Manchester City Council
Report for Information

Report to: Audit Committee – 6 March 2017

Subject: Corporate Risk Approach and Risk Register

Report of: City Treasurer and Head of Internal Audit and Risk Management

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Summary

Audit Committee Terms of Reference include a responsibility to obtain assurance over the Council's risk management arrangements. The Corporate Risk Register (CRR) is a core element of these arrangements as it represents an articulation and assessment of key risks facing the organisation. The CRR is presented to Audit Committee annually to provide assurance over the approach taken to identify, assess and manage corporate risks.

Recommendation

Audit Committee are asked to note the corporate risk update and corporate risk profile as articulated in this latest refresh of the CRR.

Wards Affected: None

Contact Officers:

Name: Carol Culley
Position: City Treasurer
Telephone: 0161 234 3564
E-mail   Carol.Culley@manchester.gov.uk

Name: Tom Powell
Position: Head of Internal Audit and Risk Management
Telephone: 0161 234 5273
E-mail   t.powell@manchester.gov.uk

Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

Corporate Risk Register, June 2016 and Risk Management Policy and Strategy

1   Introduction

1.1   The Council's Risk and Resilience Strategy has always emphasised the importance of a dynamic approach to risk management and business continuity, as key enablers that support the Council in delivering its ambition for the City. It recognises that the Council and the City as the regional powerhouse for the North West have been dependent on an entrepreneurial spirit and a willingness to take measured and considered risk to exploit opportunities and maximise available resources.

1.2   This strategy has never been more relevant given the scale of devolution, reform and ongoing change. Health and social care reform, changes in technology and new approaches to the commissioning and delivery of public services for example all present risks; which need to be understood, evaluated, owned and acted upon to ensure that the Council is taking appropriate actions to respond to such risks.

1.3   The framework for risk management is embedded within the Council's overall governance arrangements. The risk framework includes training, awareness and risk governance structures that facilitate the consideration and mitigation of risk in decision making, in service and business planning, in partnerships and in projects; as well as in thematic areas such as safeguarding, health and safety and finance.

1.4   The Corporate Risk Register (CRR) is part of this framework and is an articulation of the key risks impacting the Council. It is used to inform decision making, provide assurance over actions being taken to manage key risks and to inform directorate level risk management planning and mitigation activities.

1.5   This reports sets out the Council's approach to risk management and the corporate risk register to support Audit Committee's responsibilities to obtain assurance over the Council's corporate governance and risk management arrangements.

2   Risk and Resilience Strategy

2.1   The Council's Risk and Resilience approach is for risk to be managed and owned by senior officer and managers in directorates, service areas and projects, with a small core team in the Audit and Risk Management Service providing corporate risk and business continuity governance and support.

2.2   The core team provides the corporate risk framework and high level support to directorates, services and projects. Recent work for example includes facilitation of risk management support in housing, to the Our Town Hall Project and delivery of a programme of business continuity support to schools. The core team is responsible for coordination of the CRR.

2.3   Risks are assessed by managers and directors within service business planning, project management and core business processes. A visible articulation of risks and assurance arrangements is included in directorate

business plan risk registers and in the CRR. This process ensures that risks can be escalated and de-escalated to be overseen and managed at service, directorate or corporate level as appropriate. A Sub Group of the Council's Strategic Management Team (SMT) leads the update of the CRR and as the Council's corporate risk management group acts as a forum for review and refresh of the risk profile which is then considered by SMT.

2.4   Over recent years, risk management training and awareness across the Council has delivered a positive level of risk literacy. Over 2,000 officers have received formal training since 2014 and risk management is well embedded in business planning, project management and other corporate processes. Risk training options are currently being reviewed and refreshed alongside the Our People and Our Manchester strategies and as part of the commissioning of a new on-line learning portal for staff.
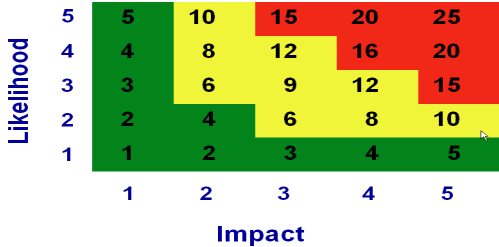
3   CRR Framework

