

Appendix 3

Manchester City Council Risk Management Strategy- 2020-2023

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.

Strategic Context

Our Vision is for Manchester to be in the top flight of world-class cities by 2025, when the city will:

- Have a competitive, dynamic and sustainable economy that draws on our distinctive strengths in science, advanced manufacturing, culture, and creative and digital business –cultivating and encouraging new ideas
- Possess highly skilled, enterprising and industrious people
- Be connected, internationally and within the UK
- Play its full part in limiting the impacts of climate change
- Be a place where residents from all backgrounds feel safe, can aspire, succeed and live well
- Be clean, attractive, culturally rich, outward-looking and welcoming.

The Council's strategy charts a course to achieve this Vision. It builds on the city's existing long-term strategic direction and sets out our priorities for the decade ahead. It will be delivered by building on Manchester's history of collaboration: between civic leaders, businesses, the wider public and voluntary sectors, and residents themselves. The remainder of this strategy sets out in more depth what we will need to do as a city to deliver our vision. The high-level aims we have over the next ten years are that we will:

- Have a strong sense of citizenship and pride in the city
- Create new jobs accessible to Manchester residents, reducing the number of people who are out of work
- Ensure everybody is paid at least a real living wage
- Reduce the gap between our residents' wages and the average wage earned in the city
- Improve school results so that they are significantly better than the UK average
- Increase the proportion of graduates and number of apprentices in the city.
- Collectively improve our health and wellbeing and be more active as adults and children
- Be a cleaner, litter-free city
- Build well-designed, energy-efficient, sustainable, and affordable homes to rent and buy
- Maintain the balance between incomes and housing costs
- Be a city recognised for its high quality of life, with improved green spaces and access to world-class sports, leisure, and cultural facilities
- Have an integrated, smart, and affordable transport system

- Be on a path to being a zero-carbon city by 2050
- Be a beacon for sustainable design
- Increase productivity for the benefit of the city and the UK as a whole.

Manchester seeks to be creative in partnership working 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 adopting 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.

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 created a “risk literate” organisation. Whilst this is encouraging, it is recognised that there is still more work to be done in developing and embedding risk management skills across all services.

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.

Corporate leadership, management commitment and staff engagement remain the main area of priority for improving risk management practices over the next three years; focusing 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 effective management of innovation and transformation.

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 innovation in the 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 aims and ambitions that may have a detrimental 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 the successful delivery of the Council’s risk management approach. Risk Management is included in the Council’s Handbook; a guide for Officers and elected Members, and guidance features on the Intranet.

The Council recognises the powerful contribution risk workshops make in developing risk competence. In addition to mainstream operational management, the Council’s approach to 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. Lead Officers (risk co-ordinators) are designated by each Directorate to promote strong working practices, supported by the Risk and Resilience Team.

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.

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.
- 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 three-year strategy will be reviewed and updated on an annual basis. Where changes are proposed the strategy will be approved by SMT prior to being presented to Audit Committee. The strategy review process will be complimented by the production of an annual risk management performance report. Quarterly management updates are provided via the Integrated Monitoring and Corporate Plan Reports to SMT.