## Manchester City Council
## Report for Information

**Report to:**     Audit Committee - 25 January 2018

**Subject:**       Annual Corporate Risk Management Report and Corporate Risk
                   Register

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

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### Summary

The Risk Management Strategy is refreshed annually and presented to Strategic
Management Team (SMT) for endorsement and to Audit Committee for information
and comment.

The Corporate Risk Register is refreshed bi-annually and considered and endorsed
by SMT; it is presented to Audit Committee for information and comment on an
annual basis.

This report presents the latest iterations of the Risk Management Strategy and the
Corporate Risk Register.

### Recommendations

Members are requested to consider the assurance provided by the Risk
Management Strategy 2018-2020, the Business Continuity Strategy 2018-2020 and
the Corporate Risk Register, refreshed in December 2017.

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**Wards Affected:** None

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### 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.

Documents used in the development of the report include:
Previous versions of risk and resilience strategy and corporate risk register presented to Audit Committee

## 1        Introduction

1.1      The Council has run an active risk management work programme for the last 10 years and can demonstrate significant strides in developing an inclusive approach to the management of risk and business continuity; service engagement within processes is evident widely across the Council.

1.2      Regular strategic scrutiny by senior officers and members is seen as central to the corporate approach. With this in mind the Risk Management Strategy and the Corporate Risk Register (CRR) are both subject to regular review.

1.3      Both the Strategy and CRR are presented to Audit Committee to provide assurance over the arrangements in place.

1.4      This report:
- Explains the approach to strategy refresh, highlighting key considerations that have resulted in a changed strategic direction during 2017 and onwards
- Outline the approach taken to regular refresh of the CRR
- Describe the management arrangements in place to assure the effective scrutiny and management of risk; and,
- Present both the strategy and CRR for Audit Committee assurance

## 2        Strategic Approach to Managing Risk

2.1      Ensuring there are systems, structures and specialist resources in place to assure the effective management of risk has been a corporate priority, endorsed by Strategic Management Team (SMT) since 2007. Strategic priorities have flexed over time to a point where the Council can evidence a positive level of risk literacy both within services and corporately.

2.2      The Risk Management Strategy 2018-2020 is attached as Appendix One.

2.3      Along with the majority of services across the Council, the Risk and Resilience Team has been subject to reductions in head count in order to deliver savings; to a degree, the impact of the loss of specialist staff has been compensated for by increased risk literacy within services, who are increasingly autonomous in conducting risk work.

2.4      Alongside this reduction, demands have increased through external work.  In 2015, an agreement was reached with Bolton Council for named officers to provide both Risk Management and Business Continuity support; Bolton work is delivered from within the Risk and Resilience Team but managed through a separate strategy, appropriate to their needs. Risk support is also provided for the Greater Manchester Combined Authority; a separate strategy for this work stream is currently under development.

2.5      Whilst this approach increases demand on the service it is based on delivering positive outcomes through economies of scale and sharing positive practice

across the three authorities under the leadership of a shared Head of Audit and Risk Management.

2.6     There have been two particularly important changes in the approach to corporate risk and resilience work that will be pursued in 2018 onwards. The risk service model laid out within previous iterations of the strategy has focused on named officers from within the Risk and Resilience Team working closely with each directorate on the delivery of their risk management and business continuity priorities. This model will change within the current iteration of the strategy. Instead of a primarily directorate focused model, the Risk and Resilience Team will instead focus on providing support to identified corporate priorities, for example, the Our Town Hall project, the General Data Protection Regulations programme and major projects and programmes. In part this approach is driven by necessity, insofar as we no longer have a corporate risk resource of sufficient size to provide named officer support, but also it recognises that directorates are far more autonomous, self-sufficient and ready to own their own risk programmes.

2.7     For the first time this year, the Council has developed separate Risk Management and Business Continuity Strategies. This evidences the degree to which business continuity has moved from a sub-set of a broader risk management programme to being a significant contributor to cross cutting corporate strategies, especially the ICT Disaster Recovery Strategy and the Property Rationalisation Strategy.

2.8     Sophisticated approaches to mapping service business continuity plans by (i) service criticality, (ii) building occupancy, (iii) ICT reliance and (iv) cross cutting functions will be delivered during 2018 and will enable the Council to make optimum use of available office space in the event of a major interruption or building loss and will support ICT in determining the order of priority for restarting ICT applications and in the event of outages. This is linked to the Disaster Recovery and Data Centre Programme work reported to Audit Committee in October 2017.

2.9     The Business Continuity Strategy 2018-2020 is attached as Appendix Two.

2.10    The Risk Management Strategy is written to cover a two year period (2018-2020) but will be subject to annual review and refresh with the City Treasurer.

## 3      Corporate Risk Register: Approach to Refresh and Assurance

3.1     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.

3.2     The 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.

3.3    Ongoing scrutiny and management of the Corporate Risk Register (CRR) is undertaken by Heads of Service and Strategic Directors.

3.4    The CRR draws on strategic risk assessments by Directorate Management Teams (DMTs) and on risk analysis work that underpins business planning. DMTs continue to scrutinise and update their risks on a regular basis and risks escalating in severity are considered for inclusion on the CRR. This process is managed through the Risk and Resilience Team.

3.5    In preparation for the most recent refresh of the CRR, Risk Owners and Strategic Directors were requested to fully review their risks. This exercise was completed in December 2017.

3.6    The process of review included, not only consideration of risk wording and risk score, but also the key sources of assurance and next steps in terms of managing the risk.

4      **Summary of Changes to the CRR**

4.1    The CRR captures critical information on key risks, including ownership, evaluation of likelihood and impact and actual levels of risk. In tandem to this process, sources of assurance are confirmed by risk owners and ongoing performance scrutiny will be provided by risk owners and SMT, who will receive and scrutinise summary reports of progress over risk mitigation.

4.2    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.