3.1   The CRR captures and evaluates risks that impact on the ability of the Council to achieve its objectives.

3.2   There are inevitably wider risks deriving from the external environment, the Council's leadership role in the City and through collaborations across Greater Manchester that cannot be addressed alone, but that we seek to impact positively though awareness, influence, persuasion and our strategic responses. Such risks manifest from opportunities and challenges including:
* The impact of Brexit both on the economy and growth and on disconnected communities feeling left behind
* Devolution – of powers and resources from central government
* Public service reform and the reduction of dependency
* Demographic change including an ageing population
* Climate change and carbon reduction
* National and international threats such as cyber attacks and terrorism
* Economic growth and business development
* Fiscal constraint
* Strategic partnerships, particularly through the GMCA and AGMA

3.3   Risks are included on the CRR insofar as these wider developments warrant a specific Council response.

3.4   The CRR is a key element of the Council's current corporate governance, risk and assurance framework. This includes many elements including budget monitoring, performance reporting, HR reporting, the annual governance statement, Head of Audit Annual Opinion and significant partnership register. The framework helps to identify areas of concern that may require risk or assurance responses, and areas of potential conflict between these sources of intelligence that require further consideration, assessment or action.

3.5   This framework is being further developed as part of the current review of Sources of Assurance which will further integrate risk management governance arrangements alongside finance, HR and other assurance

frameworks.

4   CRR Approach

4.1   The CRR captures critical information on key risks, including the allocation of
        ownership responsibilities, evaluation of likelihood and impact and a summary
        of key sources of assurance in place to manage the risk.

4.2   Risks are evaluated in terms of likelihood
        and impact using a 5 x 5 matrix. Where a
        score of 1 is a very low likelihood or a very
        low impact and 5 represents a very high
        likelihood or critical impact. This simple
        matrix is used to classify risks as low
        (green), medium (yellow) or high (red).

Likelihood \ Impact	1	2	3	4	5
5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5

4.3   Risks in the CRR are also categorised under the following themes:
        ●   Council Finances
        ●   Council Performance
        ●   Council Infrastructure
        ●   Council in Partnership
        ●   Council Statutory/Legal Responsibilities
        ●   Manchester Places
        ●   Manchester People

4.4   The CRR is predicated on an assurance approach. The register itself is not
        intended to record all actions being taken to address risks, rather it records the
        risk and key sources of assurance in place to manage risks. For example it
        does not seek to replicate all actions being taken in improvement boards,
        project boards and business plans, but records the sources of assurance in
        place to ensure that the risk is being assessed and addressed. Below the
        CRR, directorate level risk registers are in place supporting business plans
        and a range of risk management arrangements within departments and
        services, overseen by Strategic Directors and Heads of Service.

4.5   The process of identifying and evaluating risks, and obtaining assurance is
        delivered by activity undertaken with directorate senior managers and is led by
        an Strategic Management Team (SMT) Sub Group representing directorates
        and professional leads for performance and intelligence, audit and risk,
        finance, HR, ICT, Legal and Communications. The CRR draws, in part, on
        strategic risk assessments undertaken by Directorate Management Teams
        (DMTs) and on risk analysis work that underpins business planning.

4.6   The SMT Sub Group acts as the Council's Corporate Risk Management Group
        and considers the CRR on a quarterly basis. Sub Group reports onward to full
        SMT twice a year.

5   January 2017 Update of CRR

5.1   In preparation for the most recent refresh of the CRR, SMT Sub Group

reviewed risks and suggest changes, additions and deletions. The Group also refreshed the sources of assurance and planned mitigation actions.

5.2   When the CRR was last refreshed fully in July 2016 it contained 31 risks. For this latest iteration, there are 21 risks as a number have been consolidated and others mitigated to a level such that are managed at Directorate Management Team level.   The register also not reflects new priorities and further development of the Council's strategic approach, most notably the development of Our Manchester and Our People.

5.3   A summary of the current risk profile by theme and risk score is illustrated below:

Risk Score	6	8	9	12	16
	Low	Medium			High
Council Finances	1		1		1
Council Performance				1	
Council Infrastructure	1	1		5	
Council in Partnership		1	1	1	1
Council Statutory/Legal Responsibilities	1				
Manchester Places			2		
Manchester People			1	2	

5.4   The full risk register is attached at appendix 1.

6   Recommendation

6.1 Audit Committee are asked to note the corporate risk update and corporate risk profile as articulated in this latest refresh of the CRR.

