
**Manchester City Council
Report for Resolution**

Report To: Audit Committee
Date: 29 October 2009
Subject: Developments in Risk Management
Report of: City Treasurer

Summary

This report was initially presented to Resource and Governance Overview and Scrutiny Committee Sub Group in September 2009. It is presented to Audit Committee for information and discussion. It summarises how the corporate risk management team supports services in undertaking risk assessment and risk management and clarifies how the Business Planning process is being used as a key driver to the embedding of risk management as a core management competency, to be used by all managers across the council in their day-to-day work roles.

A summary of lessons learnt from research and proving visits as part of the Service Improvement Programme is also attached at Appendix 4.

Recommendations

Audit Committee are requested to note progress with the continued development of risk management and to comment on how risk management could be developed further to support and inform the working of Elected Members.

Wards Affected:

None

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Background documents (available for public inspection):

Risk Management Strategy and Policy 2008/09. NB Risk Management Strategy 2009/10 will be available in October/November 2009.

1 Introduction:

- 1.1 This paper summarises progress with the corporate risk management programme and lays out the priorities for further development, particularly in light of External Audit recommendations and the need to embrace the Council's stated priority of ensuring risk management is further embedded within operational services as a core managerial competency.
- 1.2 It also explains how the corporate risk management team supports services in complying with their responsibilities to undertake risk assessment and manage their risks, through training and facilitated workshops and explains how the Business Planning process is being used as a key driver in embedding risk management as a core management competency.

2 Risk Management: Progress

- 2.1 Since last reporting to Resource and Governance Overview and Scrutiny Sub Group in January 2009, good progress has been made in further development of risk management. Key achievements and priorities for further development can be summarised; as follows:

2.2 Launch of Corporate Training Programme.

- 2.3 The Risk Management Strategy 2008/09 highlighted the need to develop a corporate risk management training programme.
- 2.4 Provision of a Council-wide training response has been an aspiration within the corporate risk management programme for over three years but delivery has been dependent on the provision of adequate capacity in terms of trainers. The Council recognised that to raise expectations of a training response within services without the capacity to deliver would be counter productive as it would raise expectations that could not be met.
- 2.5 The Service Improvement Programme for risk management identified four potential options for further development of the service; one of these was to create a loose alignment of services that contribute to the delivery of risk management into a "virtual" team. As a result, the corporate risk management team took the initiative in drawing together officers from the corporate centre, Health and Safety, Business Continuity, Emergency Planning and Capital Programmes to create a team of 10 officers capable of delivering the corporate risk management training programme and available to collaborate in setting and delivering combined risk management work programmes to be used across all Council services.
- 2.6 The training programme was designed during the winter months of 2008/09 and delivery commenced in March 2009. The first 24 corporate risk management training courses have been held with delivery shared between members of the "virtual" team (albeit with a strong lead from the corporate risk management and Health and Safety Teams). 240 managers have been trained with a uniformly positive evaluation; only 3 managers attending left the

- session reporting that they were unsure how to integrate the risk management process into their day to day working.
- 2.7 Key themes within the training are the requirement for managers to integrate risk management as a core managerial competency and an articulation of the expectations placed upon them within the approach to risk management agreed by Strategic Management Team and Audit Committee.
- 2.8 The training also focuses heavily on practical exercises that allow officers to use the risk management matrix adopted by the Council. As a result officers gain the opportunity to populate a risk register, using a scenario based case study that involves using the techniques they will be expected to integrate into their day-to-day working. The practical nature of the training has been highly praised by course attendees who appreciate the Council's focus on to realities of usage rather than on underpinning theory.
- 2.9 The success of the training can only be judged by the degree to which managers use it in practice within operational service delivery, project management and strategic decision making. With this in mind a further evaluation exercise is running in tandem with training delivery assessing, on a sampling basis that assesses the use that has been made of risk management in operational service delivery 6 months after completion of training.
- 2.10 The training is targeted at officers and managers at Grade 7 and above. It is proposed that an annual performance target should be set of 500 managers being trained within a year with 30% being at Grade 9 and above.
- 2.11 In addition, training has been provided for Audit Committee and a further session is planned for Executive Members, with their Strategic Directors thus creating a commonality of understanding of the Council's approach and opportunities for developing unified working at the most senior level in the organisation.
- 2.12 The views of members of Resource and Governance Use of Resources Sub Group are sought as to how training responses for Elected Members could be further developed.
- 2.13 **Facilitated Workshops**
- 2.14 The provision of facilitated workshops has been a feature of the risk management programme for the last three years. Before the inception of the corporate risk management training programme workshops were the primary way in which managers were instructed in risk management technique. The provision of training is supported by renewed offers to provide facilitation for services as they start to use the risk management process, acknowledging that managers will require support as they grapple with using risk assessment in practice. The result has been an increased demand for support which is picked up within the "virtual" team.

- 2.15 Facilitated workshops capture in real time service risks as workshop participants identify them. Participants are then guided through the use of the entire matrix and provided the opportunity to fully assess a selection of their risks. It is not the intention of the workshop to complete the risk assessment, rather managers are coached in how to complete a risk assessment with an expectation that they will then go away and complete the exercise. This is important in encouraging ownership of the register. Attached at Appendix 1 are two registers; the first is from Homelessness Services and is incomplete and illustrates the type of product that emerges from the workshop (this register is in fact being completed during September 2009 and will be the main agenda item at the Homelessness Service Managers' meeting in October). The second relates to the MiCare implementation in Children's Services and was generated through a workshop session and completed by the lead managers and used as a core tool in managing the implementation process.
- 2.16 It is anticipated that the provision of facilitated workshops will remain as a core strand within the corporate risk management programme. Facilitation will be integrated as a key role for the new risk managers currently being recruited (see 2.22 below) and the degree to which services make use of the opportunities for facilitated support will be a key indicator as to the degree to which services are embracing risk management as a core managerial competency.
- 2.17 Risk Management Strategy Refresh**
- 2.18 The risk management strategy is refreshed on an annual basis. This process has been completed in draft format and will be brought to the SMT Use of Resources and Governance Sub Group in September 2009 for discussion and then onwards to SMT. The strategy reflects the key priorities of not only further embedding risk management, but also being able to demonstrate it is real in practice as a core management competency.
- 2.19 In this way the strategy further progresses the Council response to External Audit recommendations. Whereas all recommendations were met to the satisfaction of External Auditors last year, the iterative nature of embedding risk management into the organisational culture means that the Council itself recognises that further progress can still be made and the recommendations still represent an effective framework for targeting resources and are a benchmark against which progress can be measured.
- 2.20 The External Audit recommendations are attached at Appendix 2 along with the risk management team's assessment of current performance and next steps. In short, completing the current recruitment exercise (see below) and driving forward the training programme will have the biggest impact in embedding risk management.
- 2.21 Recruitment and Selection:**
- 2.22 Following the integration of corporate risk management into the new Internal Audit and Risk Business Unit, good progress has been made in recruitment of

three additional risk managers at a proposed Grade 8. Job Descriptions and the new service's scheme of arrangement are complete and completion of the job evaluation process is both imminent and a high priority.