4.3    For the purposes of the CRR, risks have been allocated by themes and the current risk severity against these themes is as follows:

| Theme | High Risk | Medium Risk | Low Risk | Total |
|---|---|---|---|---|
| Council in Partnership | 2 | 2 | | 4 |
| Council Infrastructure | | 6 | 1 | 7 |
| Council Finances | | 3 | | 3 |
| Manchester People | | 3 | | 3 |
| Council Performance | | 1 | | 1 |
| Manchester Places | | 2 | | 2 |

| Theme | High Risk | Medium Risk | Low Risk | Total |
|---|---|---|---|---|
| Council Statutory & Legal Duties | 1 | | | 1 |
| **Total** | **3** | **16** | **1** | **21** |

4.4     Overall the risk register has remained broadly static following this latest review.  Some risks have changed in terms of severity and one risk has been for removed as follows:

4.5     Risk 16 *"Connections between Education, schools, FE and HE are not supported by access to reliable data and information and are not suitably aligned to national, regional and local skills demands".* The removal of this risk is recommended on the advice of the Director of Education on the basis of significant progress made in strengthening cross sector connections including implementation of the recommendations of the Area Based Review.

4.6     Three risks are rated as high.

4.6.1   Risk One *"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"* has not changed in risk severity from the last iteration of the register and the current review has focused on articulating a far stronger assurance framework, emphasising the cross cutting nature of control and mitigation strategies.

4.6.2   Risk Two *"Effective and integrated Health and Social Care 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"* also retains its previous level of severity and was reviewed by the relevant strategic director who stressed the shift in emphasis in risk mitigation now that Manchester Health Care Commissioning (MHCC) is a "live" organisation; it is anticipated that further risk review will be undertaken in this context and the next bi-annual refresh will be informed by the relative progress made by MHCC.

4.6.3   Risk Three *"Inability to ensure a coordinated response to data and information governance, including compliance with the General Data Protection Regulations (GDPR).  This means the Council is unable to demonstrate consistent application of information standards, controls and statutory compliance"* has been refocused and raised to 3x5=15 High, following consideration by the Lead Strategic Director. The risk has been escalated due to challenges in identifying an appropriate IT solution to capture and manage the elements needed to comply with GDPR and the Council's current inability to recruit a separate Data Protection Officer. The GDPR comes into full effect in May 2018 and the risk will be kept under constant review by the Council's

Senior Information and Risk Officer (City Solicitor) and by the Corporate Information and Risk Group.

4.7     The refreshed CRR is attached at Appendix Three.

## 5        Summary and Conclusion

5.1     Overall, the Council can demonstrate progress with both risk management and business continuity management evidenced both by the growing autonomy within directorates in relation to risk and business continuity and by the prominence of risk and resilience considerations in major, cross cutting corporate priorities. This will continue in 2018 in the work being undertaken to support delivery of the Property Rationalisation Strategy and ICT Disaster Recovery Strategy, but is also evidenced by engagement in major flagship projects, for example, in driving resilience functional planning within the Our Town Hall project design phase.

5.2     Whilst the corporate resource available has reduced, the work programmes identified within the Risk Management and Business Continuity Strategies demonstrate the service's role in supporting the delivery of corporate priorities and the continued focus in developing risk competency in all staff. The shared responsibilities for leading risk work across Bolton Council and the Greater Manchester Combined Authority provide opportunities for reciprocal working and sharing of best practice across all three organisations.

5.3     The CRR refresh demonstrates a fairly stable articulation of corporate risk and further work will be undertaken throughout 2018 to evaluate and assure risk mitigation activity.  This will include a programme of Internal Audit assurance work.

## 6        Recommendations

6.1     Members are requested to consider the assurance provided by the Risk Management Strategy 2018-2020, the Business Continuity Strategy 2018-2020 and the Corporate Risk Register, refreshed in December 2017.

**APPENDIX ONE:   Risk Management Strategy**

**MANCHESTER CITY COUNCIL**

**Risk Management Strategy- 2018-2020**

> *This strategy sets out the context in which Manchester City Council further develops its risk management programme and identifies the high level strategic objectives. Whilst it covers a three year period, the strategy will be reviewed annually and updated if required. It should be read in conjunction with the Business Continuity Strategy 2017-2010.*

**Strategic Context**

Manchester is an ambitious place and six years of continued austerity has not diminished the determination to deliver a vibrant and world class city.

The Council seeks to counter the constraints of austerity through creativity and innovation, driven by dynamic programmes of growth and reform. This has long been the Manchester way and it has been firmly embedded in the principles of Our Manchester and Our People; two citywide strategies that drive the way we work in public service and the way that individuals and communities contribute to making their city the best it can be.

Manchester seeks to be creative in partnership working in order to gain maximum impact from the collective resources available; this includes a strategic focus on collaboration with key public sector partners, delivered in part through the working of the Combined Authority (GMCA) and in partnership with health service organisations.

Manchester demonstrates both its vision and commitment in the way it plans, commissions and delivers; the operating models within most services have changed radically over the last six years. However, with innovation and transformation, comes risk. Many of the ways in which we seek to work and the partnership models we are embracing are new and untested. Delivery of outcomes will always have to be based on an understanding of the risks entailed and a measured and proportionate approach to either embracing or mitigating risk. Our risk management approach ensures we support creativity and ambition by a dynamic approach to assessing and managing risk.

**Organisational Strategy**

Dynamic risk management is developed through active leadership, both corporately and within services. The corporate strategy sets the vision and it is the responsibility of all directorates and services to lead the delivery of the strategic priorities.

In order to support active risk leadership, the corporate focus will be on establishing and maintaining a clearly articulated risk governance structure.

It has been a long stated corporate priority that all managers integrate the delivery of operational risk management as a core management competency. A sustained commitment to the development of technical risk management skills has led to the Council as a whole being a "risk literate" organisation. Whilst this is encouraging, it is

recognised that there is still more work to be done in developing advanced risk management skills in all services.

