

Manchester City Council Report for Information

Report to: Audit Committee - 15 June 2021

Subject: Risk Management Strategy and Corporate Risk Register

Report of: Deputy Chief Executive and City Treasurer and the Head of Audit and Risk Management

Summary

It is the role of the Audit Committee “to obtain assurance over the Council’s corporate governance and risk management arrangements, the control environment and associated anti-fraud and anti-corruption arrangements”.

This report supports the Committee in discharging its risk management assurance role by providing:

- A short update on organisational risk management arrangements; and
- a copy of the latest refresh of the Corporate Risk Register.

Recommendation

Audit Committee is requested to consider the assurance provided by the risk management report.

Wards Affected: All

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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 four years after the date of the meeting. If you would like a copy, please contact one of the contact officers overleaf.

- Risk Management Strategy and Corporate Risk Register (Audit Committee 13 October 2020)

1. Introduction

- 1.1. It is the role of the Audit Committee “to obtain assurance over the Council’s corporate governance and risk management arrangements, the control environment and associated anti-fraud and anti-corruption arrangements”.
- 1.2. To support this responsibility, Audit Committee receive an annual progress report in relation to delivery of Risk and Resilience strategic priorities. This was provided to Committee in October 2020.
- 1.3. For the purposes of Audit Committee assurance this paper provides the following:
 - A short update on risk management arrangements since October 2020.
 - Current risks as articulated on the latest refresh of the Corporate Risk Register.

2. Risk Management Arrangements

- 2.1. During the response to Covid19, risk and impact assessment has been a key feature of organisational decision making. In the early stages of the pandemic, daily risk and issue reporting was established and fed up to SMT and Executive through Situation Reports. Risk management processes have had to be agile but organisational competence in risk assessment and response has underpinned decision making.
- 2.2. Risk management has been inherent in the approach to scoping and managing the delivery of essential services with all buildings, services and activities being subject to risk assessment and the establishment of mitigating controls. Risks to members of staff with specific vulnerabilities have also been addressed through individual risk assessments and, where appropriate, specialist support from the Council’s occupational health provider. This approach remained in place as services have increased their presence on site and in the office. This process is being used to support services in reviewing options for safe ways of working in advance of proposed further occupancy in Council offices and sites from June 2021.
- 2.3. Risk management in projects and programmes has been evident and utilised well in areas such as highways, capital, finance and ICT. It is also a feature of decision making processes in front line service delivery and in assessing the risks to residents and service users and is applied through social care standards and processes. Adult social care is a current area of focus as colleagues across the Local Care Organisation are further developing a consistent approach to issue, incident and risk management across health and care services.
- 2.4. Risk management at Directorate level has been overseen by Chief Officers and all have maintained risk registers that are used in Directorate Leadership Teams to aid focus on key actions and measures to mitigate and manage risk. This has also fed into the development of business plans for 2021/22. The latest

Directorate updates informed a refresh of the Corporate Risk Register in May 2021 and this was discussed at Strategic Management Team in June. The latest update is summarised below and attached in full at appendix one.

3. Corporate Risk Register (CRR)

- 3.1. The CRR is not intended to cover all risks but to focus on those that are cross cutting and of strategic impact. Risks such as recycling and waste (Neighbourhoods), delivery of the Better Outcomes Better Lives Programme (Adults), increased presentations (Homelessness), Ofsted inspection (Children's and Education) and benefits caseload (Core) are managed at directorate or service level.
- 3.2. At the last full review and as reported to Audit Committee in October 2020, the CRR included 6 high and 15 medium risks. The latest refresh resulted in 6 high, 13 medium and 2 low risks, with 1 risk deemed no longer applicable.
- 3.3. The highest scored risks on the register continue to reflect key themes around financial resources; economy of the City; capacity / capability of the workforce to respond to current demands; and climate change.
- 3.4. Ten risks have reduced in score and none have increased. This reflects additional actions and assurances since the last report to Audit Committee.
- 3.5. A low risk in relation to EU Exit was agreed for removal by SMT. This is retained in appendix one for completeness but will be removed at the next formal review. One other risk assessed as low (Northwards) was proposed to remain on the CRR until the next review for tracking.
- 3.6. A summary of the risks and key changes agreed at SMT are as follows:

Risk Description	Current Impact x Likelihood	Comments
Medium Term Financial Resources	5x4=20 High	Reduced from 25 High
Economy of the City	4x4=16 High	
Climate Change	4x4=16 High	
Health and social care integration	4x4=16 High	
Capability (including capacity) of the workforce	4x4=16 High	
Wellbeing, welfare and morale of staff	4x3=12 Medium	Reduced from 16 High
Targets for affordable housing not met	4x3=12 Medium	