- 2.23 The performance target is that all three appointments should be made during November, significantly strengthening corporate risk management capacity to support Heads of Service and their teams in regular risk assessment, mitigation and scrutiny.

3 Areas for Further Development: Corporate Risk Register Refresh:

- 3.1 The Corporate Risk Register (attached at Appendix 3) is the most visible statement of the main strategic risks to the delivery of the Corporate Objectives. External Audit have made several recommendations to change its structure and enhance its use as a strategic management tool. These include the need to be clearer about the linkages to the Corporate Objectives and to focus much more sharply on mitigating actions and mechanisms to provide assurance to SMT and the Sub Group that the mitigating plans are delivering the required control; this will integrate much more effectively the risk management process with performance management.
- 3.2 Para 2.11 above makes reference to the provision of training for Executive and their Strategic Directors. It is the intention of the corporate risk management team to further refresh the register after the completion of this training event. The rationale is that the session will provide an opportunity to gain agreement for a new structure for the register. Providing an opportunity for Executive and SMT to participate in shaping the format of the register will serve to enhance ownership of the emerging register and will ensure it is developed in a way that best serves the requirements of senior elected members and officers within the Council.
- 3.3 It is, therefore, proposed that further work on refreshing the Corporate Risk Register should progress within a framework of identification of best practice nationally in order to ensure that the most effective approach emerges to provide an effective assurance framework that is regularly scrutinised and managed by elected members, SMT and the Sub Group.

4 Risk Assessment in Business Plans:

- 4.1 Risk assessment has been a feature within Business Plans since the introduction of the new methodology three years ago. Heads of Service are expected to identify their strategic and operational service objectives within the plan, focussing on objectives that contribute to the delivery of the Corporate Objectives. Having identified their objectives, they are then required to undertake a full risk assessment of the potential factors that could hamper delivery.
- 4.2 The quality of risk assessment within Business Plans has improved year on year albeit from a low base initially. Progress has been supported by the provision of facilitated workshops for services who have requested them; there

is clear evidence within the Business Plans that where corporate support has been provided, the quality of the risk assessment has improved.

- 4.3 In an effort to continue the trend of improvement and to assist services in generating uniformly high quality risk assessments, Business Planning guidance has been reviewed and enhanced for this year. First draft Business Plans are due to be received within the Corporate Performance Team at the end of September 2009; these drafts will be subject to review and challenge as part of the process of developing final plans. This will include assessment, support and challenge to the risk management components. Additional support will be offered to Heads of Service in shaping their risk assessments and the anticipation is that sustained improvement will be evident in final versions published in March 2010.
- 4.4 The support to Heads of Service in Business Plan risk assessment is of real importance to the whole corporate risk management programme. Business Plan risk assessments are highly visible to managers across all services and their presence provides a very clear signal as to the importance of the risk management process. In short, there is an expectation that managers within services will follow the lead of their Heads of Service in using risk assessment as a core tool in setting their priorities and planning their work programmes. The imperative to complete risk assessments within Business Plans is also one of the main influencing factors in ensuring that the most senior service managers attend corporate risk management training.
- 4.5 Providing proactive support to Heads of Service and the Divisional Management Teams in undertaking Business Plan risk assessments will be a key role for the new corporate risk managers. The intention is that a named individual from within the corporate risk management team will be allocated to each main service division. This individual will not only assist the service in constructing the Business Plan risk register but will also track progress with mitigation throughout the year and provide assurance to SMT Use of Resources and Governance Sub Group that all services are using risk assessment both within Business Plans and service delivery as a core management tool to ensure the delivery of key service objectives.

5 **Summary**

- 5.1 Overall, the strategic priorities for risk management represent a pragmatic approach to addressing the Council's primary objective that risk management is used throughout the organisation as a core management competency and that managers are equipped to carry out this function.
- 5.2 Resources and Governance Overview and Scrutiny Sub Group are requested to note the progress made and endorse the approach taken to the further development of risk management.

APPENDIX 1: Homelessness Service: Risk Identification and Consequence Summary

Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
1	9 September 2009		High levels of sickness will undermine the ability of the service to perform effectively and affects the service's reputation.	<p>Sickness monitoring in place</p> <p>Sickness procedures in place</p> <p>Cover arrangements established</p> <p>Strategic Management Group monitors and considers additional controls</p>	4	5	H	<p>Establish that procedures for sickness management are being followed.</p> <p>Review procedures for ordering agency staff.</p> <p>Provide individual review of cases of long term sickness.</p>	GC

Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
				Data re sickness captured and monitored				Share the risk assessment with the Strategic Management Group.	
2			Increase in the number of acceptances of new homelessness presentations may put pressure on the service and affect the ability to meet NI156.						
3			Decrease in positive re-housing outcomes may affect the ability	Monitoring processes in place at Principal Team Leader level on	3	2	L	Review monitoring processes, e.g. Length of Stay.	AD

Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
			of the service to meet NI156 and additional local indicators.	<p>weekly basis.</p> <p>Guidance for staff in place re processes.</p> <p>Allocations policy.</p> <p>Private sector re-housing scheme in place.</p> <p>Liaison groups in place between key players.</p> <p>Temporary accommodation plan in place</p>				<p>Review arrangements for access to single people to private sector.</p> <p>Review arrangements for people on the Re-housing Review list.</p>	

Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
				and monitored quarterly. Allocations review process in place and service included.					
4			Services may be unable to respond and restructure in light of a changing financial situation as funding streams are reduced.						
5			New Service Centre may not						

Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
			allow the homelessness service to be delivered effectively.						
6			IT systems for new service centre are currently not in place and may not meet the needs of the service.	<p>Plans for THSS are under development.</p> <p>Plan mapped for linkages between service systems and CRM.</p> <p>Service to join working party for IT compatibility.</p> <p>Regular monitoring</p>	3	3	9	<p>Service involvement in planning groups <u>must</u> be assured.</p> <p>Continuous monitoring must be assured within service.</p>	FM

Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
				would quickly pick up date loss.					
7			Future loss of IT systems may hamper the ability of the service to report crucial data effectively.						
8			Legislation and external imperatives for change may have major impacts on the service.						
9			Funding is not currently						

Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
			available in event of the service having to undertake major refurbishment of buildings.						
10			Short-term nature of some funding streams creates uncertainty and makes longitudinal planning and recruitment difficult.						
11			If partnership arrangements are inadequate the service will not work						

Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
			effectively with others affecting ability to deliver objectives.						
12			Data quality may be poor which may have a negative impact on service decision making.						
13			If the service fails to adequately identify and support service users there will be a significant risk of death or harm.						
14			The service is potentially						

Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
			vulnerable to external competition from independent providers who may be perceived as providing a more attractive service.						
15			If the service is deemed to have failed to meet its responsibilities, this will have a serious negative impact on the reputation of the service and the Council.						

Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
16			Allocations review results in a policy that leads to fewer positive re-housing outcomes for homeless households.						

**APPENDIX 1 (Continued): Children's Services
Risk Identification and Consequence Summary**

Rank	Risk Description	Consequence Description	C	L	Risk Rating	Existing Controls Description	A/R	Lead	Action required
1	Leadership within the service to support project delivery, if it is not clearly defined in terms of management roles and key responsibilities and will not support effective communication and project delivery.	<p>Customers do not get an adequate level of service.</p> <p>This results in project over-run, ineffective use of the system and burgeoning costs.</p> <p>People do not buy in to delivery.</p> <p>Training attendance is poor.</p> <p>Service fails to deliver its statutory responsibilities (ICS and others).</p> <p>Ineffective use of MiCare fails to deliver against APA outcomes.</p>	3	3	H	<p>Project Board includes the lead owners from the service.</p> <p>Business change Champions are in place.</p> <p>ICS Implementation Group in place.</p> <p>Programme of Business Awareness events led by MiCare Project.</p> <p>Communication structure in place for MiCare Project (intranet, newsletters etc)</p> <p>Business reps in place within the project</p> <p>Joint responsibility for risk management accepted in mgt team.</p> <p>Wider membership</p>	R	ALL	Change Managers and Change Champions will take ownership and responsibility for risks in their area of work

Rank	Risk Description	Consequence Description	C	L	Risk Rating	Existing Controls Description	A/R	Lead	Action required
						<p>established for weekly Micare meetings.</p> <p>Workshop took place to revisit the role & responsibilities</p>			
2	<p>Communication between District (and other) Managers and field workers fails to deliver the necessary clarity of understanding to support effective use of the system and therefore impacts on operational service delivery.</p>	<p>Key Business changes are not known about or understood by the service, for example ICS exemplars, removal of child protection register.</p> <p>Staff will try not to use the system and continue to rely on old systems.</p> <p>Lack of information available for reporting purposes.</p> <p>People do not receive a service.</p> <p>Negative impact on staff morale.</p> <p>Alienation of field staff from business</p>	3	2	H	<p>Director's message articulates developments in Children's services.</p> <p>Communications structure signed of by project board.</p> <p>Communications manager in place.</p> <p>Written communication mechanisms in place (newsletters etc).</p> <p>Team meetings/1-2-1s support communication.</p> <p>MiCare standard agenda item on CMT, Op Man Mtg & district Man Mtgs</p> <p>ICS Comm Group</p>	R	ALL	<p>Change Managers and Change Champions will ensure messages received and understood by staff</p>

Rank	Risk Description	Consequence Description	C	L	Risk Rating	Existing Controls Description	A/R	Lead	Action required
		priorities.				established			
3	Conflicting operational demands (for example, delivery of APA) impacts on the ability of the service to deliver effective use of MiCare at a field worker level within the stated time scales.	<p>Challenges in setting strategic priorities to deliver different major work streams creates confusion and hampers delivery of outcomes and results in knee jerk decision making.</p> <p>Staff and managers lose focus and impetus for delivery falters.</p> <p>Key work streams are not delivered.</p> <p>Insufficient resource to deliver complex work programmes.</p> <p>Outputs are inadequate.</p>				<p>Business Planning attempts to clarify priorities and set work programmes.</p> <p>Business Managers appointed will start operational work on 12 December.</p> <p>Senior management recognition of complexity and size of work load.</p>	A		
4	Inability to ensure the right staff, in the right place, at the right time affects the ability of the service to utilise the MiCare system.	<p>Information and data flow processes affected.</p> <p>Loss of history due to poor data inputting.</p>	3	3	H	<p>Recruitment and selection procedures in place.</p> <p>Supervision systems in place.</p>	R	ALL	<p>More user testers required</p> <p>User testers need training</p>

Rank	Risk Description	Consequence Description	C	L	Risk Rating	Existing Controls Description	A/R	Lead	Action required
		<p>Information doesn't flow out.</p> <p>Staff will not be able to do their jobs.</p> <p>Impact on completeness of child files.</p> <p>Poor performance.</p> <p>At risk children at greater risk.</p> <p>Poor decision making. Fractured processes.</p> <p>All levels of service delivery affected.</p>				<p>Training strategy in place.</p> <p>Fortnightly operational managers meeting established.</p> <p>Awareness events started.</p> <p>User testers identified</p> <p>Staff trained across admin,, PMU & CSC</p>			User testing needs to take place
5	High numbers of agency staff working within the service results in large numbers of staff working in the field who are not adequately trained to use the MiCare system.					<p>Agency staff are treated as members of staff and tend to be retained for a long time.</p> <p>Agency staff receive relevant training.</p> <p>Agency staff tend to be recruited as permanent staff.</p>	<u>A</u>		

Rank	Risk Description	Consequence Description	C	L	Risk Rating	Existing Controls Description	A/R	Lead	Action required
						Incompetent agency staff can be removed from service quickly.			
6	The service is unable to ensure that all relevant key staff attend essential training courses prior to and during implementation.	Staff will not have access to system. <u>See risk 4 above.</u> Staff morale suffers. Increased workload for others.	3	3	H	Training dates identified for staff well in advance. Booking system established. Senior management team have communicated the importance of attendance. Priority staff have been identified	R	ALL	Centralised up to date staffing list required. All Non attendance to be followed up Need training plan for new starters / returners needs to be confirmed
7	The training provided is viewed by staff as either being ineffective or lacks relevance to operational needs because process of preparing staff for training does not present a clear vision of projected benefits.	Demotivated staff. Negative perceptions of the system. Reduced performance. Increased resistance. No competence Increased pressure on	3	2	H	Mandatory IT skills audit in use. Champions in place. Demos/awareness sessions provided. Communication responses available. Experience of previous, similar	R	ALL	Action plan required for floor walkers required Additional user testers required Comments / questions from staff