Appendix 1: Corporate Risk Register: High Level Risk Summary: February 2017

#	Theme	Risk	Risk Owner			Risk Rating I X L	Key Sources of Assurance	Areas for Key Actions and Deadlines
			SMT	SMT Sub	Lead			
1	Council Finances	Strategies for reducing demand for council services, including new ways of working with residents, communities and other stakeholders, do not contain and reduce demand to target levels with consequent negative impact on finance and outcomes.	GL	JB	JB	4X4=16 High	• Our Manchester approach is asset based and sits alongside other measures such as focus on prevention in health and social care • Our Manchester communications and engagement strategy for residents, partners and staff. • Delivery of Public Sector Reform (PSR) programmes in conjunction with partners • Delivery of the LAC Investment Strategy • Delivery of new models for integration of health and social care • Executive and SMT leadership of change with partners. • Our Manchester toolkits and resources for managers and staff. • Monitoring impact of changes to Council Tax Support Scheme	• Ongoing development and delivery of Our Manchester approach. • Delivery of programmes led by Manchester Investment Board and the PSR Sub Group • Delivery of Health and Social Care Locality Plan
2	Council in Partnership	Effective and integrated Health and Social Care	HS LB	KS	HS NP	4x4=16 High	• Commissioning Board • Health and Wellbeing	• Local Care Organisation Commissioning Prospectus

#	Theme	Risk	Risk Owner			Risk	Key Sources of Assurance	Areas for Key Actions and
		integration is not delivered within expected timescales, costs, scale or governance standards. This leads to continued pressure on the developing Single Hospital Service, Mental Health Services and Local Care Organisation and failure to deliver positive outcomes, statutory duties and safeguarding responsibilities within projected cost model.					Executive • Health Scrutiny • Health and Wellbeing Board • Manchester Transformation Accountability Board (MTFAB) • Joint Commissioning Executive • Risk management frameworks in place for Commissioning and LCO transition.	• Procurement Information Notice and response from providers • Business case to GM Transformation Fund • Risk Register review and assurance • Local Care Organisation Implementation Plan • Regular updates and scrutiny by Boards • Locality Plan monitoring • Locality Plan Financial Plan • Performance management Framework • Investment Agreement • Alliance agreement
3	Council Infrastructure	Leadership capacity, engagement and capability are insufficient to drive change and transformation within the Council, (including Our Manchester	LR	CP	CP	4x3=12 Medium	• Leadership and management development programmes (commenced January) • Reports to Personnel Committee and Resource & Governance Scrutiny	• BHeard and Our People implementation strategies 06/17 • Continue engagement strategies (eg Listening in Action, Wider Leadership

#	Theme	Risk	Risk Owner			Risk	Key Sources of Assurance	Areas for Key Actions and
		and Our People) and across the City, GM and NW. The Our People approach does not deliver the intended impacts in terms of enhanced staff engagement and positively impacting on skills, capacity and behaviours within the workforce.					Committee and Personnel and Attendance Working Group • Business and workforce development plans 2017/18 • SMT focus through Development Sessions • People Strategy approved January 2017 • HR dashboard and issue reporting to DMTs and SMT • Listening in Action events assure staff engagement • Our Manchester and strengths based approaches embedded in training	Team sessions) • Review approach with new Chief Executive (Q1) • Commence delivery of action plan for implementation of People Strategy • Continue to deliver Leadership and Management Training (commenced January 2017) • Continue delivery of Listening in Action events • Integration of HR monitoring into Sources of Assurance Framework 09/17 • Introduce Employee Assistance Programme
4	Council Infrastructure	The Council is vulnerable to cyber-attacks if ICT security is insufficient to deter, detect and prevent unauthorised access to ICT systems. This impacts in loss of data, disruption of Council services and reduced stakeholder confidence (including Public	BB	ST	MS	4x3=12 Medium	• Corporate Information Assurance and Risk Group oversight of information risk • Reports to ICT Board • Network vulnerability reporting within ICT. • Project Definition governance process requires security sign off	• Introduce Security Information Event Monitoring tool 06/17 • Develop cyber awareness training plan (linked to information security) 06/17 • Regular ICT penetration testing and remediation 12/17