Risk Description	Current Impact x Likelihood	Comments
ICT systems not implemented or maintained	4x3=12 Medium	
Impact on the Capital Programme	4x3=12 Medium	
Covid19 disruption to education and learning	3x3=9 Medium	Reduced from 12 Medium
Failure of key suppliers	3x3=9 Medium	Reduced from 12 Medium
Information governance / ICT security	3x3=9 Medium	Reduced from 12 Medium
Implementation of case management system (LL and Controcc)	3x3=9 Medium	Reduced from 12 Medium
Safety and wellbeing of staff impacted by Covid19	3x3=9 Medium	Reduced from 12 Medium
Loss of required access to ICT	4x2=8 Medium	Reduced from 8 Medium
Safeguarding children and vulnerable adults.	4x2=8 Medium	
Response to the Race Review	4x2=8 Medium	
Increases in Covid19 infection rates	4x2=8 Medium	
Northwards Housing ALMO	3x2=Low	Reduced from 12 Medium
Consequences / impact of EU Exit	3x2=Low	Reduced from 12 Medium Proposed for removal
Savings required for 2020/21	N/A	Proposed for removal as relates to 2020/21 only

4. Recommendation

4.1. Audit Committee is requested to consider the assurance provided by the risk management report

Corporate Risk Register (Strategic Risks)

ID	Theme	Corp Plan Link	Risk Description	Risk Consequences	Risk Owner	Existing Key Controls, Sources of Assurance and Key Comments	Impact x Likelihood			Areas for Key Actions and Deadlines
							Sept 2020	Current	Target December 2021	
SR1	Our Finances and Resources	7	Medium Term Financial Resources are insufficient to support achievement of priorities for the Council and the City after 2021/22. 2021/22 is the last year of the Finance Settlement so funding for local government not confirmed for after this year. This reflects the impact of Covid19 on costs and shortfall in future income; as well as the financial uncertainty that could arise from Spending Review, Fair Funding Review, Business Rates reset, uncertainty over Shared Prosperity Fund and wider financial / fiscal risks linked to EU Exit and macro-economic factors.	Future resources are insufficient and this results in non achievement of Corporate Plan priorities and the Our Manchester strategy, with consequent negative impacts on Manchester residents.	DCE and CT	<p>Budget reports 2021/22 approved and budget set to provide strong basis for the next MTFS.</p> <p>Maintenance of reserves and the availability to support the budget.</p> <p>Engagement and lobbying of national decision makers including direct to Government and via Core Cities and the LGA.</p> <p>Maximisation of Covid related grant funding for Council and City Wide activities as well as support to residents and businesses.</p> <p><u>Reporting</u> to SMT; Executive and Resources and Governance Scrutiny Committee.</p>	5x5=25 High	5x4=20 High	4x4=16 High	Ongoing intelligence and lobbying alongside robust future financial planning and budget proposals and savings / income generation options based on prudent assumptions – linked to Future Shape programmes across all aspects of the Council (DCE&CT)
SR2	Manchester People	All	As a result of Covid19 the Economy of the City has seen a sharp increase in the number of people on benefits and a significant impact on businesses and this could continue to grow and the impact deepen.	As well as the negative impact on the lives of Manchester residents and the vibrancy and success of the City, this will directly impact the Council's financial position regarding loss of business rate and commercial income and lead to increased costs for support to vulnerable residents as well as impacting on the ability to deliver the Our Manchester priorities for the City.	CEX	<p>Ongoing administration and promotion of discretionary schemes and other support for businesses and lobbying for further support. Signposting business support via City Centre Regen and Work and Skills teams as well as via GMCA, Local Economic Partnership, Chamber of Commerce, Business Growth Hub and other networks.</p> <p>THINK report commissioned in June with recommendations to focus the City's efforts in dealing with the labour market issues, as a result of Covid. Skills & Labour Market workstream focused on implementation of the recommendations.</p> <p>Continued access and signposting to sources of support for residents.</p>	4x4=16 High	4x4=16 High	4x3=12 Medium	

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						Homelessness strategy and risks / response around Council provision tracked via Homeless Service risk register. <u>Reporting</u> to SMT; Executive; Resources and Governance; and Economy Scrutiny Committee.				
SR3	Manchester Places	8	Climate Change: The Council does not produce, or deliver on, a sufficiently ambitious plan to become a zero carbon Council by 2038 or earlier if possible. The Council does not undertake its leadership role effectively for Manchester to become a zero carbon city by this date, and stay within the science-based budget for the City. The Council does not plan or implement measures effectively to adapt to the impacts of climate change on Manchester in the longer term (e.g. increased risks of extreme weather, flooding and heat)	Significant political and reputational damage to the Council for not acting on the climate emergency that has been declared, in terms of our leadership role across the City and our direct emissions in the Council Significant longer-term risks to health, society, economic and financial position of the City and the Council if mitigation and adaptation measures are not effective. Costs of required change are significant as is the need for Government funding and leadership and clear strategy and leadership at GM level.	CEX	Climate Change Action Plan 2020-25 which plans 50% reduction in use of carbon budget over 5 years. Regular reporting to the Executive. New Committee established with focus on carbon reduction Very high level of ambition on this agenda will require fundamental changes to how we operate and significant investment across all aspects of the Council, and for many partners in the City. This is impacted by Covid19 and this is reflected in the risk score. <u>Reporting</u> to SMT, Executive, Scrutiny Committees and Members sub-group	4x4 = 16 High	4x4 = 16 High	4x4 = 16 High	Plan sets out the key actions and deadlines that need to be delivered including a significant focus on energy use targets and associated actions (CEX)