Driving risk literacy across all services has become increasingly important as corporate resources to support services have diminished as the Risk and Resilience service has contributed to the response to austerity through a reduction in headcount.

It is the responsibility of all Council staff to embrace the principles of risk management and managers are required to ensure that risk scrutiny and risk mitigation are constant and ongoing, supported by regular risk reviews, reporting and escalation where appropriate.

This model of corporate leadership, management commitment and staff engagement remains the main area of priority for the further development of risk management over the next three years.

The "directorate first" model that has been employed since 2012, focusing dedicated resources to each of the three main service directorates, will end; in its place, a new model is emerging that focuses resources at the highest strategic priorities for the Council and supports delivery of innovation through partnership working.

**Risk appetite statement.**

Overall, Manchester City Council is a risk tolerant organisation, accepting that measured and proportionate risk taking is essential to delivering change, growth and reform. The Council, however, requires all officers considering changes to services and their operating models to act only after systematic consideration of the risk profile. The risk profile should be fundamental to decision making and the management of innovation and change.

The Council accepts that it is appropriate for managers to balance the scale of the risk and the opportunity for growth or reform. Growth may be assessed in terms of financial efficiency, service development or enhancement of services to customers and stakeholders. The Council accepts exposure to risk where the service can demonstrate that the opportunity and reward is commensurate to the level of risk.

The Council recognises that the value of risk management is only truly delivered if it is pursued as part of a sustained "business as usual" approach to operational management and the management of change.

Where service, project or programme planning cannot demonstrate a considered and thorough assessment of risks, they should not implement change programmes. It is incumbent on the Head of Service or Senior Responsible Officer to demonstrate that effective risk management is embedded within all developmental activities.

The Council will take no risks that challenge ethical, legal and statutory responsibilities and will be cautious in pursuing objectives that may have a deleterious impact on the reputation of the Council or the city.

A dynamic risk management programme seeks to ensure that our decision making is "sound by design". We consider the risks and vulnerabilities at the outset, allowing us to build mitigation activities into our work plans. In this way, our risk literacy assists us in demonstrating that we are disciplined, efficient and committed to making maximum use of the public resources entrusted to our care.

Approach to Training and Coaching

Management competence has been identified as key to delivery of the Council's risk management approach. Since the inception of the risk management and business continuity training programme, almost 3,000 staff have had exposure to risk and/or business continuity training. It is recognised, however, that (i) this is an ongoing process and (ii) the training courses used are now ready for a full refresh. The refresh of all training resources will be completed during 2018.

The Council recognises the powerful contribution risk workshops make in developing risk competence. In addition to mainstream operational management, it is central to the Council's approach that project and programme delivery is supported by initiation risk workshops, with risk scrutiny and assurance built into ongoing governance. The Risk and Resilience Team is committed to supporting high priority projects and programmes in identifying their risk profile and designing their risk governance framework.

Corporately it is recognised that the deep immersion in risk management technique provided by workshops and engagement in lessons learnt review provides the richest exposure to the risk management process. Experiential learning at a practical rather than a theoretical level offers the best opportunity to embed risk management thinking, supported by opportunities to formalise learning through structured training- this blended learning model underpins further staff development across all services.

## Service Priorities and Strategy

For the coming two years, the Corporate Risk Management Team will, of necessity, be focused far more intensively on work programmes that seek to build effective, sustainable and trust based partnership working across public, private and voluntary sectors. Direct support to operational management within directorates will reduce, with an attendant increase in activities that seek to support the delivery of the corporate objectives and/or the most significant programmes and projects.

The Team will support key public sector partnership working with the Combined Authority, Greater Manchester Police, Greater Manchester Fire and Rescue Service, Transport for Greater Manchester and, of course, the National Health Service. This supports the Council's acknowledgment that it is innovation and collaboration that will deliver growth and support communities through deepening austerity.

The role of the Risk and Resilience service has expanded over the last two years as it now delivers a risk response within Bolton Council and supports the development of risk governance within the GMCA. Whilst the corporate risk programme will continue to be delivered from within a clearly articulated strategic framework, the scope of the service engagement also has to take into account responsibilities across Bolton and the GMCA. The combined strategic priorities are identified and captured within bespoke strategy documents published, not only for the Council, but also for the Combined Authority and Bolton Council. The portfolio of related organisational strategies will capture the entirety of the core strategic priorities for both risk management and business continuity work programmes.

The Corporate Risk Management Team will realign its internal structures to ensure adequate resource is allocated across three main organisational structures.

**Service Objectives 2018-2020**

- Re-engineer the corporate support model for risk management and business continuity to ensure that support is focused at the areas of highest strategic need.
- Fully develop high level governance framework that articulates Council approach to risk assurance in the context of wider work programmes across the GMCA
- Implement a clear portfolio of project and programme engagement targeted on areas of highest need with inputs determined within a clear SLA with lead services
- Fully review and refresh the portfolio of training and coaching resources
- Design and implement a standardised approach to lessons learnt reporting and implement an assurance process that holds services to account for delivering of lessons learnt recommendations
- Ensure performance management framework is directly relevant to delivery of framework priorities.
- Support the delivery of a full audit review of risk management systems and structures.

**Outcomes**

Whilst this strategy is written in the context of a two year delivery timeline, it sets specific service objectives for 2018-2020. These are captured within a delivery plan, which will be subject to regular progress reporting.

Overall success in progressing risk management within the realigned corporate model will be assessed through consideration of the following:

- Service alignment complete and able to deliver against new priorities across Manchester City Council, GMCA and Bolton Council
- Resources are focused against areas of greatest corporate need and published priorities are delivered within the annual work programme
- Support provided to enhance knowledge and skills in directorates through training, coaching and consultancy.
- Enhanced working at a regional and sub regional level and direct input into and influence over development of City region risk and assurance frameworks
- Risk Management priorities are embedded within both performance reporting and within the corporate assurance framework.