Rank	Risk Description	Consequence Description	C	L	Risk Rating	Existing Controls Description	A/R	Lead	Action required
		colleagues.				implementations. Floorwalkers to provide help to strugglers. Competence testing to be introduced. Immediate use of learnt skills. IT audit completed Trainers appointed User testers identified			attending training needs to be feedback to the Business more effectively
8	Key staff and managers do not have sufficient understanding of the direction of service change (particularly ICS) to effectively inform the development of the MiCare project.	Inability to deliver "day job" outputs. Potential of ICS isn't exploited. Up to date records are not kept. Vulnerable children at greater risk. No real time data delivered. Aspirations for	3	2	H	Acceptance testing pilot provides an opportunity to further test and develop the system. Additional change managers in place and will inform key staff and managers of progress and development. Awareness training sessions being delivered. This	R	ALL	Change Managers and Change Champions will ensure MiCare / ICS messages received and understood by staff

Rank	Risk Description	Consequence Description	C	L	Risk Rating	Existing Controls Description	A/R	Lead	Action required
		<p>change not delivered.</p> <p>System is not developed in a way that makes it fit for purpose.</p>				<p>provides an opportunity to flag further issues/problems.</p> <p>District managers directly involved in setting priorities and direction of travel for the project. Workshop took place to revisit the role & responsibilities</p> <p>External consultant bought in to deliver ICS training</p> <p>ICS weekly newsletter established</p>			
9	<p>Ownership of MiCare and buy in to its implementation is not consistent; this is apparent at all levels throughout the service.</p>	<p>Patchy use of system.</p> <p>Patchy data quality.</p> <p>Vulnerable children at increased risk.</p> <p>Potential tensions and conflict between staff.</p> <p>Negative impact on APA assessment outcomes.</p>	3	2	H	<p>Buy in apparent at District Manager level.</p> <p>Project floor walkers will support staff in use of system.</p> <p>Management triggers allow scrutiny of use.</p> <p>MiCare now a standing item on agendas of key meetings.</p>	R	ALL	<p>Change Managers and Change Champions will take ownership and responsibility in their area of work</p> <p>Issues raised at every CMT</p>

Rank	Risk Description	Consequence Description	C	L	Risk Rating	Existing Controls Description	A/R	Lead	Action required
						<p>Management training will ensure that managers know how to monitor use.</p> <p>Reference groups in place to make business change decisions.</p> <p>Mobile working options are being developed and may assist data entry.</p> <p>Micare is standard agenda item on key meetings</p> <p>Reference groups & workshops ran to support business decisions</p>			via Change Managers
10	The service fails to develop opportunities to actively market the MiCare system to staff, or fail to promote events when they are provided.		3	1	L	<p>New leadership has increased activity and visibility.</p> <p>Planned responses are developed by service and MiCare project.</p>	A		
11	The process of implementing the system and ensuring	Ratings fall. Strategic thinking and	3	2	H	Clarity and drive at a District Manager level.	R		Identify additional areas of

Rank	Risk Description	Consequence Description	C	L	Risk Rating	Existing Controls Description	A/R	Lead	Action required
	<p>all staff are supported in using it efficiently has a significant short term impact on the ability of staff to fulfil other essential job roles.</p> <p>Performance assessments fall as part of the implementation of MiCare and ICS.</p>	<p>development compromised by the need to respond to assessment action planning.</p> <p>Potential for service to be put into special measures.</p> <p>Reduction of budgets.</p> <p>Negative impact on reputation of both the service and senior managers.</p> <p>External scrutiny increases increasing workload.</p>				<p>Monitoring officers are focusing activity at areas of weakest performance.</p> <p>Operational management meetings are focused on MiCare priorities.</p> <p>Monthly Supervision/appraisal may be used to drive staff responses.</p> <p>Quarterly monitoring may inform a remedial action required prior to next APA inspection.</p>			<p>resource</p> <p>Recruit additional floor walkers and backfill</p>
12	<p>Data migration Information to be transferred to MiCare will be no better quality than information currently held on POCC</p> <p>Technical queries and related issues of format of data cannot be transferred</p>		3	2	6	<p>Audit all case load of all open and active case files on POCC, SOFTBOX Etc</p> <p>System for new case load referrals received after above audit need to be checked to maintain quality and accuracy.</p>	R	SS	<p>Op Man Mtg to complete scanning exercise</p>

Rank	Risk Description	Consequence Description	C	L	Risk Rating	Existing Controls Description	A/R	Lead	Action required
						Pilot data migration completed Data migration roll out in place – end date 11 th June Accurate Data migration message cascaded Draft scanning policy in place			Sally & Pat to attend all Op Man Mtgs

Rank	Risk Description	Consequence Description	C	L	Risk Rating	Existing Controls Description	A/R	Lead	Action required
12a	At the point of go live the system fails to work effectively for all key users.					Emergency planning in place			
14	Comprehensive user guidance re ICS exemplars may not be available or for purpose.					Consultant appointed to support review of CM DCSF web site has guidance			
15	Administrative workload may mean that all required information is not migrated into the system at the correct time.								No more case note typing requests in from 6/6/08 Review paper from Pat P
16	Floor walkers may not be available in sufficient numbers to					12 MiCare / IST floor walkers identified			Clarity in role required

Rank	Risk Description	Consequence Description	C	L	Risk Rating	Existing Controls Description	A/R	Lead	Action required
	deal with the early needs of system users following go live.					8 admin walkers identified 18 business reps identified			Support plan needs to be circulated Additional floor walkers from business required Backfill?
17	The management team have identified a weekly action prioritisation model to deliver the key work streams over the next month (June 2008). The team fails to ensure delivery of priorities		3	?					
	The system is configured in part that does not deliver some key aspects of our business	Cannot perform our duties System workflow is inappropriate							

Appendix Two
Implementation of Recommendations from September 2008 External Audit Report: Risk Management Arrangements

Recommendation	Responsible Officer	Completion date	Action taken/Progress	Action reported (eg Committee)	Update on progress (inc. Risks)
R1 The Council should include the following in this year's planned update of the risk management policy and strategy: reflect where arrangements do not operate in accordance with the strategy and alternative arrangements have evolved; take account of any relevant emerging corporate developments, for example in the wider governance framework.	John Bradley, SMT, Audit Committee	Sep-08	Separate report taken to Audit Committee on 25.9.08	Audit Committee 29/06/08, 25/09/08	Complete An updated Risk Management Strategy and Policy was approved by SMT and the Audit Committee in September 2008, to take account of findings from the Service Improvement Programme and external audit review, and used as the basis for Developing risk management arrangements. The strategy and policy describe the emerging corporate developments and provide an overview of key responsibilities within the governance framework. This extends to risk management arrangements in partnerships.
R2 The risk management policy and strategy should be supplemented by a more comprehensive set of procedures to clearly identify how those responsible for risk management will perform their functions.	John Bradley, John Gill	Sep-08	Separate report taken to Audit Committee on 25.9.08	Audit Committee 29/06/08, 25/09/08	Complete The Council now has procedural guidance in place to assist managers in the assessment and mitigation of risk. This guidance has been compiled on a dedicated Intranet site and this has been communicated across the Council. The training programme has helped and will continue to help to raise awareness of this guidance and provides access to further risk management support from across the Council.