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SR4	Our Partnerships	2	<p>Failure to achieve the desired and intended outcomes of health and social care integration increases further pressure on Council and health budgets; and impacts on the ability to achieve improved health outcomes for Manchester residents. Risk rating reflects the delivery of integration as part of the 'Supercharging of the LCO' alongside the breadth of activity to be delivered in adult social care as part of the new arrangements including delivery of Better Outcomes Better Lives, stabilisation of the care market, new care models, embedding of casework management system and delivery of priorities.</p>	<p>Poor outcomes and increased financial pressures result in further diversion of Council resources to reactive care services without addressing root causes and whole system issues.</p> <p>Lack of clear and effective governance increases duplication of effort, impacts on key officers and individuals working across the system and clear accountabilities and responsibilities across partners.</p>	CEX	<p>Risk score and forecast remains high at May 2021 due to delays in system wide improvement as a result of Council and partners essential focus on Covid19. H&SC workstream established as part of Future Council to track supercharging of the LCO activity. Better Outcomes Better Lives programme in place to embedded service change and improvement across Adults Services. Risk managed at SMT level</p> <p>Reporting to SMT, Executive, Health and Wellbeing Board and Health Scrutiny Committee. Joint reporting within MLCO governance arrangements.</p>	4x4=16 High	4x4=16 High	4x3=12 Medium	<p>Refresh and revision of approach as part of supercharging LCO developments and the H&SC White Paper. Ongoing engagement at GM and City Wide levels in establishment of Integrated Care partnerships and supporting governance and infrastructure arrangements (DASS)</p> <p>Work underway to establish future Council support role for future MLCO infrastructure (Dir of PPR)</p>
SR6	Our People	7	<p>Capability and capacity of the workforce is not sufficient or aligned effectively to key priorities and organisational requirements and emerging priorities linked to Covid 19 response and recovery as well as transformation, change and core business as usual activities. This includes:</p> <ul style="list-style-type: none"> capacity in core managerial and technical disciplines; capacity to deliver emerging priority areas across a wide range of services; capacity to respond to increased levels of complex demand (homelessness, social 	<p>Motivation and engagement of the workforce is reduced (or not developed fully) impacting on the ability to respond to transformation, change and deliver organisational priorities.</p> <p>Appetite for change following Covid is diminished and takes longer to return - impacting organisational ability to adapt and embrace transformation.</p> <p>Skills and capacity do not match stated priorities resulting in underachievement of planned outcomes.</p> <p>Emergent priorities mean that areas of required focus in transformation and delivery of core services cannot be sustained.</p>	CEX	<p>Corporate plan supported by Our People Strategy and staff engagement including Listening in Action, Our Manchester Experience and regular communications.</p> <p>Leadership and wider skills development programmes in place.</p> <p>Directorate business plans, workforce development and Bheard improvement plans.</p> <p>Prioritisation via SMT, Directorate Management Teams and cross cutting working groups.</p> <p>Future Shape programme in place with governance and reporting to SMT, Executive and relevant Committees and partners; to oversee planning, resourcing and delivery of key priorities. Risk remains high given scale of change</p>	4x4=16 High	4x4=16 High	4x4=16 High	<p>Review of organisational development arrangements to ensure effective support and challenge to workforce development activity (DCE&CT with Director of HR&OD)</p> <p>Delivery of Race Review Action Plan (DCE&CT with CS and Director of HR&OD)</p> <p>Delivery of Future Shape milestones (SMT) including Northwards integration by July 2021 (DN)</p>

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			<p>care support, mental health support etc);</p> <ul style="list-style-type: none"> • diversity of the workforce necessary to maximise talent, creativity, equality and inclusion; • development of the talent necessary to meet future skills and competency requirements; • leadership capacity and capability to drive change and transformation; and • workforce motivation and engagement. <p>Capacity is further impacted by emergent issues and priorities arising from Government requirements and the specific needs of communities across the City.</p>	<p>Stress and welfare impacts on the workforce.</p> <p>Risk remains high by December as this reflects likely impacts of winter planning and support needed for national priorities that are likely to emerge over the next 6-12 months and will require a local authority leadership and delivery response with partners.</p>		<p>and activity planned for 2021/22 within this programme.</p> <p>Work to streamline business as usual activities as part of Future Shape designed to improve efficiency and effectiveness of process.</p> <p>Race Review action plan to secure improved workforce equality, diversity and inclusion.</p> <p>Reporting to SMT, Executive and Scrutiny Committees</p>				

