

Appendix 2: Sample of other Local Authorities Corporate/Strategic Risk Registers

Organisation	Liverpool City Region Combined Authority	Liverpool City Council	St Helens Council	
Reported to Audit Committee	Jul-23	Jul-23	Jul-23	
Number of Corporate Risks Reported	6	14	15	
Accountability There is risk that the Combined Authority does not develop and maintain sufficient capacity to deliver its obligations and responsibilities Potential impact: reputational damage, further devolution jeopardised, loss of current and future government funding/clawback, positive impacts for City Region are not maximised, withdrawal of Constituent member, resourcing / capacity of funding programmes could be inadequate due to nature of unknown or forthcoming bids.	Financial Resilience - insufficient resources to achieve the priorities for the Council together with uncertain macro economic outlook and risk of recession (inflation, cost of living, contracts linked to inflation, interest rate rises, risk of unachieved savings in 2022/23, demand pressures on services, limits on amount of council tax and adult social care precept).	Further Government Intervention - failure to sufficiently improve / respond to directions / improvement plan	COVID-19/Pandemic Response The impact of the pandemic on the Borough's delivery of its services plus the Council's workforce capacity, income and expenditure and resilience. The long-term nature of the Pandemic has impacted on some staff who are struggling with fatigue.	Transformation and Cultural Change If the Council fails to implement its challenging transformational and cultural change ambitions, it may not deliver its Borough Strategy priorities for the benefit of its residents, communities, businesses, and partners.
Resilience There is a risk that the Combined Authority fails to develop and maintain robust arrangements to ensure business resilience and continuity. Potential impact: Reputational damage, potential fines and recovery costs, increased insurance premiums/contraction of future cover, damage to public confidence, impact on economic recovery and prosperity of the City Region, negative impact on organisation's ability to deliver on its objectives and knock-on potential effect on future devolution.	Capacity / Capability - of the workforce is not sufficient or aligned effectively to key priorities / requirements, notably including the external demands on the Council arising from pressures in the health and care systems, as well as to drive forward transformation / change programmes	Wider socio economic environment - failure to respond to the wider socio economic situation, over which Council may have little control but which may impact on growth and prosperity within the wider area	Budget Restrictions & Management of Pressures Significant pressures are impacting in a range of areas, in particular high levels of inflation including construction, cost of fuel, rising energy costs, potential pay inflation and other related uncertainties. Added to this, services are still dealing with significant demand pressures, particularly in Children's Social Care.	Critical Skills and Behaviours If the Council struggles to recruit and retain sufficient employees with the required skills, qualifications, behaviours, and attitudes to support the Council's ambition then the achievement of the transformation and cultural change agenda could be affected which would impact on the ability of the Council to realise its ambitions for the Borough.
Environment There is a risk that the City Region does not achieve its ambition of being net zero carbon by 2040 Potential Impact - reputational damage, negative economic impacts for the City Region, increased costs for the organisation and associated budgetary impacts	Wellbeing / morale - welfare and morale of staff is impacted by a range of factors linked to legacy and ongoing capacity demands, concerns linked to the economy and the impact on the Council's budget and future employment	Homelessness - insufficient mix of available housing means that demand for affordable housing is not met and strategic priorities to ensure the needs of current and future residents of the City are not achieved, ultimately with more city residents becoming homeless.	Safeguarding Failure If safeguarding procedures are not adequate or complied with, there could be death or significant harm to a child which would badly affect the Council's position in terms of reputation, confidence, and finance	Transition of CCG to Integrated Care System at Cheshire and Merseyside Lack of certainty over the outcome of the transition in terms of delegated autonomy and finance could affect the realisation of the Council's priorities. There is an additional risk that the uncertainty could lead to a loss of critical skills and experience.
Transport There is a risk that the role of transport in supporting the social, economic, and environmental objectives of the City Region is not maximised Potential Impact - Reputational damage arising from lost opportunities, potentially significant financial impacts, impact on service, provision and service modernisation, impact on the City Region's competitiveness and associated impact on employment and prosperity, increased funding in transport causes increased work streams across all aspects of transport (accumulation risk) resulting in silo working / duplication, increased subsidies in relation to bus network	Safeguarding - inability to maintain and demonstrate organisation-wide arrangements to safeguard children and vulnerable adults	Climate Change - the Council does not produce, or deliver on, a sufficiently ambitious plan to become zero carbon or implement measures effectively to adapt to the impacts of climate change on Liverpool in the longer term (e.g. increased risks of extreme weather, flooding and heat).	Regeneration Delivery There are several key issues that could affect the delivery of the Council's regeneration programmes and projects; they include including human resource allocation within the regeneration and growth team, economic recovery, land ownership, funding, the regional/local strategic context, and planning decisions	Impact of the Pandemic on Poverty and Health Inequalities Some people within the community have been disproportionately affected by the Pandemic and inequalities have widened. The long term effects on poverty and health could be severe.