**Monitoring and Review**

This two year strategy will be reviewed and updated annually in December.
The annual review process will be complimented by the production of an annual risk management performance report

**APPENDIX TWO: Business Continuity Strategy**

## MANCHESTER CITY COUNCIL

## BUSINESS CONTINUITY STRATEGY 2017-2020

### Strategic Context

Manchester City Council has progressed well in ensuring that, in the event of any serious untoward incident, all services are totally focused from the outset on the quickest possible return to business as usual. Services know what their most critical roles and functions are and are focused on protecting them as priority. They do this through effective business continuity management. Over the last three years, the readiness of the Council to respond to both localised incidents and major events has been transformed and most services (and all of the highest priority services) now have well developed business continuity plans that meet their immediate needs in incident response. The corporate response model is now well established, with the responses to the most significant incidents being driven by senior officer Incident Management Teams and post incident review capturing lessons learnt from the event.

Whilst the business continuity work programme has delivered strongly, it is recognised that there is still some way to go if we are to join all the service plans together to provide a seamless response to the most serious business continuity incidents, for example, the total and sustained loss of a building, a total ICT outage or a natural disaster affecting the whole of the city.

Slick, tested and integrated business continuity planning is hugely important in the context of austerity. The Property Rationalisation Strategy is  delivering real benefits, enabling us to shed buildings that are at the end of their functional life, support new ways of working, realise financial and carbon reduction efficiencies, facilitate service improvement and enhance partnership working. From a business continuity perspective, however, as the occupation rates within key Council premises rise as a result of the closure of life-expired buildings, we no longer have the luxury of "surplus to requirement" office space that could be utilised either as temporary business continuity suites or longer term solutions in the event of prolonged building disruption.

The corporate business continuity programme seeks to respond to these challenges, supporting the delivery of transformation, efficiencies and savings, delivering a significant contribution to Property Rationalisation.

The primary focus for the future development of business continuity will be the further integration of local service plans into co-ordinated building plans with a focus on ensuring that the necessary space and capacity is made available to meet the needs of the most business critical services.

### Operational Strategy

The Council has invested heavily in providing business continuity and risk management training to all officers at Grade 7 and above. Since the inception of tailored e-learning courses, more than 3,000 staff have undertaken training. The courses provide convenient access to technical knowledge and, overall, the Council can evidence a good understanding of the purpose of business continuity

management and the steps taken to deliver effective plans. The e-learning courses have also been supported by face to face facilitated input in key target areas such as schools where development sessions have been tailored to focus specifically on the generation of local business continuity plans.

Training and enabling will continue to be a key theme over the next three years and this will include a full refresh of all training resources and a relaunch during 2018.

During 2017, there has been a sustained corporate push for all services to produce business continuity plans that are fit for purpose. Previously the primary focus was on Priority One service planning (i.e. services that require immediate reinstatement in the event of a business continuity incident). Pushing all services to contribute to continuity planning recognises that it is now time to ensure that all managers and services can assure a planned response in the event of a business continuity incident; ensuring services are individually "incident ready" is, however, only a stepping stone in strategic terms.

The corporate rationale in ensuring all services plan at a local level is to allow these plans to be validated and scoped as part of wider, pan-organisational building continuity planning. Put simply, individual planning works well in the event of small scale incidents requiring a response by one or a small number of services; it is significantly less effective when multiple services have to be activated at the same time as the requirement for alternative office accommodation in other locations quickly outstrips the available capacity.

Mapping plans will allow us to be very specific in terms of spatial and system planning in the event of a major incident, enabling a creative, prospective incident response. The next steps in the corporate business continuity planning programme is the development of a corporate response to incidents that allows for lower priority services in unaffected buildings to be suspended with staff vacating their office spaces to create the space for high priority services to occupy. To do this, we need to understand the key dependencies for all services and identify which services can be moved with minimum impact on customer focused service provision and "life and limb" services.

The overall plan for enhancing the corporate business continuity response is ambitious and has to be delivered in the context of a reduced corporate capacity and a requirement to facilitate a corporate business continuity response at Bolton Council, as part of a shared service agreement. This strategy seeks to enable a step change in business preparedness from within a reduced corporate resource. Therefore, the objectives for delivery have been carefully considered to deliver an enhanced programme over a three year timescale.

**Business Continuity Strategy: Strategic Objectives 2018-20**

**Short term objectives (2017/18)**

Refresh and realign strategic approach to Business Continuity to ensure that it contributes seamlessly to a broader suite of risk and business continuity strategies for the Council, Bolton Council and the GMCA.

Re-evaluate approach to business continuity training and awareness. Commission and complete the design of a new suite of BC training resources, to be launched in September 2018.

Ensure completion of all scoping and analytical activity required to support the delivery of final components of the Work Area Recovery and ICT Business Continuity corporate work programmes. Line Manage the effective use of contractor resources to deliver the analytical stages.

Re-design the performance, scrutiny and governance frameworks that drive progress with the corporate business continuity work programmes and provide assurance over completion and effectiveness.

Undertake a comprehensive refresh of the Corporate Business Continuity Plan and ensure effective Incident Management Team arrangements, proportionate to the range of continuity risks we face.

Continue to lead the development of the Manchester Business Continuity Forum, working in partnership with Advisory Group members from partner agencies to provide the most comprehensive service offer that is deliverable within the resources available.

**Longer Term Objectives (2018/2020)**

Ensure a full launch of the e-learning training packages. Set performance targets for uptake and provide assurance to SMT Sub Group of effective performance in refreshing BC knowledge in all Council staff employed at Grade 7 and above.

Formally re-evaluate the effectiveness of the new strategic approach to risk and business continuity. Report on progress against objectives and evaluate the effectiveness of the working model that separates risk management and business continuity responsibilities.

Undertake a full scenario based test of the Corporate Business Continuity Plan

Contribute to the design and delivery of the ICT Disaster Recovery Strategy, ensuring that high level plans are complimented by a relevant and dynamic business continuity response, informed both by ICT and service business continuity plans.