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SR5	Our People	7	<p>The wellbeing, welfare and morale of staff is impacted by a range of factors linked to Covid19 including concerns over:</p> <ul style="list-style-type: none"> Personal, family and friend health and welfare linked to the virus Workplace demands on capacity given the ongoing need across a wide range of services to support and lead the Covid19 response, recovery and return business as usual activities. Concerns linked to the economy and the impact on the Council's budget and future employment Impact on localities arising from further infections or requirements for isolation, including challenges in schools and childcare provision 	<p>Staff wellbeing results in increased cases of depression, stress or absence and an impact both on remaining colleagues and the ability to deliver priorities.</p> <p>The ability to retain and attract staff for required roles is impacted as the Council is not perceived as an employer of choice.</p>	DCE & CT	<p>Team meetings, 121s and management engagement with staff – includes encouragement of staff to take annual leave</p> <p>Ongoing regular communications to all staff with links to latest guidance and support, as well as celebration of positive achievements across the Council. Comms also encourages testing and vaccination.</p> <p>Structured risk assessment process and existing policies to support staff safety and welfare in the workplace</p> <p>Access to Employee Assistance Programme support.</p> <p>Risk reduced to medium given vaccine roll-out, testing and positive direction of travel on national roadmap, but noting concerns remain in some areas in respect of Covid19 variants and some levels of apprehension regarding increased capacity on site and in specific offices and aspects of public transport.</p> <p>Also note assurances and actions planned under risk SR6 in respect of capacity.</p>	4x4=16 High	4x3=12 Medium	3x3=9 Medium	<p>Programme to support increased presence on site and in offices from June 2021 linked to national roadmap managed through Covid Recovery Group reporting to SMT. This incorporates Our Manchester ways of working and engagement of staff across services in design of future operating models for services on site (DCE&CT).</p> <p>Programme of comms underway (from May 2021) to support staff in return and wider welfare including SMT question and answer sessions and video updates (Director of Communications).</p> <p>Ongoing encouragement of support for positive mental health and the use of annual leave (DCE&CT / Director of HR)</p>

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SR9	Manchester Places	3	<p>Insufficient mix of sufficient, available and appropriate housing for Manchester's growing population to ensure the needs of current and future residents of the City are not achieved.</p> <p>Increasingly polarised housing market creating exceptionally high housing demand / demand for affordable housing in particular.</p>	<p>Acute housing affordability pressures across the City (for both home ownership and access to affordable housing for low income residents)</p> <p>Growing private rented sector including overcrowding and cramped conditions in some of the poorest quality and mostly poorly managed private rented sector stock.</p> <p>A lack of family housing results in working families moving out of the City to neighbouring Districts.</p>		<p>Policy priorities and associated Council planning guidance targets new housing provision to include 20% affordable housing.</p> <p>Housing target to build 32,000 new homes between 2015-2025 (incl. a minimum of 6,400 new affordable homes). 17,500 market homes (c55% of target) and 1,941 affordable (c30% of target) completed since 2015.</p> <p>Development of Victoria North, Back of Ancoats, Jacksons Brickworks etc. along with other large scale mixed-tenure schemes</p> <p><u>Reporting</u> to Housing Board, Executive and Scrutiny Committees</p>	4x3=12 Medium	4x3=12 Medium	4x3=12 Medium	<p>Housing target to build 32,000 new homes between 2015-2025 (including a minimum of 6,400 new affordable homes).</p> <p>Continued work to upscale delivery of affordable homes working with partners.</p> <p>Possible target refresh as part of Housing Strategy rewrite – draft expected to go to Executive by end of 2021.</p>
SR11	Our Performance	7	<p>Current or proposed ICT systems essential to business operations and legal compliance are not implemented or maintained (due to being out of support or lack inherent resilience) due to limitations in availability of financial and ICT resources.</p>	<p>Failure to realise efficiency benefits through the use of technology impacts on ability to achieve savings targets and refocus effort on core priorities.</p> <p>Technology does not meet business needs around transformation, resilience or legal / regulatory compliance – impacting on the ability to deliver priorities.</p>	DCE&CT	<p>Prioritisation process via Directorate ICT Boards, ICT Board and Capital Strategy Board; with oversight from SMT.</p> <p>ICT Infrastructure Investment priorities set out in ICT Strategy and portfolio plan/ Pipeline Senior sponsorship of critical or flagship projects with robust governance; with engagement of key stakeholders including finance, communications and risk.</p> <p>Positive actions taken to mitigate risk around MS365, data centres and telephony and in planning for end user devices / desktop refresh.</p> <p>Risk remains at medium to reflect scale of current programme and commitments on programmes and projects.</p> <p><u>Reporting</u> to DMTs, SMT, Executive and Resources and Governance Scrutiny Committee.</p>	4x3=12 Medium	4x3=12 Medium	4x3=12 Medium	<p>Delivery of agreed programme of change for 2021 with reporting to SMT, Executive and Scrutiny (DCE&CT with Director of ICT).</p>

