

Appendix 1 – Corporate Risk Register

#	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
								Previous Mar 2022	Current Sept 2022	Target Mar 2023	
1	SR22	Manchester People	1 2	<p><b>Finance and cost of living crisis – impact on residents</b></p> <p>Considerable challenges for residents with costs of energy and other essentials contributing to October 2022 inflation hitting 9.6% for the Consumer Prices Index. Compounded by range of wider impacts including Covid19, unemployment, poor health and wider economic uncertainty.</p>	<p>Residents unable to pay bills or meet the cost of essentials and fall into crisis with additional urgent need for Council financial support or services (housing, social care, welfare support etc).</p> <p>There are a range of impacts on residents, families and children including mental and physical health and wellbeing and their consequent ability to secure or maintain effective education, training or employment.</p>	CEX	<p>Key strategies to support residents including Family Poverty Strategy, Making Manchester Fairer, Tackling Health Inequalities in Manchester 2022-2027 and the Our Manchester Strategy, Forward to 2025.</p> <p>Partnership working with VCSE services and other City and GM partners.</p> <p>Recognition of Manchester as a Living Wage Place.</p> <p>Support programmes including discretionary housing payments and Council Tax support targets to most vulnerable residents in 2022/23 and proposed allocation of £3.6m in 2023/24.</p> <p>Speedy allocation of Government Household Support Funding to residents who qualify /are most in need, using a cash first approach where appropriate and working with partners to reach residents who could benefit but may struggle to access</p> <p>Reporting to SMT; Executive Economy Scrutiny Committee and Health Scrutiny Committee</p>	NEW	4x4=16 High	4x3=12 Medium	<p>Update to new Anti-Poverty Strategy as presented to Economy Scrutiny Committee 10 November 2022 proposed for finalisation with Executive by end January 2023 (DSD)</p> <p>Budget proposals for finalisation as part of budget process in February 2023 includes assessment of groups at risk and support for the most vulnerable residents (DCE)</p>
2	SR24	Our Finances and Resources	7	<p><b>Finance and cost of living crisis – impact on the Council</b></p> <p>Considerable uncertainty over the financial position with a further one-year Finance Settlement and inflation in October 2022 hitting 11.1% for CPI.</p> <p>Short and medium term financial resources of the Council impacted by:</p> <ul style="list-style-type: none"> <li>Inflationary impacts on supply and service contracts far in excess of budgeted assumptions</li> </ul>	<p>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 – both revenue and capital funding.</p> <p>Risk of significant budget cuts will be required for 2023/25 which will be difficult and damaging to achieve.</p> <p>Further increases in costs or reduction in income will further impact assumptions</p>	DCE	<p>Budget 2023/24 includes required cost savings.</p> <p>Review of contracts by Procurement and Commissioning Team with high focus on gold contracts. Reporting to Commercial Board.</p> <p>Review of capital projects by Capital Strategy Board, ICT Board and Estates Board, as part of budget setting and reporting to Executive and Scrutiny Committees</p> <p>Maintenance of reserves and the availability to support the budget.</p> <p>Engagement and lobbying of national decision makers including</p>	NEW	4x4=16 High	4x3=12 High	<p>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)</p> <p>Completion of 2023/24 budget setting process including outcomes of the finance settlement expected late December 2022 – by end January 2023 (DCE)</p>