#	Theme	Risk	Risk Owner			Risk	Key Sources of Assurance	Areas for Key Actions and
		Service Network)					• Public Services Network Compliance confirmation 24/02/17	
5	Council Infrastructure	The ICT development programme lacks capacity to ensure compliance and transformation projects are delivered at the pace required to achieve the Council's objectives – including planned replacement /enhancements to core systems required	BB	ST	MS	4x3=12 Medium	• ICT investment needs reflected in Capital Strategy • ICT Board and Project Steering Groups / Boards • Directorate ICT Boards and Planning Prioritisation Group	• Public Service Network Compliance confirmed 23/2/17 • Finalise ICT Strategic Plan 06/17 • Complete Payment Card Industry –Data Security Standard Compliance 09/17 • Implementation of new social care record system • Decision for future of core finance, procurement and contract management and HROD systems
6	Manchester People	Children's social care does not demonstrate sufficient progress, resulting in reputational impact, additional scrutiny and intervention.	PM	KS	LE	4x3=12 Medium	• Positive assurance of progress from Ofsted Monitoring letter 25 January 2017 • Children's Safeguarding Board • Reports to Children's Improvement Board • Reports to Children's Scrutiny Committee • Management quality assurance and review including weekly performance reporting	• The pace of improvement has been maintained as set out in the Children's Single Service Plan. The improvements within the service are regularly monitored by the independent Improvement Board • Audits of safeguarding from within service and from Internal Audit. • Ongoing training including

#	Theme	Risk	Risk Owner			Risk	Key Sources of Assurance	Areas for Key Actions and
								Signs of Safety Programme
7	Council Performance	Overall level of waste management contract performance does not meet Council requirements and resident expectations in terms of the waste collection and standards being achieved around street cleansing.	FW	SK	FW	3x4=12 Medium	• Waste Management Strategic Board • Growth and Neighbourhoods Programme Boar • Performance Contract Management Group • Neighbourhoods Scrutiny Committee • Significant Partnerships Register and associated assurance processes	• Contractor delivery and Council monitoring of agreed Improvement Plan. • Ongoing officer engagement with Ward Councillors • Internal Audit reviews of contract governance and data quality in quarter one 2017/18
8	Manchester People	Arrangements are insufficient to demonstrate reasonable steps taken to safeguard vulnerable adults resulting in claims, challenge, reputational impact and intervention.	HS	KS	YN	4x3=12 Medium	• Multi Agency Safeguarding Board (MASB) • MASB Accountabilities meeting • Work to improve quality of retained ASC services	• See Work Programme of Safeguarding Board • Individual serious case reviews • Quality Assurance Framework
9	Council in Partnership	Failure to deliver spatial framework, GM Strategy and Our Manchester targets for attractive and increased housing offer, infrastructure improvements, attracting new businesses and improving skills impacts on pace of growth in the City	ES	SK	SMc	3x4=12 Medium	• Residential Growth Board • Manchester Placed Board (jointly chaired by Chief Executive and Regional Director, HCA). • Joint Ventures established Manchester Life (Northern Gateway) • Maintaining skills to provide	• Continue emphasis on gathering sophisticated market intelligence re market conditions, enabling prediction of market changes and adaptation as a result. • Implementation of GM Spatial Framework for planning

#	Theme	Risk	Risk Owner			Risk	Key Sources of Assurance	Areas for Key Actions and
		and achievement of future financial assumptions over NNDR and Council tax income.					leadership of growth and skills agendas within the City	
10	Manchester Places	Inability to develop, design and deliver Town Hall refurbishment project to time, cost and quality standards.	ST	SK JG	SMc	3x3=9 Medium	• Arrangements to ensure senior officer and Member engagement through Project Board, SMT Sub Group and Strategic Board- this provides accountability over performance • Major project governance structures include SMT level Senior Responsible Officers and Project Boards • Reports to Projects Board and Steering Group • Finance reporting on budget and spend	• Appoint Our Town Hall (OTH) Project Director 03/17 • Establish Project Team (OTH) • Finalise OTH risk governance framework 06/17 • Audit reviews of major projects (OTH) 09/17
11	Manchester Places	Inability to develop, design and deliver major infrastructure projects across highways, strategic development and capital	ES KD CC	SK JG	SMc KG JA	3x3=9 Medium	• Arrangements to ensure senior officer and Member engagement through Project Boards	• Ongoing review via Capital Strategy Group