Recommendation	Responsible Officer	Completion date	Action taken/Progress	Action reported (eg Committee)	Update on progress (inc. Risks)
<p>R3 The Council should clarify the links between the corporate risk register and the corporate plan; so that it can be assured that it has identified the significant risks to the achievement of principal objectives.</p>	<p>John Bradley, Forid Meah, SMT</p>	<p>Sep-08</p>	<p>Separate report taken to Audit Committee on 25.9.08</p>	<p>Audit Committee 29/06/08, 25/09/08</p>	<p>Complete</p> <p>As noted by external audit (June 2009 report) "The Council has reviewed the corporate risk register in line with our recommendations, overseen by the SMT Use of Resources and Governance Sub Group. The focus of this review was to ensure that the corporate risk register reflects risks drawn from four main sources:</p> <ul style="list-style-type: none"> • the Corporate Plan • business planning processes • partnerships • Risks highlighted by Strategic Directors. <p>The corporate risk register now incorporates these risk sources and has been regularly updated and reported to SMT. Currently there are 38 risks identified on the register.</p>

Recommendation	Responsible Officer	Completion date	Action taken/Progress	Action reported (eg Committee)	Update on progress (inc. Risks)
R4 The Council should review the format and content of the corporate risk register to facilitate the effective management of corporate risks. This would include improved risk scoring, mapping of controls to trigger events, evaluating and testing the effectiveness in controls in managing risks and action planning for additional controls required.	John Bradley, Geoff Little, SMT	Sep-08	Separate report taken to Audit Committee on 25.9.08	Audit Committee 29/06/08, 25/09/08	Complete As noted by external audit (June 2009 report) "The format and content of the corporate risk register was reviewed as part of the exercise overseen by the SMT Use of Resources and Governance Sub Group and includes: <ul style="list-style-type: none"> • a standard risk assessment scoring mechanism, assessing likelihood and • consequence of each risk • assessment of existing mitigating controls in place and additional controls required • assignment of responsibility at SMT and SMT Sub-Group level"
Recommendation	Responsible Officer	Completion date	Action taken/Progress	Action reported (eg Committee)	Update on progress (inc. Risks)
R5 The Council should address with partners how partnership risk management will work in practice, as part of implementation of actions to clarify and strengthen its own processes.	John Bradley, Forid Meah, Geoff Little	Sep-08/Dec-08	Separate report taken to Audit Committee on 25.9.08	Audit Committee 29/06/08, 25/09/08	Part complete As noted by external audit (June 2009 report) "As part of the Council's Partnership Governance Framework, each partnership is required to submit its risk register, which is reviewed by the Council's officers responsible for partnership governance. The Partnership Governance Framework provides assurances for the Council's Annual Governance Statement. The Council has acknowledged that further work is required to ensure that appropriate Partnership governance is in place, for example through the incorporation of significant partnerships

					<p>within service financial, performance and risk monitoring and reporting arrangements. Arrangements for the ongoing assessment and review of risk within the Manchester Partnership are currently being reviewed with the support of external consultants. We are aware that a draft Partnership Risk Management protocol has been produced and it is important that the Public Service Board agrees how this protocol will operate in practice across the thematic partnerships". Further work to develop partnership risk management is being considered. The timescale for this needs further consideration as it is dependent on partner engagement and to maximise the likelihood of having a positive, sustainable impact should link with the Partnership Governance Framework. Review and recommendations to be developed by 31 Dec 2009.</p>
Recommendation	Responsible Officer	Completion date	Action taken/Progress	Action reported (eg Committee)	<u>Update on progress (inc. Risks)</u>
R6 The Council should ensure that departmental risk registers are further developed to more consistently describe risks, consequences and mitigating controls.	John Bradley, John Gill	Sep-08	Separate report taken to Audit Committee on 25.9.08	Audit Committee 29/06/08, 25/09/08	<p>Part complete As noted by external audit (June 2009 report) "The Council is working with Heads of Service to improve the quality of departmental risk registers. Risk identification and evaluation is being strengthened through the use of the Council's standard risk assessment scoring mechanism, which is used to provided an overall risk rating and assesses the likelihood and consequences of each Risk. The Council's business planning process requires departmental risk registers to be included in business plans. There is further scope for improvement in the consistency of arrangements for evaluating and monitoring risks within departments. Whilst some</p>

					<p>departments have established routine monitoring arrangements through DMTs, this is still not consistent across all departments. The risk management training programme currently being rolled out, supported by additional guidance on escalation of identified risks, seeks to further strengthen the consistency of arrangements. The embedding of risk management in this way is a key component of the 3 risk officer posts for whom the intention is to with aim to advertise and interview October / November 2009. Consistency will be considered in review of risk registers in 2009/10 business plans with expectation of demonstrable consistency by 31 Dec 2009.</p>
Recommendation	Responsible Officer	Completion date	Action taken/Progress	Action reported (eg Committee)	Update on progress (inc. Risks)
R7 The Council should ensure that departmental risk registers: clearly show how mitigating controls will manage the risk, explain the basis of the judgement on acceptability of residual risk and set out how assurance will be obtained over the effectiveness of operation of mitigating controls; allocate management of the risk to a named individual and set a deadline for implementation of any actions on mitigating controls.	John Bradley, John Gill	Sep-08	Separate report taken to Audit Committee on 25.9.08	Audit Committee 29/06/08, 25/09/08	<p>Part complete As noted by external audit (June 2009 report) " The Council's departmental risk registers have been used to inform the 2009/10 business planning process, with each business plan including a business risk register. To inform this process and improve consistency in quality of risk registers, guidance has been issued showing that departmental risk registers should record:</p> <ul style="list-style-type: none"> • description of risk • description of the consequence of risk • a scored risk rating using the Council's standard scoring methodology • description of existing controls • a decision on acceptance or rejection of risk with appropriate rationale • further mitigating controls required