Re-evaluate all business continuity and risk management resources available on the intranet and re-engineer them to create a self-service toolkit for use by all managers, incorporating a flexible learning facility available to all staff

Ensure that all business continuity activity is reviewed and critically appraised to ensure that it fits seamlessly into the broader risk assurance model for public sector reform, led within the GMCA. Ensure that the Council contribution to business continuity response is consistent with that employed by key partners such as GMP, GMFRS and Transport for Greater Manchester.

Develop a model for identifying a portfolio of corporate projects and programmes that can be prioritised for business continuity and risk management support within a clearly defined and costed delivery model.

**Delivering the Outcomes**

The outcomes of the business continuity management programme have been clearly drawn, namely the development of a model that supports further progress with the Property Rationalisation Strategy by a co-ordinated service response in the event of major untoward continuity incidents, regardless of their cause.

The corporate message to all services will be that there may be an expectation that service delivery will need to change in the event of an incident affecting other buildings within the corporate estate. In short, all services are required to assure their business continuity readiness to a point where they can contribute to a corporate response based on team work and a co-ordinated response across all buildings and all services.

Support will be sought from SMT and Strategic Directors in addition to Directorate Management Teams in assuring both service plan development and service plan testing.

Support will be sought from ICT and Corporate Property in developing electronic solutions to capturing plans in the Corporate Property Management System (CPAD), enabling ease of activation and also, regular review and update of plans as services change, either in terms of their functions of their location.

Success will be assessed against the following criteria

- All Council services have comprehensive and tested business continuity plans
- All plans have been scoped and realigned in order to include details of how the service will respond when they are required to relocate in order to support a corporate business continuity incident located remotely
- There is a regular annual process of plan refresh that is driven corporately, but delivered within services
- All services have access to fully refreshed training opportunities and there is evidence that officers and managers at Grade 7 and above continue to access training both as part of personal development and as refresher training
- The business continuity management programme is closely aligned to the Corporate performance Framework
- A full scenario based corporate business continuity exercise has been designed and delivered and the emerging lessons learnt have been used as critical intelligence in further plan development, both corporately and within services
- The Council can evidence full engagement of Directorate Management Teams in driving their own business continuity work programmes across all their services.

**Monitoring and Review**

Whilst this strategy sets a two year work programme, the Council recognises that that it is best practice to refresh the strategy annually in May. The annual review process will be complimented by the publication of an annual risk management performance report

**Appendix Three: Corporate Risk Register: December 2017**

| # | Theme | Risk | Risk Owner | | Risk Rating I X L | Key Sources of Assurance and Actions | Areas for Key Actions and Deadlines |
|---|-------|------|------|------|------|------|------|
| | | | SMT | Lead | | | |
| 1 | Council in Partnership | 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. | ST | JB | 4X4=16 High | Cross cutting risk with range of assurances to Executive, Scrutiny committees, partnership and officer boards.  Key actions include:<br>● Our Manchester as asset based approach sits alongside other measures such as focus on prevention in health and social care<br>● Our Manchester communications and engagement strategy for residents, partners and staff.<br>● Delivery of Public Service Reform programmes, focusing on integration between different programmes with partners.<br>● Delivery of Children's Services investment outcomes<br>● Delivery of new models of care<br>● Integration of Health and Social Care (MHCC and arrangements through LCO)<br>● Joint governance arrangements with MHCC<br>● Our Manchester toolkits and resources for managers and staff<br>● Monitoring impact of changes to Council Tax and Universal Credit as well as use of Discretionary Housing Payments<br>● New arrangements for tackling homelessness and rough sleeping including work with partners. | Ongoing development and delivery of Our Manchester approach.<br><br>Deliver priorities of the Our Manchester Investment Board and the PSR Sub Group<br><br>Delivery of the Health and Social Care Locality Plan |

| # | Theme | Risk | Risk Owner | | Risk Rating I X L | Key Sources of Assurance and Actions | Areas for Key Actions and Deadlines |
|---|-------|------|------|------|------|------|------|
| | | | SMT | Lead | | | |
| 2 | Council in Partnership | Effective and integrated Health and Social Care 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. | GL KC | KC | 4x4=16 **High** | ● Commissioning Board<br>● Health and Wellbeing Executive<br>● Health Scrutiny<br>● Health and Wellbeing Board<br>● Manchester Transformation Accountability Board (MTFAB)<br>● Joint Commissioning Executive<br>● Risk management frameworks in place for Commissioning and LCO transition.<br>● Manchester Health and Care Commissioning Governance arrangements including Member and Chief Officer roles | ● Local Care Organisation Implementation<br>● Risk Register review and assurance<br>● Joint H&SC audit plan and LCO audit framework (by end Feb 2018)<br>● Regular updates and scrutiny by Boards<br>● Locality Plan monitoring and financial oversight<br>● Performance management Framework |
| 3 | Council statutory and legal duties | Inability to ensure a coordinated response to data and information governance, including compliance with the General Data Protection Regulations (GDPR). This means the Council is unable to demonstrate consistent application of information standards, controls and statutory compliance. | LT | PK | 3x5=15 **High** | ● Regular reporting to the Council's Senior Information Risk Owner and Corporate Information Assurance and Risk Group.<br>● Reports to SMT and Resources and Governance Scrutiny Committee<br>● Reports to SMT and a report on progress to the Council's Resources and Governance and Overview and Scrutiny Committee<br><br>● Awareness of GDPR raised by briefings to Departmental Management teams.<br>● Information Audit has been carried out and communications and training strategies are being developed. | ●Training and Communications strategy and plan to be finalised (Jan 2018)<br>●Urgent discussions are taking place with ICT to secure an appropriate logging and reporting tool (Jan 2018)<br>●Urgent support has been sought from HROD to progress an |