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							Sept 2020	Current	Target December 2021	
SR14	Our Finances and Resources	4 5 6	Pressure on financial resources including PWLB constraints and external grant funding results in pressure to reduce the Capital Programme and consequent impacts on development and delivery of major projects.	Partial or non delivery of existing capital programme commitments with consequent impact on priorities linked to these investments. Impact on the capacity to invest in the future as a result of reduced financial capacity.	DCE&CT	Review of capital programme as part of mid year resource review and reporting to Executive and Scrutiny Committees. Active engagement with funders and development partners on schemes to leverage financial contributions. Prioritisation in key capital spend areas completed. <u>Reporting</u> to Capital Strategy Board, SMT, Executive and Scrutiny Committees	4x2=8 Medium	4x2=8 Medium	3x2=6 Low	Capital update reports to Executive and R&G Scrutiny (DCE&CT): Ongoing with report planned for Scrutiny Summer 2021.
SR10	Manchester People	1	Disruption to education and learning in Manchester schools and parent/carer concerns resulting from Covid19 impacts on levels of attendance and ability to secure high quality learning in schools.	Reduced attendance impacts on the quality of learning and wider benefits of an active school environment, with resultant impacts on the attainment and wellbeing of children and young people. Ability of children and young people to access high quality remote provision impacts on their opportunities to learn.	DCS	Strategy set out in Manchester 12 Point Covid Plan Schools responded positively to Covid19 with on line and virtual education programmes to support learners in continued education, supported by Education colleagues. Public Health guidance and Education Services / wider Council support to schools supported safe re-opening in September 2020. Schools continue to adapt to changes in Government and Public Health Guidance but greater stability in approach now in place so focus moving to future planning and catch-up for learners across the City. On this basis risk assessed as reduced. <u>Reporting to:</u> Schools Forum, SMT, Executive and Scrutiny Committee	4x3=12 Medium	3x3=9 Medium	3x2=6 Low	Ongoing support to Schools from Education Services. Risk wording and to be fully reviewed August 2021 as part of new academic year to focus on longer term impacts of Covid 19 (DCS/Director of Education).

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							Sept 2020	Current	Target December 2021	
SR12	Our Partnerships	7	Key suppliers of goods and services fail to develop or deliver required services and market capacity, due to lack of financial resilience or other factors, impacting the onward ability of the Council to secure required services to Manchester residents. A key risk given inflationary pressures, negotiation of UK trade deals and lack of competition in some markets.	Contractor failure (contract or provider) results in the Council having to re-procure services at short notice or deliver services in-house with significant cost and capacity implications that result in budget overspends and required cuts to other services.	DCE&CT	Professional Procurement and Commissioning Teams in place to support services in effective management of procurement lifecycle; including supplier due diligence. Includes Contract and Commissioning Group involving all directorates. Contract management register and risk assessment in place. Bankruptcy / Liquidation Policy to enable consistent response to supplier failure. Enhanced due diligence arrangements developed and Due Diligence working group in place. Risk reduced but maintained at medium due to wider risks of supplier resilience outside of control of the Council and acute given ongoing impacts of Covid19 and of agreeing post EU trade deals. <u>Reporting to:</u> Commercial Board, SMT and Resources and Governance Scrutiny Committee	3x4=12 Medium	3x3=9 Medium	3x3=9 Medium	Programme of commissioner and contract manager training and engagement (DCT): Ongoing
SR13	Legal and Regulatory	7	Information governance and information technology security arrangements, including behaviours of the workforce, partners and suppliers, are insufficient to prevent serious avoidable data losses, breaches or authorised access to systems or data.	Loss of stakeholder and public confidence. Potential for ICO fines and ability to share data with partners. Impact on individuals with additional costs of remedial actions and potential legal action.	DCE&CT CS	Risk score reviewed in light of requirement for staff to work from home in response to Covid19 and increase in potential risk this could present. Covid guidance for staff updated to increase focus on risks of data security when working from home. Governance through Corporate Information Assurance and Risk Group (CIARG) and network of Senior Information risk Officers at Corporate, Departmental and Service Level supported by core IG and ICT security personnel, including Data Protection Officer Established breach reporting processes for ICT security and information incidents. <u>Reporting to:</u> CIARG, ICT and SMT	3x4=12 Medium	3x3=9 Medium	3x2=9 Low	Programme of IG awareness with report to CIARG on staff take-up compliance: ongoing with report by end July 2021 (CS). This should provide assurance over level of awareness reflected in target risk score.