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				<ul style="list-style-type: none"> <li>Higher cost of borrowing due to interest rate rises.</li> <li>Demographic and demand pressures – including increased risks of homelessness and poverty across the City</li> <li>Reduced income to the Council for universal services as spending power of residents and visitors is curtailed</li> <li>Increased levels of indebtedness to the Council collection fund from residents and businesses .</li> <li>Pressure on Council services as a result of financial pressures faced by partners across the City including the community and voluntary sector</li> </ul>			<p>direct to Government and via Core Cities and the LGA.</p> <p>Work underway in developing for 2024/25+ budget strategy and medium term capital programme.</p> <p>Reporting to SMT; Executive and Resources and Governance Scrutiny Committee.</p>				
3	SR26	Manchester Places	8	<p><b><u>Climate Change: City Wide Delivery of Zero Carbon Targets</u></b></p> <p>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.</p> <p>Changes to the Clean Air Zone following the pause may have an adverse impact on the Manchester Economy.</p>	<p>Significant political and reputational damage to the Council for not seen to be acting on the climate emergency that has been declared, in terms of our leadership role across the City.</p> <p>Changes to the CAZ may have an adverse impact on Manchester businesses and residents.</p> <p>Costs of required change are significant as is the need for Government funding and leadership and clear strategy and leadership at GM level.</p> <p>Risks to the city's infrastructure and population due to the changing climate including flooding and impact of extreme heat.</p>	DCE	<p>Manchester Climate Change Strategy and Framework 2020-2025.</p> <p>For 2022 Green infrastructure and nature-based solutions are included as one of six priority areas in the Framework. This links to Biodiversity Strategy, green/blue infrastructure and nature based developments (such as Mayfield Park)</p> <p>Governance through Manchester Climate Change Partnership, Agency and Youth Board.</p> <p>Annual Climate Change Report – for 2022 shows targets not met and direction of travel is not in line with required emissions reductions – this is reflected in the risk score.</p> <p>Place based investment approach being developed to look at different funding models.</p> <p>Internal governance and regular reporting to SMT, Executive and the Environment and Climate Change Scrutiny Committee.</p> <p>Reporting to SMT, Executive, Environment and Climate Change Scrutiny Committee.</p>	NEW	4x4=16 High	4x4=16 High	<p>Updated Manchester Climate Change Agency Framework sets out the targets and scale of the action required to address climate change in the City. Key levers include development of a Local Plan</p> <p>Green infrastructure (GI) and nature-based solutions are as one of six priority areas in Manchester's Climate Change Framework.</p> <p>Role of the Council is to support and influence change and actions (with DCE and Executive Member on the Partnership Board).</p>

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4	SR21	Our Performance	All	<p><b>ICT Resilience and Cyber Security</b></p> <p>A successful cyber-attack on the Councils infrastructure would have significant impact on the availability of all ICT systems over a sustained long-term period.</p> <p>This could impact some or all internally operated services and those consumed by our customers and residents.</p>	<p>Ransomware remains one of the costliest types of cyber-attacks to recover from. The financial cost to recover physical hardware such as servers, laptops and databases would be significant. The cost of data that is lost to encryption is incalculable.</p> <p>Total catastrophic losses of some or all systems resulting in the introduction of manual systems, with no access to historical data and corruption of council backups.</p> <p>Inability to access systems or core data required to deliver critical and essential services to residents, including the most vulnerable.</p>	DCE	<p>Identity management controls and detection solutions in place. Monthly vulnerability assessments and ongoing security patch management to all managed devices. Endpoint malware/Anti-Virus solution, stronger password requirements, M365 implemented and end user device programme to refresh desktop estate.</p> <p>Monitoring extends beyond cyber to system availability with all system outages subject to review and lessons learned.</p> <p>Cyber risk management remains a key element in ICT resilience, and this requires both technical and behavioural capability (training) and assurance. Includes communications and mandatory training for all staff.</p> <p><u>Reporting to</u> ICT Board, Corporate Information Assurance and Risk Group (CIARG), SMT, Executive and Resources and Governance Scrutiny Committee.</p>	4x4=16 High	4x4=16 High	4x3=12 Medium	<p>Corporate and departmental incident / business continuity planning to consider the wider impact of Cyber and how services could continue to be provided without access to ICT systems for a sustained period (Dir of ICT and Head of Audit and Risk)</p> <p>Delivery of priorities in ICT and Digital Strategy include cloud hybrid approach to strengthen resilience.</p>
5	SR9	Manchester Places	3	<p><b>Scale and type of available housing is not sufficient to meet demand</b> of current and future residents of the City are not achieved and targets for affordable housing are not met. This includes the right quality of housing to meet expected standards and the reasonable needs of residents.</p>	<p>Strain on homelessness and social housing provision if developments do not offer sufficient housing that is affordable for residents.</p> <p>Impact on ability to attract and retain residents to the City if housing is insufficient to meet their current and future needs.</p> <p>Sub optimal housing has a negative impact on health and other outcomes for residents.</p>	DSD	<p>Manchester Housing Strategy 2022-2032 with target to increase housing supply and affordable housing growth. Links between this and wider strategies around for example school place planning, health planning, travel and the Local Plan.</p> <p>Governance of strategic and operational housing; and regulatory functions.</p> <p><u>Reporting to</u> Housing Board, SMT, Executive and Economy Scrutiny Committee.</p>	4x4=16 High	4x4=16 High	4x4=16 High	<p>Ongoing development of schemes including Northern Gateway, Ancoats etc part of the city-wide masterplan.</p>