#	Theme	Risk	Risk Owner			Risk	Key Sources of Assurance	Areas for Key Actions and
		programme to time, quality and cost. (risk has multiple owners as relates to projects across Strategic Director portfolios)					• Major project governance structures include SMT level Senior Responsible Officers and Project Boards • Reports to Project Boards and Executive • Finance approval and reporting on budget and spend via capital approval processes	
12	Council Infrastructure	Ineffective collection, integrity and use of data and information impacts adversely on the timing and quality of decision making and ability to complete statutory returns and key performance reports	CC	SH	SH	3x3=9 Medium	• Performance Research and Intelligence (PRI) scrutiny provides corporate review and assurance • Suite of Data Quality Reports provided to relevant services • Retaining and improving key developments such as ibase	• Continue ongoing interventions and action within directorates in response to report outcomes • Upgrade of Business Objects will facilitate directorate self serve and directorate driven reporting • Consideration of data quality and integrity as part of emergent General Data Protection Regulations project
13	Council Infrastructure	The Council is unable to achieve and maintain a safe, secure and effective property estate.	ST	SK	JMc	3x3=9 Medium	• Reports to Estates Board (Sub Group of SMT) reports through to Executive Member Estates Board • High level governance ensures high prioritisation of maintenance of the operational estate and ensures consistency • Stock condition surveys	• Stock condition survey information used to prioritise rolling Capital Programme • Implement Asbestos Management Plans • Commence refurbishment of Hammerstone Road Depot • Prepare for introduction of SFG20 in respect of maintenance provision

#	Theme	Risk	Risk Owner			Risk	Key Sources of Assurance	Areas for Key Actions and
							• Control process agreed with FM to assure compliance with statutory responsibilities	
14	Council Finances	Volatility in business rate funding, pooling and uncertainty over historic appeals result in lower than anticipated levels of financial resources	CC	JG	CM	3x3=9 Medium	• Ongoing scrutiny of appeals outcomes emerging from Valuation Tribunals • Corporate Finance adjust projects on fund pooling in response to emerging appeals profile • Regular reporting to SMT, Executive and Scrutiny • Agreement for 100% Business Rate retention pilot ensures no detriment compared to existing regime	• Ensure pooling arrangements are either fiscally neutral or financially beneficial to the Council. • Thoroughly assess the trends in timing and outcome of appeals to accurately predict the outcome on financial resources

#	Theme	Risk	Risk Owner			Risk	Key Sources of Assurance	Areas for Key Actions and
15	Manchester People	Inability to attain a good or better level of education and learning across schools; leading to a lack of resident confidence and poorer outcomes for young people.	JE	KS	EC	3x3=9 Medium	• Report to Children and Young People Scrutiny Committee (Dec 2016) • Ofsted sub-group meetings. • Executive member portfolio meetings • Annual conversation with Ofsted • Termly meetings / discussions with the Regional Schools Commissioner	• Report to Children and Young People Scrutiny Committee (March 2017) providing detailed analysis of pupil outcomes, including vulnerable groups • Ongoing schools QA processes. • Further strengthen Manchester's self improving school system through strategic partnership working with the Manchester Schools' Alliance and teaching schools. • Broker bespoke school to school support and intervention through the Manchester School Improvement Partnership
16	Council in Partnership	Connections between Education, schools, FE and HE are not supported by access to reliable data and	JE	KS	AH	3x3=9 Medium	• Skills Supply and Demand (SFA datacube and New Economy)	• 2015-16 LMI, skills supply and demand info available & distributed to schools &

#	Theme	Risk	Risk Owner			Risk	Key Sources of Assurance	Areas for Key Actions and
		information and are not suitably aligned to national, regional and local skills demands					• Strategic Education Partnership • Work & Skills Board	colleges - April 17 • Area Based Review revised recommendations -Mar 17 • TMC Estates Strategy aligned with Government's Post-16 plan and the needs of Manchester residents and demands of economy.
17	Council in Partnership	Delivery of recommendations from 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 a clean, safe destination of choice for residents and visitors.	ST	SK	tbc	4x2=8 Medium	• City Centre review complete. • Report of recommendation to Executive February 2017	• Establish Accountability Board • Appoint Manager for City Centre Public Services • Commence implementation of recommendations within an agreed project plan
18	Council Infrastructure	Catastrophic data loss results from the lack of an integrated, fit for purpose, disaster recovery solution	BB	ST	MS	4x2=8 Medium	• ICT Board engaged in oversight and steering of the Disaster Recovery Strategy • Business continuity plans in place • Data back-up arrangements in place	• Solaris Upgrade 03/17 • Telephony resilience and failover 04/17 • Data Centre Strategy business case 05/17
19	Council statutory and legal duties	Inability to ensure a holistic response to data and information governance, including compliance with the General Data Protection Regulations (GDPR) means	LT	JD	PK	3x2=6 Low	• Corporate Information Assurance and Risk Group oversight of information risk • Reports to SMT • DMT briefings on principles and practicalities of	• Finalisation of project approach for GDPR 04/17 • Establish workstream Project Groups to drive progress • Appointment of GDPR Project Manager 06/17