Economic Prosperity There is a risk that the Combined Authority does not contribute positively to economic prosperity within the City Region Potential impact: Negative impacts on employment and prosperity for residents and businesses in the City Region, reputational damage, impact on future funding and extent of devolution, damage to stakeholder relationships and confidence placed in the organisation to deliver	Cyber Security - a successful cyber-attack on the Council's infrastructure would have significant impact on the availability of all ICT systems over a sustained long-term period. This could impact some or all internally operated services and those consumed by our customers and residents.	Contracts and supplier failure - Key suppliers of goods and services fail to develop or deliver required services and market capacity, due to lack of financial resilience or other factors, impacting the onward ability of the Council to secure compliant required services. A key risk given inflationary pressures, negotiation of UK trade deals and lack of competition in some markets.	Cyber Attack If the Council does not implement and maintain robust IT security arrangements, there is an increased exposure to external attacks by cyber-criminals leading to legal, financial, and reputational issues for the Council.	Land Contamination Following a complaint from a resident of Ewart Road about an orange, brown liquid in their garden, samples were taken by the council. Higher than normal levels of arsenic, and to a lesser extent lead, were detected.
Financial Sustainability There is a risk that financial pressures will impact negatively on the financial sustainability of the Combined Authority Potential impact: Reputational damage, damage to stakeholder relationships and confidence placed in the organisation to deliver, unable to delivery on key priorities, positive impacts for City Region are not maximised.	Resilience of teams to respond to further disruption to services - effects of increases in covid19 infection rates, seasonal flu, industrial action, power outages, impacts ability to deliver priorities and safe services to Liverpool residents; whilst also ensuring the safety and wellbeing of staff	School place provision for secondary and special schools - inadequate availability of provision for children requiring secondary and special schooling leading to poorer educational outcomes. Breach of statutory duty; significant impact on children and young people.	Social Care Provider Failure - Children's Increased pressure in the social care market, rising costs, increasing complex needs, and funding pressures exacerbated by Covid-19 increase the likelihood of multiple provider failure and market collapse.	Climate Action Response If the Council does not have robust strategies, action plans and partnership working in place, its ability to reduce the impact of Climate Change is affected, along with its influence on the borough's response to achieve net zero by 2040.
	Governance Failure - failure to meet governance and or statutory obligations e.g. breach of law (health & safety, GDPR, procurement, safeguarding)	Health and social care reform - failure to deliver on these reforms increases further pressure on Council and health budgets; and impacts on the ability to achieve improved health outcomes for Liverpool residents	Social Care Provider Failure - IHSC Financial pressures may mean that the Council is unable to fund the market to deliver the care provided. Providers also may be unable to recruit sufficient staff to meet the demand for services.	Information Governance If the Council does not have an effective information governance framework that is complied with across the organisation, there is a risk that data quality will be poor with decisions being based on inaccurate information

Cheshire East Council		Manchester City Council	
Jul-23		Nov-22	
19		14	
Increased demand for Adult Services - An increase in demand for adult social services that cannot be met within the existing budget	Capital Projects Place - Failure to deliver major capital projects.	Finance and cost of living crisis – impact on residents Considerable challenges for residents with costs of energy and other essentials contributing to October 2022 inflation hitting 9.6% for the Consumer Prices Index. Compounded by range of wider impacts including Covid19, unemployment, poor health and wider economic uncertainty.	Climate Change: Council Delivery of Zero Carbon Targets The Council does not produce, or deliver on, a sufficiently ambitious plan to become a zero carbon Council by 2038 or earlier if possible. The Council does not plan or implement measures effectively to adapt to the impacts of climate change on Manchester in the longer term
Increased demand for Children's Services - That Cheshire East's local social, economic and demographic factors, including the impact of the pandemic, lead to an increase in the level of need and demand for children's services, resulting in the capacity of the council's systems relevant to these areas being unable to continue to respond/ absorb the pressures presented. This risk would mean that we would not achieve the council's desired outcomes for children and young people.	Political Uncertainty - Failure to anticipate and manage local and national political uncertainty. Global risks, economic, conflict etc impacting on central government policy approach and focus of local political objectives.	Finance and cost of living crisis – impact on the Council Considerable uncertainty over the financial position with a further one-year Finance Settlement and inflation in October 2022 hitting 11.1% for CPI. Short and medium term financial resources of the Council impacted	Key suppliers of goods and services fail to develop or deliver required services and market capacity, due to lack of financial resilience or other factors, impacting the onward ability of the Council to secure required services to Manchester residents.