					<ul style="list-style-type: none"> Allocation of responsibility for the management of risk. <p>However, discussion with management shows that there is further scope for improvement in the consistency of arrangements for evaluating and monitoring risks within departments in line with the risk management guidance issued. The embedding of risk management in this way is a key component of the 3 risk officer posts for whom the intention is to with aim to advertise and interview October / November 2009.</p>
Recommendation	Responsible Officer	Completion date	Action taken/Progress	Action reported (eg Committee)	Update on progress (inc. Risks)
R8 The Council should ensure that departmental risk registers are updated throughout the year to evidence ongoing management of risks.	John Bradley, John Gill, and Heads of Service	Sep-08	Separate report taken to Audit Committee on 25.9.08	Audit Committee 29/06/08, 25/09/08	Part complete Risk Registers are reviewed by Heads of Service through the year and are updated. Recognise that there is scope to develop this area and feedback from external audit review, the continued development of training and the appointment of risk officers will help ensure risk registers remain current.
R9 The Council should evidence that it has considered the risk of fraud and corruption when compiling and updating risk registers.	John Bradley, Internal Audit	Dec-08	Separate report taken to Audit Committee on 25.9.08	Audit Committee 29/06/08, 25/09/08	Part complete Departmental Risk registers would consider the risk of fraud and corruption where this was identified as a key risk. Corporate risk register includes consideration of the impact of significant fraud. Fraud risk considered by Internal Audit and fraud risk assessments are used by the section to target resources in key areas. Guidance of fraud risk will be one area integrated into the risk management training by 31 December 2009.

R10 The Council should more clearly evidence consideration of risks as part of making strategic policy decisions.	John Bradley, Susan Orrell	Sep-08	Separate report taken to Audit Committee on 25.9.08	Audit Committee 29/06/08, 25/09/08	Complete Executive reports to support strategic policy decisions require the following considerations: <ul style="list-style-type: none"> • risk management issues • legality issues • equal opportunities • revenue and capital financial consequences
Recommendation	Responsible Officer	Completion date	Action taken/Progress	Action reported (eg Committee)	<u>Update on progress (inc. Risks)</u>
R11 The Council should ensure that risks are being consistently considered and managed across all projects, from initiation to completion.	John Bradley	Dec-08	Separate report taken to Audit Committee on 25.9.08	Audit Committee 29/06/08, 25/09/08	Complete The Council has a well established project management methodology and within this 'Manchester Method' is clear consideration of risk.
R12 The Council should develop a programme of mandatory risk management training and workshops for responsible officers, to develop a more consistent understanding of what is required of them.	John Gill	Dec-08	Separate report taken to Audit Committee on 25.9.08	Audit Committee 29/06/08, 25/09/08	Complete Programme has been developed. 18 courses have been run and 207 managers have been trained. Evaluation remains strongly positive and is uniform, regardless of the personnel delivering. A risk management training group including representatives from health and safety, business continuity and capital programme division meets regularly to refresh the training and a target of 500 managers trained per annum has been set.

R13 The Council should increase member understanding of the principles of risk management and the Council's arrangements so that they can lead and challenge the effectiveness of risk management.	John Gill	Dec-08	Separate report taken to Audit Committee on 25.9.08	Audit Committee 29/06/08, 25/09/08	Complete Audit Committee has received training on risk management. Further training of Executive Members will be provided as part of a joint session of SMT / EMG before end December 2009.
Recommendation	Responsible Officer	Completion date	Action taken/Progress	Action reported (eg Committee)	<u>Update on progress (inc. Risks)</u>
R14 The Council should identify a member to champion risk management, help facilitate member understanding and ownership, and challenge on how it is being embedded.	Richard Paver	Sep-08	Separate report taken to Audit Committee on 25.9.08	Audit Committee 29/06/08, 25/09/08	Complete Responsibility for this role has been allocated to the Lead Member for Finance and Human Resources
R15 The Council should improve resource to support Strategic Management Team and departmental management in managing risk.	Richard Paver	Jul-08	Separate report taken to Audit Committee on 25.9.08	Audit Committee 29/06/08, 25/09/08	Part complete The 2009/10 budget includes an allocation of funding for risk management posts. Job descriptions have been developed and have been agreed by the Head of Internal Audit and Risk Management. These are being reviewed by Corporate Personnel as part of the Job Evaluation process with a view to advertise and interview October / November 2009.

<p>R16 The Council should consider the introduction of a corporate risk management group, with representatives from departments, to help embed risk management throughout the Council. (We understand that the Council plans to set up such a group as a sub-group of SMT.)</p>	<p>Geoff Little, SMT</p>	<p>Jul-08</p>	<p>Separate report taken to Audit Committee on 25.9.08</p>	<p>Audit Committee 29/06/08, 25/09/08</p>	<p>Complete</p> <p>The SMT Use of Resources and Governance Subgroup is the Corporate Risk Management Group and oversees the embedding of risk management throughout the Council and is responsible for review of the Corporate Risk Register.</p>
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APPENDIX 3: CORPORATE RISK REGISTER

	<u>Risk</u>					SMT Owner	Sub Group Support
1	The pace of change in delivering Children's Trust arrangements is insufficient to ensure early interventions					Pauline Newman	Mike Livingstone
	Consequence	Significant	4	Likelihood	Possible	3	Overall Rating/Score
	-						
	Failure to improve outcomes Continued and increased pressure on high cost demand-led budgets			Project based milestones being delivered but workload is significant		Medium 12	
	Existing Controls				Additional Controls required		
	Multi-agency Children's Trust Leadership Team (CTLT) receives monthly project management risk logs to monitor compliance with agreed timescales and milestones. CTLT empowered to take corrective action through revising arrangements or releasing resources. CTLT exception reports unresolved risks to Children's Board for resolution.				None		

	<u>Risk</u>					SMT Owner	Sub Group Support
2	Failure to improve performance in terms of pupil attendance at school					Pauline Newman	Mike Livingstone
	Consequence -	Major	5	Likelihood	Likely	4	Overall Rating
	Failure to improve outcomes Potential school failure and implementation of special measures arrangements Negative impact on APA score including judgement on capacity to improve and impact on CAA						High 20
	Existing Controls				Additional Controls required		
Bespoke training on attendance management from national agencies to School Effectiveness Officers and School Staff. Staff trained to intervene effectively. Partnership activity with Gtr Manchester Challenge to further support the sharing of best practice amongst schools on improving				Attendance Board to be established to target specific approaches and/or resources and best practice to under-performing schools and settings. Individual performance targets established and monitored both for support officers and on an individual school basis.			