#	Theme	Risk	Risk Owner			Risk	Key Sources of Assurance	Areas for Key Actions and
		the Council is unable to demonstrate consistent application of information standards, controls and statutory compliance					implementing GDPR • Active engagement across AGMA ensures collaborative approaches	
20	Council Finances	Inability to deliver agreed Council plans and priorities within the revenue budget strategy 2017/18	CC	JG	JG	3x2=6 Low	• Full budgets approved via Scrutiny, Executive and Council • Budget reports to SMT, Executive and Scrutiny Committees • Finance reports to DMTs and SMT Business Planning Sub Group • RAG rating and tracking of higher risk savings and identification of pressures, with consequent action planning.	• Finance Programme Boards for Directorates from 05/17 • Internal Audit review of savings delivery by 09/17
21	Council Infrastructure	Reduced support / challenge capacity in the core and support functions has a negative impact on standards of governance and organisational compliance	CC	TP	TP	2x3=6 Low	• Annual Internal Audit Report • Counter Fraud Strategy and reports to Audit Committee • Reports to DMTs and SMT through performance management framework • HR and audit investigations into staff non-compliance • Policy framework	• Emergent Internal Audit Plan 03/17 • Annual Audit Opinion 06/17 • Integration of governance monitoring into Sources of Assurance Framework 09/17

SMT Owners	
ST	Sara Todd, Deputy Chief Executive (G&N)
GL	Geoff Little, Deputy Chief Executive (People, Policy,Reform)
CC	Carol Culley, City Treasurer
LT	Liz Treacy, City Solicitor
PM	Paul Marshall, Director of Children's Services
HS	Hazel Summers, Director of Adult Services
JE	John Edwards, Director of Education and Skills
DR	David Regan, Director of Public Health
ES	Eddie Smith, Strategic Director of Strategic Dvts
BB	Bob Brown, Chief Information Officer
LR	Lynn Ridsdale, Director of HR
LB	Lorraine Butcher, Joint Director of Health & Social Care Integration
JG	Janice Gotts, Deputy City Treasurer
FW	Fiona Worrall, Director of Neighbourhoods

SMT Sub Group Owners	
JG	Janice Gotts, Deputy City Treasurer
SK	Shefali Kapoor, Strategic Business Partner (G&N)
JD	Jacqui Dennis, Head of Legal Services
KS	Kath Smythe, Strategic Business Partner (C&F)
CP	Caroline Powell, Strategic HR Business Partner
JB	James Binks, Head of Reform and Innovation
MS	Martin Slade, Head of Service Operations ICT
SH	Sarah Henry, Head of Performance and Intelligence
TP	Tom Powell, Head of Audit and Risk Management
ST	Stephen Terrence, Head of ICT PMO

Other Named Risk Owners	
NP	Nicky Parker, Interim Deputy Director of Adult Services
MS	Martin Slade, Interim Head of ICT Operations
LE	Linda Evans, Head of Safeguarding
AH	Angela Harrington, Head of Work and Skills
CM	Charles Metcalfe, Revenues Manager
PK	Poornima Karkera, Democratic Services Legal Group Manager
EC	Liz Clarke, Education
AA	Amanda Amesbury, Strategic Lead - Children's Social Care
SMc	Sean McGonigle, Assistant Chief Executive, Growth
YN	Yvonne Nolan, Interim Head of Adult Safeguarding and QA
SH	Sarah Henry, Head of Performance and Intelligence
KG	Kevin Gillham, Head of Citywide Highways
JA	Jared Allen, Interim Head of Delivery, Capital Programmes