NHS Funding - An NHS funding deficit reduces their health service delivery and places additional strain on the council's provision of adult social care	Pandemic Virus - Ongoing risk of genetic shift resulting in rapidly spreading strain of influenza and other diseases previously unseen in humans for which there may be multiple Variants and no guaranteed preventative treatment available. In addition to the human health risks pandemic illnesses poses a risk to healthcare capacity and CEC business continuity.	Climate Change: City Wide Delivery of Zero Carbon Targets The Council does not undertake its leadership role effectively for Manchester to become a zero-carbon city by this date, and stay within the science-based budget for the City.	Inability to maintain and demonstrate organisation-wide arrangements to safeguard children and vulnerable adults.
Failure of Financial Management and Control - The risk relating to the effective planning, recording, allocation, review and transacting of income and expenditure, relative to approved budgets.	Fragility and Failure in the Social Care Market - A failure of the local social care market. The impact of the COVID-19 pandemic has exposed weaknesses in the national social care market which have yet to be resolved.	ICT Resilience and Cyber Security A successful cyber-attack on the Councils infrastructure would have significant impact on the availability of all ICT systems over a sustained long term period.	Council does not achieve Equality, Diversity and Inclusion in the design of services and across the workforce in line with stated aspirations, objectives and targets.
Information Security and Cyber Threat - There is a risk that as the Council continues to move towards using new technology systems to reduce costs and fulfil communication, accessibility, and transaction requirements, (threat) it becomes increasingly vulnerable to a security breach, either maliciously or inadvertently from within the Council or from external attacks by cyber-criminals.	Reputation - That consideration is not given, and management action is not taken, to effectively manage 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	Scale and type of available housing is not sufficient to meet demand of current and future residents of the City are not achieved and targets for affordable housing are not met. This includes the right quality of housing to meet expected standards and the reasonable needs of residents.	Information governance arrangements, including behaviours of the workforce, partners and suppliers, are insufficient to prevent serious avoidable data losses, breaches or authorised access to systems or data.
Business Continuity - Failure to maintain business continuity after an unusual or unexpected, disruptive event or events. The risk that, some or all, of the council's services, projects or initiatives are unable to resume operations within the expected timeframes after a disruption.	Climate Change (CEC Carbon Neutral Status 2025) - Failure to achieve Carbon Neutral status for the Council by the 2025 milestone target as a result of ineffective planning and delivery of actions.	Capability and capacity of the workforce is not sufficient or aligned effectively to key priorities and organisational requirements and priorities.	
Organisational Capacity and Demand - National and local demographics alongside external factors (including COVID and EU Exit) has led to increasing and changing demands on services. This, combined with ongoing financial pressures, an ageing workforce, staff turnover and skills shortages in key areas of the workforce, has resulted in insufficient capacity and an inability to retain or attract staff in some areas.	Failure of the local economy The risk that the local economy does not realise the expected level of growth due to an inability to attract, grow and retain commercial enterprises, residents and visitors.	Failure to achieve the desired and intended outcomes of health and social care reform increases further pressure on Council and health budgets; and impacts on the ability to achieve improved health outcomes for Manchester residents.	
Failure of Council Funding - The risk that the level of income is insufficient to support delivery of the Corporate Plan. This risk acknowledges that Council reserves are not intended, or sufficient, for the support of day-to-day operations for any meaningful period.	Local Planning Authority Modernisation Plan - failure to complete the actions of the Modernisation Plan will undermine the planned transformation of the service, perpetuating and potentially extending the issues identified and undermining the reputation of the organisation.	The Digital and ICT Strategy is not delivered or evolved to meet the technology and data needs of the Council.	
Governance and Decision Making - : Failure to develop a robust corporate governance infrastructure and ensure aligned decision-making throughout the organisation	Delivery of the JTAI Improvement Plan - as a safeguarding children's partnership, Cheshire East Council's children's services, health, and police, do not achieve the improvements needed at the necessary pace to address the recommendations from the joint targeted area inspection (JTAI) of child exploitation, including child sexual exploitation.	Finance and cost of living crisis – impact on businesses and the economy of the City. Economy of the City, growth and the associated health, wellbeing and economic independence of residents is impacted by rising inflation and interest rates, as well as broader macro-economic factors linked to the war in Ukraine, EU exit etc.	
HS2 Infrastructure Investment			