	<u>Risk</u>						SMT Owner	Sub Group Support
3	School governance arrangements fail to ensure financial probity and value for money within school spending programmes						Pauline Newman	Mike Livingstone
	Consequence	Significant	4	Likelihood	Possible	3	Overall Rating/Score	
	Possible loss due to fraud, waste or extravagance. <i>Significant adverse press coverage.</i> School finances severely imbalanced. Negative impact on child outcomes. Potential school failure and implementation of special measures arrangements.						Medium 12	
	Existing Controls				Additional Controls required			
Strategy to improve school governance includes: Training on effective governance and financial probity Handbook of standards Programme of Internal audit reviews Emphasis on governance within school effectiveness process Monitoring of school budgets				Development of a consistent standard for all clerks including independent clerks With Internal Audit the development of FMSIS assessment process to improve broader governance arrangements.				

	<u>Risk</u>						SMT Owner	Sub Group Support
4	Failure to follow agreed multi agency safeguarding procedures and standards or procedures and standards found to be insufficiently robust where there is serious harm or death of a child who is either receiving Council involvement, or requiring it, in circumstances that suggest serious acts of omission or commission, resulting in a suggestion of liability or culpability						Pauline Newman	Mike Livingstone
	Consequence	Major	5	Likelihood	Unlikely	2	Overall Rating/Score	
	<i>Significant adverse press coverage.</i> Health and Safety investigation leads to severe criticism and/or legal action.			Best practice risk based control measures in place assessed as effective			Medium 10	
	Existing Controls				Additional Controls required			
	Clear multi-agency and departmental policies and operating procedures compliant with national standards and best practice Effective line-management of risks. Clear process to escalate risks to senior managers Independent quality assurance arrangements to test compliance with standards Training MSCB arrangements to review serious cases and identify lessons learnt and implement recommendations for action. Actions monitored and progressed through MSCB.				None			

	<u>Risk</u>						SMT Owner	Sub Group Support
5	Failure to deliver Manchester model for Academies, including the potential for loss of engagement of partners.						Pauline Newman	Mike Livingstone
	Consequence	Moderate	3	Likelihood	Unlikely	2	Overall Rating/Score	
	Academies not shaped within approved model. Significant negative press coverage. Development of Academies is delayed and reputation of the approach is severely damaged. Impact on child attainment.			All critical elements currently in place and on course			Low 6	
	Existing Controls			Additional Controls required				
Council SMT governance of the implementation programme which addresses potential loss of engagement of partners and other potential failure points. Delivery plan to trigger direct intervention to mitigate risks early			None					

	<u>Risk</u>						SMT Owner	Sub Group Support
6	Clarity fails to emerge sub regionally and nationally in relation to transfer of responsibilities for 14-19 year old learning.						Pauline Newman	Mike Livingstone
	Consequence	Moderate	3	Likelihood	Possible	3	Overall Rating/Score	
	<p>Government does not devolve responsibility for local commissioning to the sub-region and city.</p> <p>Reduced local influence over strategy development and delivery.</p> <p>Damage to reputation for the Council and the City.</p> <p>Risk to Academies programme.</p> <p>Available skills and employment potential does not meet local needs.</p> <p>Life chances of young are restricted</p>			<p>Recognition by Gov and Council that position needs to be resolved but time is of the essence</p>			Medium 9	
	Existing Controls				Additional Controls required			
	Development of strategic 14-19 Partnership Board and an internal Council Monitoring Board to sharply define responsibilities at a sub region level and identify capacity and processes to discharge the new responsibilities.				None			

	<u>Risk</u>					SMT Owner	Sub Group Support
7	The Teenage Conception Strategy has insufficient impact to reduce teenage conception in line with national progress and targets.					Pauline Newman	Mike Livingstone
	Consequence	Moderate	3	Likelihood	Very Likely	5	Overall Rating/Score
	Poor outcomes (high conception rates) continue. Negative impact on reputation of the service and Council and the strength of partnership with Mcr NHST Increased external scrutiny. Potential for external intervention in delivery of strategy.			Projected performance remains some distance from national target due to very challenging base-line of high teenage conception rates			High 15
	Existing Controls			Additional Controls required			
Senior TP Partnership Board to oversee Strategy and Action Plan (approved by National Support Team) and to identify any blocks to improvement in performance and take corrective action by re-designing the strategy or a specific approach or by diverting additional resources and capacity. This is supported by significant resource investment by PCT and MCC			TP Board and Children's Board reviewing appropriateness of negotiating a more realistic target with GONW.				

	<u>Risk</u>					SMT Owner	Sub Group Support
8	Current Housing market downturn results in limited new housing and/or an imbalanced housing offer which fails to meet the aspirations and needs of new and existing communities and undermines economic growth.					Steve Mycio	Sara Todd
	Consequence	Significant	4	Likelihood	Very Likely	5	Overall Rating/Score
	<p>Effective housing market is fundamental to the delivery of Councils strategic objectives. Level of resources involved is significant.</p> <p>Review of risk on 19 March confirms that the level of risk faced is increasing as the economic downturn intensifies.</p> <p>Some key development sites and schemes have been moth balled by contractors in the light of the worsening economic conditions.</p> <p>To a degree management of the risk is beyond the direct control of the Council although there are reputational risks to the Council if it is ineffective in leading local responses to the management of the economic downturn.</p>			Housing market has deteriorated at speed in the light of international and national events		High 20	
	Existing Controls			Additional Controls required			

	<u>Risk</u>	SMT Owner	Sub Group Support
	<ul style="list-style-type: none"> ▪ Strengthened qualitative & quantitative information expressed as monthly dashboard of indicators circulated to managers ▪ Regular briefings for Leader and Executive Members for Housing and Planning. ▪ A joint Housing and Regeneration Group has been established that reports on progress directly to the Housing Strategy Group and onwards to the EMG Housing Sub Group. ▪ Housing and Regeneration staff working with Manchester Salford HMR Pathfinder measuring impact on housing developments completed, underway or planned. ▪ Ad hoc SHP group established made up of developers, RSLs, EP and investors to act as sounding board and develop partnership responses ▪ On going discussions with CLG, Housing Corporation, EP and region to inform and influence wider policy development – includes active participation in the Parkinson / CLG review of impact current economic conditions on regeneration initiatives. ▪ HMR and NAHP programmes are being reviewed in light of economic downturn and information will be fed into Strategic Housing Investment Board to assist with the determination of any policy change recommendations to Members. ▪ Ensuring that City informs and influences decisions taken by the Housing Corporation “clearing house” to support developers’ bids seeking to convert distressed stock to social housing. ▪ Close working has been established with the Homes and communities Agency in an attempt to find solutions to the delivery of key site projects. ▪ Site appraisal group and credit crunch team both established and active in the Council. 	<ul style="list-style-type: none"> ▪ Establishment of cross departmental Credit Crunch Working Group to monitor and manage impact of Credit Crunch on housing and associated Community Strategy targets (Regeneration / Housing / Planning / Corporate Services / Valuation and Property)? ▪ Establishment of structured dialogue with lead RSLs/ developers and emerging HCA to develop effective mitigation actions (building upon anticipated CLG response to Parkinson review). ▪ Additional staff capacity may be required to lead / manage this process given departures of Deputy Chief Executive (Regeneration) and Director of Housing and ongoing re-organisation of Housing Department. ▪ A widened role for Site Appraisal Group to look at all distressed developments to present options to Director of Housing and Head of Regeneration and relevant Executive Members 	