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SR16	Our Performance	1 2 7	Implementation of new case management system (Liquid Logic and Controcc) does not have the anticipated impact and fails to deliver the necessary improvements in practice, recording, reporting, management oversight and performance in childrens and adults services.	Impact on delivery of priorities and quality of services to residents; and delivery of statutory duties. Impact on quality, completeness, integrity of data to support effective decision making.	DCS DAS CT	Focus is now on system stabilisation and embedding systems and change within services – this is now being embedded as part of business as usual in Childrens Services where the risk has reduced significantly with sustained focus by leadership and management teams and staff embracing adoption of new arrangements. System compliance as well as finance and reporting elements remain a key risk area and ongoing focus, particularly in Adults Services where systems are more complex and this is reflected in the risk score remaining at medium. Work required to build confidence in the use of the system and links to the financial payments process is ongoing with management actions and support arrangements in place to address final issues arising through implementation. This should complete by end 2021. <u>Reporting</u> to ICT Board, SMT and Scrutiny Committees	3x4=12 Medium	3x3=9 Medium	2x3=6 Low	Governance is now through Directorate management arrangements with senior oversight (Deputy DASS and Deputy DCS). Proposed Internal Audit review to independently assure completion of agreed actions to stabilise payments elements of system (December 2021)
SR17	Manchester People	1 2	Inability to maintain and demonstrate organisation-wide arrangements to safeguard children and vulnerable adults .	Harm to those most in need with associated impact on families as well as financial and reputational damage to the Council	CEX DCS DASS	Manchester Safeguarding Boards (Adults and Childrens) Statutory roles and assurances through DASS and DCS <u>Reporting</u> to SMT, Scrutiny Committees as well as MHCC and MLCO Boards.	4x2=8 Medium	4x2=8 Medium	4x2=8 Medium	Ongoing (DASS and DCS)
SR21	Our People	7	Against a backdrop of societal impetus for equality and removal of barriers facing black, Asian and minority ethnic communities, the organisational response to the Race Review does not deliver at the pace and scale required	Loss of credibility of leadership and of the Council with the black, Asian and minority ethnic workforce and communities across the City. Increased risk of actual or perceived inequality; and of the Council failing to reflect the communities it serves.	CEX and CS	Visible leadership of CEX and Deputy Leader Race Review Programme led by Director of HR&OD with support and organisational wide engagement of stakeholders in design and delivery of change activities. Includes development of talent pathways for those under-	4x2=8 Medium	4x2=8 Medium	4x1=4 Low	Ongoing delivery of race review action plans: Director of HR&OD with support / oversight of DCE&CT and CS

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			to address barriers to workplace equality.	Failure to capitalise on the diversity of a workforce drawn from a wide range of communities – in terms of ethnicity but also in terms of other protected characteristics.		represented in the workforce, establishment of Talent and Diversity Team, inclusion of equalities priorities and objectives in all service business plans, increased focus on equality and diversity within leadership teams and active engagement of staff in leadership and decision making processes. Active engagement of staff groups and Trades Unions in review process. Oversight of delivery of action plan by City Solicitor, Director of HR&OD and the staff Chair of the Equalities Group. <u>Reporting to:</u> Corporate Equality Group, SMT, Deputy Leader and Executive, Resources and Governance Scrutiny Committee				
SR7	Manchester People	7	Loss of required access to ICT systems impacts on the ability to operate services and deliver to Manchester residents. This could arise from risks relating to core infrastructure (network and applications), hardware obsolescence (WYSE terminals), system availability (unsupported systems, insufficient licenses) or cyber-attack.	System instability or unavailability requires manual workarounds with impact on efficiency and the integrity / quality of data and information on which to make decisions and ensure service delivery. Data loss or unavailability results in ICO inspection, fines or other actions; including complaints and legal action.	DCE&CT	Noted that system resilience has been tested fully during Covid19 and has responded well to the challenge. Corporate and Service Business Continuity Plans and robust incident management process in place. Programme of ICT investment with reporting to ICT Board, Capital Strategy Board, SMT, Executive and Scrutiny. Positive assurance from LGA Cyber Stock Take 2019 and completion of Mandatory Cyber Security Training for all staff. Also from completion of data centre project, new intranet, 8x8 telephone and MS365 implemented and end user device programme underway in ICT to refresh desktop estate. Cyber risk management remains a key element in ICT resilience and this requires both technical and behavioural capability and	4x3=12 Medium	4x2=8 Medium	4x2=8 Medium	Completion of telephony, WAN and End User Device projects by March 2022 (Director of ICT to DCE&CT) Assurance over completion of cyber security and information governance training by staff (CIARG by end July 2021)