| # | Theme | Risk | Risk Owner | | Risk Rating I X L | Key Sources of Assurance and Actions | Areas for Key Actions and Deadlines |
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| | | | SMT | Lead | | | |
| | | **Risk score increased to reflect need to:** (i) urgently obtain a suitable and improved electronic tool primarily for logging, allocating and monitoring information rights requests and producing reports in relation to these matters to demonstrate statutory compliance (ii) Appoint a specialist Data Protection Officer. Attempts to recruit to this post have to date not been successful. | | | | ● Interdepartmental groups have been set up to progress the project. ● Project officer in post to help drive the project ● Governance Structure in place for GDPR project including work stream meetings ● Engagement across GM to share good practice, tools and tips. ● Increased support on data protection issues is being sought by the appointment of Deputy Directorate SIROs from January | alternative strategy for appointment to the DPO post (Jan 2018) |
| 4 | Council Infrastructure | Leadership capacity, engagement and capability are insufficient to drive change and transformation within the Council, (including Our Manchester 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 | LR | SMcV | **4X3=12 Medium** | ● Reports to Personnel Committee and Resource & Governance Scrutiny Committee and Personnel and Attendance Working Group ● Reports to SMT and Leadership Groups and SMT focus through Development Sessions ● Leadership and management development programmes (from January 2017 ● Integration of HR monitoring into Sources of Assurance Framework (from September 2017) ● Introduced Employee Assistance Programme | ● BHeard and Our People implementation strategies ● Continue engagement strategies (e.g. Listening in Action, Wider Leadership Team sessions) ● Review approach with Chief Executive (Quarter 1) ● Commence delivery |

| # | Theme | Risk | Risk Owner | | Risk Rating I X L | Key Sources of Assurance and Actions | Areas for Key Actions and Deadlines |
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| | | | SMT | Lead | | | |
| | | positively impacting on skills, capacity and behaviours within the workforce. **Risk score increased to reflecting leadership concerns resulting from the most recent BHeard survey.** | | | | ● Business and workforce development plans 2017/18<br>● People Strategy approved January 2017<br>● HR dashboard and issue reporting to DMTs and SMT<br>● Listening in Action events assure staff engagement<br>● Our Manchester and strengths based approaches embedded in training | of action plan for implementation of People Strategy |
| 5 | 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 Service Network) 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 | BB | MS | **4x3=12 Medium** | ● Reports to SMT, Resources and Governance Scrutiny and Audit Committee<br>● Reports to ICT Board<br>● Internal Audit and External Audit reviews of ICT<br>● Annual penetration testing of ICT systems required for compliance regimes like PSN, DWP and NHS Health check which provides assurance over security.<br><br>● Security Information and Event Monitoring tool installed.<br>● MetaCompliance being purchased which will provide all users with Cyber Security Awareness training, on-line best practice/compliance training, policy management and acceptance and user phishing testing. All training will be logged and the package provides for comprehensive management reports.<br>● ICT have crowd funded 12 Cyber Security | ● ICT penetration testing and remediation - next test Jan/Feb 2018<br>● Snr Security Analyst role is currently advertised<br>● Service Delivery Manager Security role to be advertised Jan 2018<br>● MetaCompliance training to be launched and available to staff by Mar 2018<br>● Cyber security user training (from quarter one of 2018) |

| # | Theme | Risk | Risk Owner | | Risk Rating I X L | Key Sources of Assurance and Actions | Areas for Key Actions and Deadlines |
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| | | | SMT | Lead | | | |
| | | systems required | | | | Awareness training modules that are to be delivered from January 2018. These have been developed with 9 other councils and will supplement security awareness training material. | |
| 6 | 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 | MS | **4x3=12 Medium** | ● Reports to SMT, Resources and Governance Scrutiny and Audit Committee<br>● Reports to Capital Investment Board<br>● ICT Board, Directorate ICT Boards<br>● and Project Steering Groups / Boards<br><br>● ICT investment needs reflected in Capital Strategy and decisions taken by ICT Board | ● Ongoing prioritisation of projects and investment through ICT Board and SMT approval. |
| 7 | Manchester People | Children's social care does not demonstrate sufficient progress, resulting in reputational impact, additional scrutiny and intervention. | PM | LE | **4x3=12 Medium** | ● Reports to a newly developed Getting to Good Board which replaced the Children's Improvement Board<br>● Reports to Children's Scrutiny Committee<br>● Management quality assurance and review including weekly performance reporting<br>● Children's Safeguarding Board<br>● Positive assurance from the Ofsted Inspection report published on 21 December 2017.<br><br>Risk was reviewed and remains as overall score of 12 on the basis that additional work is required to maintain positive direction of travel | ● The service has a robust self-assessment that highlights service strengths and areas for development.<br>● Following October 2017 Ofsted Inspection a refreshed action plan will be developed.<br>● Quality Assurance Framework is being |

| # | Theme | Risk | Risk Owner | | Risk Rating I X L | Key Sources of Assurance and Actions | Areas for Key Actions and Deadlines |
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| | | | SMT | Lead | | | |
| | | | | | | and implement recommendations of the Ofsted review. | reviewed and strengthened further.<br>● Workforce learning and development plans are being improved and will be more focussed on identified development areas. |
| 8 | Council Infrastructure | Catastrophic data loss results from the lack of an integrated, fit for purpose, disaster recovery solution | BB | MS | 4x3=12 Medium | ● Report to Audit Committee October 2017 and reports to Resources and Governance Scrutiny Committee<br>● Reports to SMT and ICT Board<br>● Data Centre Strategy approved following external review and assurance provided through this work<br><br>● ICT Board engaged in oversight and steering of the Disaster Recovery Strategy<br>● Business continuity plans in place<br>● Backups are taken daily with copies of the data replicated to a second site<br>● Investment in Sharp in last three months has improved resilience at the data centre but note this does not provide any disaster recovery capability. | ● Infrastructure resilience locally in Sharp to be delivered by phase 1 the programme 'Core Infrastructure Refresh' - estimated Q2 2018<br>● Data Centre Programme which incorporates Disaster Recovery capability across two sites scheduled to complete end November 2018<br>● Telephony resilience and failover scheduled to be delivered Q2 2018 |