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6	SR6	Our People	7	<p><b>Capability and capacity of the workforce</b> is not sufficient or aligned effectively to key priorities and organisational requirements and priorities. This includes:</p> <ul style="list-style-type: none"> <li>capacity in core managerial and technical disciplines;</li> <li>capacity to deliver emerging priority areas across a wide range of services;</li> <li>capacity to respond to increased levels of complex demand (homelessness, social care support, mental health support etc)</li> <li>leadership capacity and capability to drive change and transformation; and</li> <li>workforce motivation and engagement.</li> </ul>	<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>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> <p>Stress and welfare impacts on the workforce.</p> <p>This risk incorporate previous low risk (SR5) re the wellbeing, welfare and morale of staff.</p>	DCE	<p>Corporate plan supported by Our People Strategy and staff engagement including Listening in Action, Our Manchester Experience and regular communications.</p> <p>Staff Health and Wellbeing Strategy updated to include financial wellbeing</p> <p>Leadership and wider skills development programmes in place.</p> <p>Directorate business, workforce and finance plans in place.</p> <p>Prioritisation via SMT, Directorate Management Teams and cross cutting working groups.</p> <p>Transformation programmes in place with external support, governance and reporting to SMT, Executive and relevant Committees and partners; to oversee planning, resourcing, and delivery of key priorities.</p> <p>Reporting to SMT, Executive and Scrutiny Committees</p>	4x3=12 Medium	4x3=12 Medium	4x3=12 Medium	<p>Review of Health and Wellbeing Strategy by January 2023 (DCE with Director of HR, OD and Transformation)</p> <p>Use of apprentices, school leavers and other recruitment options to address challenges in securing staff in roles (SMT and ongoing)</p> <p>Actions to flow from results of staff survey (issued November 2022) (DCE with Director of HR, OD and Transformation)</p>
7	SR4	Our Partnerships	2	<p>Failure to achieve the desired and <b>intended outcomes of health and social care reform</b> increases further pressure on Council and health budgets; and impacts on the ability to achieve improved health outcomes for Manchester residents.</p> <p>Better Outcomes Better Lives, stabilisation of the care market, new care models, embedding of casework management system and delivery of priorities. Also reflects the volume of work required to ensure that the Manchester system are adequately prepared for the move to the ICS arrangements in July.</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 DCS DASS	<p>Positive 2022 Ofsted Outcome for Children's Services overall assessed as Good</p> <p>Positive 2022 CQC Test and Learn Outcome for Adults Services with key strengths noted in leadership, partnerships and promoting independence.</p> <p>Council and NHS leadership via GM ICS and Manchester Place based partnerships built on long established partnership working. This includes the Manchester Local Care Organisation.</p> <p>Range of improvement programmes including Better Outcomes Better Lives programme across Adults and Ofsted Action plan in Childrens</p> <p>Reporting to SMT, Executive, Health and Wellbeing Board and Health Scrutiny Committee. Joint reporting within MLCO governance arrangements.</p>	4x4=16 High	4x3=12 Medium	4x3=12 Medium	<p>Ongoing engagement at GM and City Wide levels in establishment of Integrated Care partnerships and supporting governance and infrastructure arrangements (DASS)</p> <p>Delivery of BOBL Programme (DASS)</p> <p>Delivery of lessons learned from Ofsted reporting with focus on support for children with a disability (DCS)</p>

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8	SR27	Our Performance	7	<p>The <b>Digital and ICT Strategy</b> is not delivered or evolved to meet the technology and data needs of the Council.</p>	<p>Failure to realise efficiency benefits using 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>Strategy developed based on wide consultation with stakeholders. Sets out key principles and priorities to guide ICT development and investment.</p> <p>Strategy allows for flexibility in plans but within a core set of principles and standards.</p> <p>New ICT and Digital Design and Authority Board chaired by Deputy Executive Member</p> <p><u>Reporting</u> to ICT Digital Design and Authority Board, DLT ICT Boards, SMT, Executive and Resources and Governance Scrutiny Committee.</p>	NEW	3x3=9 Medium	3x3=9 Medium	Agreed programme of activity and investment with reporting to SMT, Executive and Scrutiny (DCE with Director of ICT).
9	SR23	Manchester People	6	<p><b>Finance and cost of living crisis – impact on businesses and the economy of the City</b></p> <p>Economy of the City, growth and the associated health, wellbeing and economic independence of residents is impacted by rising inflation and interest rates, as well as broader macro-economic factors linked to the war in Ukraine, EU exit etc.</p>	<p>Growth and investment of businesses in the City slows which impacts employment opportunities for Manchester residents and the attraction of the City as a place to work and for business to invest.</p> <p>Onward impact on the Council in terms of business rates, footfall and capital investment across the City.</p>		<p>Our Manchester Industrial Strategy (2019) and Powering Recovery strategy (2020).</p> <p>Business and partner engagement via the Business Sounding Board, Our Manchester Business Forum and Anchors Group, Our Manchester Forum and other relevant boards.</p> <p>Monthly Economy Updates to Economy Scrutiny Committee</p> <p><u>Reporting</u> to SMT; Executive, Economy Scrutiny Committee and Resources and Governance Scrutiny Committee.</p>	NEW	3x3=9 Medium	3x3=9 Medium	Development of the new Economic Strategy as presented to Economy Scrutiny Committee 10 November 2022 proposed for finalisation summer 2023 (DSD)