ID	Theme	Corp Plan Link	Risk Description	Risk Consequences	Risk Owner	Existing Key Controls, Sources of Assurance and Key Comments	Impact x Likelihood			Areas for Key Actions and Deadlines
							Sept 2020	Current	Target December 2021	
						assurance. This is reflected in the risk rating. Reporting to ICT Board, Corporate Information Assurance and Risk Group (CIARG) and SMT; and Executive and Resources and Governance Scrutiny Committee				
SR18	Manchester People	2	Changes in Government guidance, local lockdowns or other changes required in response to spikes in Covid19 infection rates impact on the ability of the Council to influence and support communities to stay safe and healthy.	Non compliance with public health guidance and legislation places additional burdens on the Council to enforce compliance with residents and businesses. Increased infection rates result in pressure on health services as well as an increase in self isolation with impact on the Council's business continuity arrangements as well as on businesses, communities and individual wellbeing across the City.	CEX and DPH	Active communications strategies for public health messaging to residents and businesses. Support and challenge from compliance and enforcement teams with publicity of cases that have resulted in closure or prosecution. Engagement via GMCA and other GM networks to promote consistency and clarity of messages to support public safety. Compliance and role of marshals and other actions set out in Manchester 12 Point Covid Plan Risk reviewed but remains on CRR as medium at June 2021 review pending completion of roadmap and given potential impacts of variants that could lead to rising rates of infection, illness and hospitalisation across the City. Target set for reduction by December 2021 will be	4x2=8 Medium	4x2=8 Medium	3x2=6 Low	Communications aligned to Government Roadmap with updates and advice to residents and communities (DPH and Director of Communications and DPH) alongside enforcement activities for businesses and residents who do not comply with Covid19 safe requirements (DN).

ID	Theme	Corp Plan Link	Risk Description	Risk Consequences	Risk Owner	Existing Key Controls, Sources of Assurance and Key Comments	Impact x Likelihood			Areas for Key Actions and Deadlines
							Sept 2020	Current	Target December 2021	
						reviewed further in September/October 2021. <u>Reporting to:</u> SMT and Executive Members				
SR20	Our Finances and Resources	3 7	Ability to plan, communicate and deliver organisational changes necessary for an effective transition for Northwards Housing ALMO into the Council. Risk reworded from "Options for the future structure and relationship with Northwards Housing ALMO are not agreed on a timely basis.." as decision taken.	Sub optimal organisational structures that result in missed opportunities to further improve services and support to tenants, residents and communities. Duplication or omission in structure results in additional avoidance costs or gaps in provision. Negative impact on workforce motivation; and inability to secure effective consultation and engagement of residents, staff and trades unions in decision making.	DSD	Transition programme in place with SMT and led by Director of Neighbourhoods; supported by a planned programme of activities and project management approach including workstream leads and deliverables. HR process for transfer for staff underway in line with timetable; this includes welcome and induction support. 100 day post transition plan in development. <u>Reporting to</u> Housing Board, SMT, Executive and Scrutiny Committees	4x2=8 Medium	3x2=6 Low	N/A	Completion of programme for initial transition and 100 day plan with oversight from SMT and led by the Director of Neighbourhoods (by July 2021) Risks post transition to be reassessed hence target risk for December 2021 is N/A at this stage.
SR8	Our Performance	4 6 7	Consequences and impact of EU Exit impact negatively on a range of budget and other assumptions for the Council, partners and residents of the City. These include impacts on business rates, care and health budgets, airport revenues and welfare budgets; as well as wider impacts on recruitment and retention, economic development, employment, housing and infrastructure projects.	The core budgets of the Council are impacted resulting in requirement to make further cuts and reduce levels of services at a time when the residents of Manchester are also impacted.	CEX	This is now part of business usual risk within Directorates and is picked up as part of Directorate / Service risk management arrangements. Risk proposed to be de-escalated from Corporate Risk Register	4x3=12 Medium	3x2=6 Low	N/A	This is now part of risk assessment and response within Directorates and is picked up as part of Directorate / Service risk management arrangements. Risk proposed to be de-escalated from Corporate Risk Register
SR19	Manchester People	7	Effects of COVID-19 (Coronavirus) impacts ability to deliver priorities and safe services to Manchester residents; whilst also ensuring the safety and wellbeing of staff.	Loss of staffing (due to virus, self-isolation or wider impacts such as reduced transport or school closures) impacts ability to deliver services to residents across the City. Impact on goods and services supply chain if borders, travel and imports impacted Lack of assurance and appropriate risk control	CEX, DPH and DN	Covid 19 risk assessments and compliance checks in place for premises, services and individual staff reflect latest Public Health guidance and confirm arrangements in place to safeguard welfare of staff and residents / customers. Guidance in place for staff and managers	4x3 = 12 Medium	3x3=9 Medium	2x3=6 Low	Guidance and approach to risk assessment to be refreshed in alignment with Government Roadmap and the increasing of workforce presence on site and in offices; as well as in response to regulation / guidance changes through public health and Government. Via Covid