| # | Theme | Risk | Risk Owner | | Risk Rating I X L | Key Sources of Assurance and Actions | Areas for Key Actions and Deadlines |
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| | | | SMT | Lead | | | |
| 9 | Manchester People | Arrangements are insufficient to demonstrate reasonable steps taken to safeguard vulnerable adults resulting in claims, challenge, reputational impact and intervention. | CK | YN | 4x3=12 Medium | ● Multi Agency Safeguarding Board (MASB)<br>● MASB Accountabilities meeting<br>● Monthly reports from audits of safeguarding work carried out under the QA Framework | ● Work Programme of Safeguarding Board<br>● Individual serious case reviews<br>● Development of QA Framework |
| 10 | 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 and achievement of future financial assumptions over NNDR and Council tax income. | ES | SMc | 3x4=12 Medium | ● Residential Growth Board<br>● Numerous Joint Ventures, including Manchester Life (Eastern Gateway), Far Eastern Consortium (Northern Gateway), Spinningfields, Mayfield, St John's, Eastlands Strategic Development Company.<br>● Review of the Manchester Local Plan<br>● Officer influence over the emerging GM Agenda | ● Continue emphasis on gathering sophisticated market intelligence re market conditions, enabling prediction of market changes and adaptation as a result.<br>● Influence the policy direction of the GM Spatial Framework for planning |
| 11 | 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. | AC | EC | 4x3=12 Medium | ● Report to Children and Young People Scrutiny Committee<br>● Ofsted sub-group meetings.<br>● Executive member portfolio meetings<br>● Annual conversation with Ofsted<br>● Termly meetings / discussions with the Regional Schools Commissioner<br>● NW Peer Challenge with focus on schools | ● Implement post successful bid for strategic school improvement funding, with reading as focus<br>● Implement LA funded project with maths as focus |

| # | Theme | Risk | Risk Owner | | Risk Rating I X L | Key Sources of Assurance and Actions | Areas for Key Actions and Deadlines |
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| | | | SMT | Lead | | | |
| | | **Risk score increased to reflect limited progress in improving secondary school exam results.** | | | | ● Executive Member and SMT reports<br>● Briefings across all partners<br><br>● GM Education Leads focus on school improvement and shared practice<br>● Ongoing schools QA processes. | ● Report to Children and Young People Scrutiny Committee (March 2018) providing detailed analysis of pupil outcomes, including vulnerable groups<br>● Further strengthen Manchester's self-improving school system through strategic partnership with Manchester Schools' Alliance and teaching schools.<br>● Broker bespoke school to school support and intervention through the Manchester School Improvement Partnership |
| 12 | Council Finances | External economic factors and developments, including impacts arising from the future relationship with the EU, could have a range of impacts on economic, financial, social and policy developments as well as | JR CC | JG RE | **5X2=10 Medium** | This risk relates the national and international context and environment and reflects Council vulnerabilities to external factors.  Risk included to ensure that this wider context is captured and acknowledged in the Council's risk profile.<br><br>Assurance and engagement largely derives from senior officer and Member engagement with Government and key partners to monitor | Monitor |

| # | Theme | Risk | Risk Owner | | Risk Rating I X L | Key Sources of Assurance and Actions | Areas for Key Actions and Deadlines |
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| | | | SMT | Lead | | | |
| | | the ability to deliver Our Manchester priorities and investment across the City. | | | | changes in the economic environment and adjust planning assumptions accordingly. | |
| 13 | 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.<br><br>**Risk score reduced based on the implementation of additional controls.** | FW | HC | **3x3=9 Medium** | ● Waste Management Strategic Board<br>● Growth and Neighbourhoods Programme Board<br>● Performance Contract Management Group<br>● Neighbourhoods Scrutiny Committee<br>● Significant Partnerships Register and associated assurance processes | ● Ongoing review through agreed governance arrangements |
| 14 | Manchester Places | Inability to develop, design and deliver Our Town Hall project to time, cost and quality standards. | ST | 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<br>● Major project governance structures include SMT level Senior Responsible Officers and Project Boards<br>● Reports to Projects Board and Steering Group<br>● Reports to Executive and Resources and Governance Scrutiny Committee<br>● Finance reporting on budget and spend | ● No specific actions in addition to the delivery of programme plan identified at this review |

| # | Theme | Risk | Risk Owner | | Risk Rating I X L | Key Sources of Assurance and Actions | Areas for Key Actions and Deadlines |
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| | | | SMT | Lead | | | |
| | | | | | | | |
| 15 | Manchester Places | Inability to develop, design and deliver major infrastructure projects across highways (including £80m planned highways maintenance investment), strategic development and capital programme to time, quality and cost.<br><br>(risk has multiple owners as relates to projects across Strategic Director portfolios) | ES KD CC | DM | 3x3=9 **Medium** | ● Reports to Executive and Scrutiny Committees<br>● SMT leadership pf Capital Investment Board<br>● Arrangements to ensure senior officer and Member engagement through Project Boards<br>● Major project governance structures include SMT level Senior Responsible Officers and Project Boards<br>● Finance approval and reporting on budget and spend via revised / strengthened capital gateway processes | ● Ongoing review via Capital Board chaired by the Chief Executive |
| 16 | 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 | CW | 3X3=9 **Medium** | ● Performance Research and Intelligence (PRI) scrutiny provides corporate review and assurance<br>● Suite of Data Quality Reports provided to relevant services<br>● Retaining and improving key developments such as ibase<br>● Consideration of data quality and integrity as part of emergent General Data Protection Regulations project | ● Continue ongoing interventions and action within directorates in response to report outcomes<br>● Upgrade of Business Objects will facilitate directorate self-serve and directorate driven reporting (date tbc) |
| 17 | Council | The Council is unable to | ES | JMc | 3X3=9 | ● Reports to Estates Board reports through to | ● Deliver planned |

