

Appendix 1

Manchester City Council Risk Management Strategy 2020-2022

Strategic Context

Our Vision is for Manchester to be in the top flight of world-class cities by 2025.

The Our Manchester 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. This is set out in the Strategy and the priorities in the Council's Corporate Plan which are:

- Young People: From days 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.
- 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
- Housing: Ensure delivery of the right mix of good-quality housing so that Mancunians have a good choice of quality homes
- Neighbourhoods: Work with the City's communities to create and maintain clean and vibrant neighbourhoods that Mancunians can be proud of.
- Connections: Connect Manchester people and places through high-quality roads, sustainable transport and better digital networks.
- Growth that Benefits Everyone: Continue to promote and drive sustained economic growth and job creation that benefits everyone.
- Well Managed Council: Support our people to the best and make the most of our resources
- 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:

Approach

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 within the City and across Greater Manchester.

Manchester demonstrates its vision and commitment in the way it plans, commissions and delivers. This involves doing new things and seeking opportunities for positive change. With such 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; and are being done in the context of radically reduced resources. 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.

In order to support active risk leadership, the corporate focus is 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 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 always more that can be done in developing, embedding and updating risk management skills, systems and processes 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 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 two years; focusing resources on the highest strategic priorities for the Council and supporting 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 accountability and 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. 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 and delivery 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 present risks to the safety or welfare of people or the achievement of Council priorities.

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 basics and methodology courses are available for all staff with resources available to all via the intranet and through a small Corporate Risk and Resilience Team. Other courses, learning and development embed risk management in their overall content as a key component of effective decision making.

The Council recognises the powerful contribution that risk facilitation support can 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 a Governance and Assurance Group - focused on identifying common themes across directorate risk profiles to ensure the corporate risk profile is aligned to these

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

The Risk and Resilience Team will focus on projects and 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 continue, as will facilitation of Directorate risk workshops and direct engagement with transformation programmes and projects.

The team provides tools and guidance for managers and for staff; as well as oversight of the governance of risk management; supporting directorates in the regular refresh of their risk management arrangements and their assessment and evaluation of risk.

It works closely with the insurance, safety and audit teams within the Audit and Risk Management Division as well as colleagues across the Council to embed risk management into ways of working, transition and delivery of services.

Service Objectives 2020-2022

- Continuously improve the corporate support model for risk management and business continuity to ensure that support is focused at the areas of highest strategic need.
- Monitor effectiveness within Directorates, evidencing activities using key lines of enquiry on a quarterly cycle as part of the Integrated Performance dashboard.
- Fully develop and sustain the high level governance framework that articulates Council approach to risk assurance.
- Work with partners, particularly in health, to ensure the identification and management of risks across arrangements that span organisational boundaries.
- Support project and programme risk management, targeted on areas of highest need and greatest value.
- Review and refresh the portfolio of training and guidance resources.
- Support lessons learnt reporting and assurance process.

Outcomes

These service objectives form part of the Audit and Risk Management Business Plan 2020-22 which is subject to regular review.

Overall success in progressing risk management will be assessed through consideration of the following:

- Service alignment complete and able to deliver against new priorities across Manchester City Council and Bolton Council
- Resources 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 City and Greater Manchester level with confidence over partnership 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.