ID	Theme	Corp Plan Link	Risk Description	Risk Consequences	Risk Owner	Existing Key Controls, Sources of Assurance and Key Comments	Impact x Likelihood			Areas for Key Actions and Deadlines
							Sept 2020	Current	Target December 2021	
				measures results in potentially avoidable illness. Contingency planning is unable to cope with unanticipated demands.		Regular communications to reinforce safe methods of working. Directorate focus on ongoing response, recovery and risks to achievement of priorities. Risk reduced based on positive outcomes of Covid secure reviews on site and confidence of risk assessments and controls in place. Risk remains on register pending completion of next phase of increasing workforce capacity on site / in offices from June-September 2021. Reporting to Covid Response Group, SMT, Executive and Scrutiny				Response Group and SMT (DN and DCE&CT) by end June 2021 and ongoing.
SR15	Our Finances and Resources	7	Planned savings required for 2020/21, including those required as a result of costs and lost income due to Covid19 are not achieved resulting in increased pressure on reserves and requirement for unplanned savings and cuts to services to made to achieve a balanced budget.	Savings are not sustainable requiring a fundamental change in organisational expectations and priorities; impacting on the ability to deliver services and achieve original objectives.	DCE&CT	Risk proposed for removal– finance risk included in MTFS and resources risk 1	4x3=12 Medium	N/A	N/A	Risk proposed for removal– finance risk included in MTFS and resources risk 1

Glossary of Terms and Assessment Criteria

A. Themes

Our Partnerships	Primary impacts on delivering outcomes through partnerships and key suppliers at national, regional, GM, City or local level.
Our People	Primary impacts linked to the workforce capability, capacity, skills, motivation and engagement.
Our Performance	Primary impacts on delivering on stated priorities, targets and agreed performance standards.
Our Finances & Resources	Primary impacts on financial and other (non workforce resources) including ICT, information and premises
Manchester People	Primary impacts on Manchester residents, service users and those who engage with universal or specialist series across the City; including children and adults.
Manchester Places	Primary impacts on Manchester neighbourhoods and place, including infrastructure, transport, housing, leisure and other universal services for residents and visitors.
Statutory & Legal Duties	Primary impacts on legal duties and compliance with legislation

B. Corporate Plan Links

1	Young People: From day one, support Manchester's children to be safe, happy, healthy and successful, fulfilling their potential, and making sure they attend a school graded 'good' or better
2	Healthy, Cared-for People: Work with partners to enable people to be healthy and well. Support those who need it most, working with them to improve their lives
3	Housing: Ensure delivery of the right mix of good-quality housing so that Mancunians have a good choice of quality homes
4	Neighbourhoods: Work with our city's communities to create and maintain clean and vibrant neighbourhoods that Mancunians can be proud of.
5	Connections: Connect Manchester people and places through good-quality roads, sustainable transport and better digital networks
6	Growth that Benefits Everyone: To support our priorities, we need to continue to promote and drive sustained economic growth and job creation that benefits everyone
7	Well-Managed Council: Support our people to be the best and make the most of our resources.
8	Zero Carbon Manchester: Lead delivery of the target for Manchester to become a zero carbon city by 2038 at the latest, with the city's future emissions limited to 15 million tonnes of carbon dioxide

C. Risk Owners

CEX	Chief Executive, Joanne Roney
DCE	Deputy Chief Executive and City Treasurer, Carol Culley
CS	City Solicitor, Fiona Ledden
DCS	Director of Childrens Services, Paul Marshall
DAS	Director of Adult Services, Bernadette Enwright
DN	Director of Neighbourhoods, Fiona Worrall
DPH	Director of Public Health, David Regan
DH	Director of Homelessness

D. The Risk Continuum: Risk Scoring Guidelines

Risk Impact and Likelihood scores based on a sliding scale. Definitional statements are described in broad terms and there is a requirement to consider each risk within the continuum and apply specialist understanding or experience to apply a risk score.

Score	Impact	Likelihood
5	Life threatening / multiple serious injuries. Intense political and media scrutiny i.e. national media coverage / prolonged local media coverage. Possible legislative, criminal, or high profile civil action against the Council, members or officers. Cessation of core activities. Failure of major projects/programmes. Finance impacts that cannot be managed from within financial Directorate resources. Statutory intervention triggered. Severe impact on Priority 1 or Key Service performance / Impact on the whole Council.	Highly likely that risk will be realised (60%)
3	Threat to the health and wellbeing of one or more individuals. Potential for workdays lost to injury/stress Additional scrutiny required by management and internal committees. Service impacts require co-ordinated directorate response. Some local media attention requiring corporate intervention. Failure of projects with directorate impact Core activities continue to be delivered -reasonable adjustment required to focus resources at priority areas Budgetary realignment required to manage impacts.	Medium/ Low likelihood (circa 30%)
1	Injuries / stress requiring only limited medical intervention. Limited additional scrutiny required by management.	Whilst possible the likelihood

	<p>Risk unlikely to receive local media coverage. Short-term disruption of activities / service performance. Internal policies and regulations not complied with. Finance impacts managed with minimal impact.</p>	<p>of the risk being realised is considered low (<5%)</p>
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