| # | Theme | Risk | Risk Owner | | Risk Rating I X L | Key Sources of Assurance and Actions | Areas for Key Actions and Deadlines |
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| | | | SMT | Lead | | | |
| | Infrastructure | achieve and maintain a safe, secure and effective property estate. | | | **Medium** | Executive Member Estates Board<br><br>● Planned programmes of security awareness training for all staff<br>● High level governance ensures high prioritisation of maintenance of the operational estate and ensures consistency<br>● Stock condition surveys significantly enhanced and used to develop planned work programmes<br>● Enhanced business continuity delivery programme to support Property Rationalisation Strategy<br>● Control process agreed with Facilities Management | refurbishment programmes necessary to prepare for release of poorer quality assets<br>● Delivery of business continuity plan refresh, leading to the development of building continuity plans (Dec 2018)<br>● Continue to identify refurbishment schemes that attract capital funding rather than delivery through the Asset Management Plan |
| 18 | Council Finances | Volatility in business rate funding, pooling and uncertainty over historic appeals result in lower than anticipated levels of financial resources. This is further compounded by uncertainty over the long term future of 100% business rate retention after 2019/20 (following absence from the Queen's Speech 2017) and the | CC | CM | **3x3=9 Medium** | ● Regular reporting to SMT, Executive and Scrutiny Committees<br><br>● Ongoing scrutiny of appeals outcomes emerging from Valuation Tribunals<br>● Monitoring of the new check, challenge and appeal arrangements with the VOA<br>● Corporate Finance adjust projects on fund pooling in response to emerging appeals profile<br>● 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.<br>● Thoroughly assess the trends in timing and outcome of appeals to accurately predict the outcome on financial resources |

| # | Theme | Risk | Risk Owner | | Risk Rating I X L | Key Sources of Assurance and Actions | Areas for Key Actions and Deadlines |
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| | | | SMT | Lead | | | |
| | | business rate reset anticipated in 2020. | | | | ● Liaison with DCLG regarding future direction of business rates as part of the 100% pilot<br>● Annual decision on GM business rates pooling based on assessed profit | |
| 19 | Council Finances | Inability to deliver agreed Council plans and priorities within the revenue budget strategy 2017/18 | CC | JG | **3X3=9 Medium** | ● Full budgets approved via Scrutiny, Executive and Council<br>● Monthly integrated budget reports to SMT to include finance, HR and performance. Further reports to Executive and Scrutiny Committees.<br>● Finance reports to DMTs and SMT Business Planning and Transformation Sub Group<br>● RAG rating and tracking of higher risk savings and identification of pressures, with consequent action planning<br>● Member budget analysis sessions to review the position for 2017/18 and beyond with key risk areas, including Executive Member for Finance and Human Resources and Executive Member responsible for the portfolio under consideration | ● Internal Audit review of savings delivery by 09/17 |
| 20 | 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 | FW/ HS | HC | **4x2=8 Medium** | ● City Centre Accountability Board in place<br>● Performance reporting framework linked to City Centre Review is in place<br>● For street cleansing elements, contract management mechanisms in place to manage contract | ● Ongoing officer engagement with Ward Councillors |

| # | Theme | Risk | Risk Owner | | Risk Rating I X L | Key Sources of Assurance and Actions | Areas for Key Actions and Deadlines |
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| | | | SMT | Lead | | | |
| | | destination of choice for residents and visitors. | | | | | |
| 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 | **2X3=6 Low** | ● Reports to Audit Committee, SMT and management teams<br>● Annual Internal Audit Report<br>● Annual Audit Counter Fraud Report<br>● Counter Fraud Strategy<br>● Reports to DMTs<br>● Fraud policy framework and refresh of policies in 2017/18 | ● Emergent Internal Audit Plan March 2018<br>● Annual Audit Opinion March 2018<br>● Annual Governance Statement March 2018 |

**Key to Risk Owners**

| SMT Owners | | Other Named Risk Owners | |
|---|---|---|---|
| JR | Joanne Roney, Chief Executive | AH | Angela Harrington, Head of Work and Skills |
| AC | Amanda Corcoran, Director of Education | DM | Davina Millership, Head of Highways Delivery |
| BB | Bob Brown, Chief Information Officer | FT | Fran Toms, Client Project Manager, Our Town Hall |
| CC | Carol Culley, City Treasurer | HC | Heather Coates, Strategic Lead- Waste, Recycling and Street Cleansing |
| CK | Carolyn Kus, Director of Adults | JB | James Binks, Head of Reform and Innovation |
| ES | Eddie Smith, Strategic Director of Strategic Development | JD | Jacqui Dennis, Head of Legal Services |
| FW | Fiona Worrall, Director of Neighbourhoods | JG | Janice Gotts, Deputy City Treasurer |
| GL | Geoff Little, Deputy Chief Executive (People, Policy, Reform) | KS | Kath Smythe, Strategic Business Partner (C&F) |
| HS | Hazel Summers, Director of Homelessness | KW | Kate Waterhouse, Head of Performance, Research and Intelligence |
| KD | Kim Dorrington, Strategic Director, Highways, Transport & Engineering | LE | Linda Evans, Head of Safeguarding |

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|------|-------------------------------------------------|------|----------------------------------------------------------------|
| LR | Lynn Ridsdale, Director of HR | MB | Matthew Bennett, Head of Commissioning and Delivery |
| LT | Liz Treacy, City Solicitor | RE | Richard Elliot, Head of City Policy, Partnerships and Research |
| PM | Paul Marshall, Director of Children's | SMcV | Sam McVaigh, Head of Organisation Development |
| SMcG | Sean McGonigle, Director of Trading Services | SR | Steve Robinson, Highways Operations Manager |
| ST | Sara Todd, Deputy Chief Executive (Neighbourhoods) | ST | Steven Terence, Head of ICT PMO |
| | | TP | Tom Powell, Head of Audit and Risk Management |
| | | YN | Head of Adult Safeguarding |