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10	SR25	Manchester Places	8	<p><b>Climate Change: Council Delivery of Zero Carbon Targets</b></p> <p>The Council does not produce, or deliver on, a sufficiently ambitious plan to become a zero carbon Council by 2038 or earlier if possible.</p> <p>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)</p>	<p>Significant political and reputational damage to the Council for not acting on the climate emergency that has been declared.</p> <p>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.</p>	DCE	<p>City Council Climate Change Action Plan 2020-25. This has been refreshed to include City Leadership actions and adaptation and resilience. Plan includes clear targets and milestones including the carbon reduction.</p> <p>Council on target to meet the 13% per annum reduction in the five year plan.</p> <p>Governance and regular reporting to SMT, Executive and the Environment and Climate Change Scrutiny Committee.</p> <p>Will require fundamental changes to how we operate and significant investment across all aspects of the Council that is reflected in the risk score.</p> <p><u>Reporting to SMT, Executive, Environment and Climate Change Scrutiny Committee.</u></p>	NEW	4x3=12 Medium	4x3=12 High	Council plan sets out the key actions and deadlines that need to be delivered including a significant focus on energy use targets and associated actions – for example the delivery of Public Sector Decarbonisation Schemes (DCE)
11	SR12	Our Partnerships	7	<p><b>Key suppliers</b> 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.</p>	<p>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.</p>	DCE	<p>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.</p> <p>Contract management register and risk assessment in place.</p> <p>Bankruptcy / Liquidation Policy to enable consistent response to supplier failure.</p> <p>Enhanced due diligence arrangements developed and Due Diligence working group in place.</p> <p>Risk maintained at medium due to wider risks of supplier resilience outside of control of the Council.</p> <p><u>Reporting to: Commercial Board, SMT and Resources and Governance Scrutiny Committee</u></p>	3x4=12 Medium	3x3=9 Medium	3x3=9 Medium	Programme of commissioner and contract manager training and engagement (DCE): Ongoing

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12	SR17	Manchester People	1 2	Inability to maintain and demonstrate organisation-wide arrangements to <b>safeguard children and vulnerable adults</b> .	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 and MLCO Boards.	4x2=8 Medium	4x2=8 Medium	4x2=8 Medium	Ongoing (DASS and DCS)  Assurances and Action Plan that arise from Children's Ofsted Inspection (DCS).
13	SR21	Our People	7	Council does not achieve <b>Equality, Diversity and Inclusion in the design of services and across the workforce</b> in line with stated aspirations, objectives and targets.	Loss of credibility of leadership and of the Council with workforce and communities across the City.  Increased risk of actual or perceived inequality; and of the Council failing to reflect the communities it serves.  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.	CEX and CS	Workforce Equality Strategy incorporating outcomes of Race Review and organisational wide engagement of stakeholders in design and delivery of change activities. Update to Resources and Governance Scrutiny November 2022.  Council recognised by Public Sector People Managers Association for 'Best Inclusion and Diversity Programme/Initiative' 2022  Mandatory leadership training and 'Lets Talk About Race' programmes and wider programme of inclusion training covering areas such as disability, LGBTQ+ awareness and mental health.  Talent and Diversity Team in HR&OD supporting staff with protected characteristics to gain experience and opportunities for new roles including mentoring and leadership pathways.  Strengthening EDI in recruitment and development processes.  Launch of 5 <sup>th</sup> Behaviour puts diversity and inclusion at the heart of all we do.  <u>Reporting to:</u> Corporate Equality Group, SMT, Deputy Leader and Executive, Resources and Governance Scrutiny Committee	4x2=8 Medium	4x2=8 Medium	4x1=4 Low	Review of outcomes of staff survey 2022 (DCE with Director of HR, OD and Transformation) from December 2022

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14	SR13	Legal and Regulatory	7	Information governance arrangements, including behaviours of the workforce, partners and suppliers, are insufficient to prevent <b>serious avoidable data losses</b> , 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 CS	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.  Reporting to: CIARG, ICT and SMT	3x4=12 Medium	3x2=6 Low	3x2=6 Low	Programme of IG awareness with report to CIARG on staff take-up compliance: ongoing (CS).