and we maximise public resources such that the Council and its partners are better able to achieve intended objectives and outcomes.	Chief Executive	Leader of the Council	Exec Director of Strategic Commissioning

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CR9	Threat	<p>Workforce: Risk that the fast pace of change in the Council results in poorly managed change and a de-motivated, disengaged and poor performing workforce which prevents the Council from achieving all its objectives and priorities and fails to be a leading Council.</p> <p>The poorly managed change gives rise to:-</p> <ul style="list-style-type: none"> ➤ disconnect as roles and responsibilities change and settle ➤ increased pressure on staff to improve their skills and knowledge ➤ overstretched staff capacity ➤ increase in staff stress and sickness levels ➤ loss of productivity ➤ loss of key staff, skills and knowledge 	Chief Executive	Performance Portfolio Holder	Head of HR & Organisational Development
CR10	Threat	<p>Contract, Project and Programme Management Skills: Risk that the Council does not have a sufficiently number of skilled and knowledgeable staff managing contracts, projects and programmes, such that they fail to deliver expected outcomes and/or within budgeted costs and/or within expected timescales and/or fail to comply with contract agreements. This will affect the Council's ability to achieve all of its priorities and outcomes, realise agreed savings to ensure better value for money, and may have a detrimental effect on the Council's reputation for failing to deliver on our promises.</p>	Chief Operating Officer	Performance Portfolio Holder	Head of HR & Organisational Development

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CR11	Threat	<p>Commissioning and Service Delivery Chains: Risk that as the Council moves into a more active “market making” role, it will progressively form complex and more fragmented supply chains for both back office and front line services (i.e. outsourcing, contracted suppliers and providers, shared service delivery, joint ventures, private finance initiatives and partnership working) increasing the materialisation of commissioning and service delivery chain risks which would prevent the Council from achieving its planned objectives, priorities and outcomes. Examples of these risks include:-</p> <ul style="list-style-type: none"> ➤ inappropriate, ineffective and inefficient provider commissioning ➤ failure to meet/deliver service expectations/standards ➤ supplier/partner financial failure ➤ increase in supplier incidents, non-compliance ➤ tension between profit motives and public sector ethos ➤ budget overruns ➤ increase in systematic risks in increasingly shared services 	Chief Executive	Corporate Policy Portfolio Holder	Executive Director of Strategic Commissioning
CR12	Opportunity	<p>Local Development Plan – Housing: Opportunity to ensure that the local development plan is developed to meet housing demand such that we are able to provide the right type of housing and development sites in the right places and are able to stimulate growth in the local economy, provide adequate housing and are able to meet the needs of Cheshire East residents. This will reduce risks to our vulnerable residents, homelessness and assist with the management of wider health, wellbeing and community safety issues such that the Council is better able to achieve its outcomes.</p>	Director of Economic Growth and Prosperity	Prosperity and Economic Regeneration Portfolio Holder	Strategic Planning and Housing Manager
CR13	Threat	<p>Public Health and Wellbeing: Risk that there is a lack of understanding of the Council’s statutory and other new responsibilities for Public Health services and activity, such that we are unable to commission effectively or to embed and ensure that public health is central to Council activity, threatening our ability to protect or improve the health of the population, the consequences of which would be that the Council would be unable to achieve its intended outcome that local people live well and for longer.</p>	Chief Executive	Health and Adult Social Care Portfolio Holder	Director of Public Health

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CR14	Threat	Business Planning –Resource: Risk that we have not planned the resource required to deliver our significant projects, to be delivered over a relatively short period of time, causing overreliance on internal support services (e.g. Assets, Insurance, Legal, Procurement, ICT) and insufficient resource and capacity to deliver, resulting in increased costs, failure to deliver priority projects, business operational issues and an inability to achieve the Council’s intended objectives and outcomes.	Chief Operating Officer	Performance Portfolio Holder	Head of Commercial Strategy, Business Innovation, & Performance
CR15	Threat	Protection of Children and Young People: Risk that social workers do not always consider cases of children possibly at risk of harm carefully enough, such that there is poor recognition of risk, and decisions and actions to find out more about their situations are either not taken at all, or not taken quickly enough. This may result in children and young people being unprotected and at potential risk of harm thus impacting upon our ability to deliver the outcome of local people living well and for longer.	Executive Director of Strategic Commissioning	Children and Family Services Portfolio Holder	Head of Early Intervention & Prevention
CR16	Opportunity	Intervention: Opportunity to take co-ordinated intervention between internal and external partners resulting in fewer young people and families being escalated up the levels of need, fewer children and young people ending up in the criminal justice system and care, resulting in a decrease in exponential spend. This will have a positive impact on financial resources, public safety, health & wellbeing, positive contributions to society and successful transition to adulthood such that it will aid the achievement of the corporate outcomes for 2013-16.	Executive Director of Strategic Commissioning	Children and Family Services Portfolio Holder	Head of Early Intervention & Prevention
CR17	Threat	Vulnerable Care: The risk of sufficient, quality placements/care packages not being available leaving vulnerable children and adults without safe and stable accommodation such that some may not be effectively safeguarded impacting upon our ability to deliver the outcome of local people living well and for longer, as well as to Government intervention continuing beyond the reasonable period to show good progress with required service improvements.	Executive Director of Strategic Commissioning	Health and Adult Social Care Portfolio Holder	Director of Adult Social Care and Independent Living

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CR18	Threat	<p>Legal: The rate of change and different delivery models may mean doing things quickly without recognising and/or acting accordingly to prevent a significant challenge to a decision, or a compensation trend emerges diverting significant financial and non financial resources into possibly lengthy legal disputes and impacting upon the Council's ability to achieve its key outcomes.</p> <p>Examples include:</p> <ul style="list-style-type: none"> ➤ inappropriate procurement of goods and services ➤ no proper consultation undertaken or findings acted upon ➤ no equality impact assessment undertaken or findings acted upon 	Chief Operating Officer	Leader of the Council	Head of Legal Services and Monitoring Officer
CR19	Threat	<p>Fraud Risk: Risk that the Council fails to have proper, adequate, effective and efficient management arrangements, policies and procedures in place to mitigate the risk of fraud such that public money is misappropriated. This would result in a loss of funds to the Council, have a detrimental effect on services users, a negative impact on the Council's ability to achieve all of its priorities, value for money, and may have a negative impact on the Council's reputation.</p>	Chief Operating Officer	Finance Portfolio Holder	Finance Manager