	Risk						SMT Owner	Sub Group Support
9	The final housing stock transfer arrangements fail and decent homes are not delivered to tenants owing to failure to secure adequate private-sector bank lending to support stock transfer business plans.						Steve Mycio	Sara Todd
	Consequence	Major	4	Likelihood	Likely	4	Overall Rating/Score	
	<ul style="list-style-type: none"> Stock transfer is fundamental to the delivery of decent homes standard and carries high community priority among council tenants. Failure to complete the transfers would have significant adverse organisational impact requiring continuation of direct services delivery to tenants with no identified funding to deliver decent homes improvements. There have been some delays in delivering the stock transfer in East Manchester. <p>NB During risk review on 19 March the consequence score was reduced from 5 to 4- the risk, however, remains in the high category.</p>			<ul style="list-style-type: none"> Economic climate has substantially deteriorated especially in the private housing market Evidence of some lending appetite albeit with much higher margins and fees HRA subsidy constraints Greater uncertainty around regeneration-led projects affect some transfers 			High 16	
	Existing Controls			Additional Controls required				
	<ul style="list-style-type: none"> Strong engagement with public sector funding partners to ensure their ongoing commitment while private sector funding package is developed. Regular monitoring of general macroeconomic conditions and housing and social housing financing sectors. Ongoing contingency analysis 			<ul style="list-style-type: none"> Closer monitoring of ongoing HRA review required as residual HRA element may be retained for longer than anticipated. Closer working with regeneration-led projects to identify risk sources and manage down impacts. 				

	<u>Risk</u>						SMT Owner	Sub Group Support
10	Failure to implement key strategies (in particular the City Strategy and employment and skills) to reduce worklessness or unemployment, improve the quality of work opportunities and drive up levels of pay for city residents, impacts on individual well being and affects the ability of the Council to deliver its aims for the city						Steve Mycio	Sara Todd
	Consequence	Major	5	Likelihood	Likely	4	Overall Rating/Score	
	Economic growth and increased prosperity within local populations underpin much of the strategy for further transformation of the city. Failure to achieve in this area will impact on the delivery of all Corporate Objectives. Mitigating strategies are being developed but these are not keeping pace with the increasing pressure on jobs.			Successful delivery is multi-factorial and, to a degree dependent on the wider economic climate, outside the control of the City Council.			High 20	
	Existing Controls				Additional Controls required			
	<ul style="list-style-type: none"> Monthly monitoring of unemployment statistics and neighbourhood level analysis of changes in worklessness levels Use of the Economic Development framework to commission services in response emerging problems in Manchester communities Close working with partners through the PSB to gather additional intelligence and promote joint working Monthly reports and meetings with EMG to track impact of recession in Manchester 				<p>Ongoing discussions with Jobcentre Plus and with Greater Manchester about MAA and new delivery arrangements.</p> <p>During risk review on 19 March it was acknowledged that the aspirational and multi-factorial nature of the risk makes it hard to measure.</p> <p>It was agreed that the risk should be fully reviewed with the Head of Urban and economic Policy with the aim of gaining a sharper focus on the key impacts of the risk. Review to be completed by 10 April and Register amended accordingly.</p>			

	<u>Risk</u>						SMT Owner	Sub Group Support
11	Failure to secure significant funding to deliver major public transport infrastructure and tackle congestion which would inhibit economic growth.						Steve Mycio	Sara Todd
	<i>Risk removed from register December 2008. Risk came to fruition after No Vote in referendum</i>							
	Consequence	Major	5	Likelihood	Possible	3	Overall Rating/Score	
	Obtaining significant resources will transform public transport, ease congestion and thereby significantly enhance the cities prospects for receiving investment and continued economic growth			Indications are that the public vote could go either way		High 15		
	Existing Controls				Additional Controls required			
					<p>NB: This risk in its current form was closed on the register following the failure to gain public support for the TIF bid at the referendum.</p> <p>Review of the register on 19 March suggests that a new risk is required relating to delivery of a new strategy for improvement to the city wide transport infrastructure. In the longer term, failure to deliver an improved infrastructure will impact on the economic growth of the city.</p> <p>Draft risk to be generated in discussion with the Head of Transport. Draft to be available for consideration by 10 April.</p>			

	<u>Risk</u>						SMT Owner	Sub Group Support
12	Failure to deliver the City Centre Strategic Plan would seriously inhibit the further development the Regional Centre which in turn would have a negative impact on the city's and the sub-region's economy.						Steve Mycio	Sara Todd
	Consequence	Significant	4	Likelihood	Possible	3	Overall Rating/Score	
	Growth strategy predictions would not be achieved *New jobs not created *City fails to attract new investment *Environment not improved *Reduction/loss of LAGBI funding would remove funding for team *City fails to attract new residents *City fails to promote itself as a destination of choice for investors			*Global recession has limited the amount of investment capital that is available *Less CC housing likely to be built *However, new development is commencing and developer interest remains *Good quality office stock is available *occupier interest remains strong			Medium 12	
	Existing Controls				Additional Controls required			
	City Centre Project Board *City Centre Partnerships -Spinningfields -Piccadilly -First Street -City Centre North -CBD -NQ *City Centre Regeneration Strategies *Cityco *CC Regen Team Work Programme				Review of the Register on 19 March suggests that this risk should be sharpened to improve its focus on the delivery of key strategic schemes. Risk to be considered and sharpened in focus by 10 April.			

	<u>Risk</u>						SMT Owner	Sub Group Support
13	Failure to deliver New East Manchester's business plan (including the development of Sports City) would jeopardise the ongoing regeneration of the most deprived part of the city						Eddie Smith	Sara Todd
	Consequence	Significant	4	Likelihood	Possible	3	Overall Rating/Score	
	Delivering the physical transformation agenda is crucial to achieving the long term objective of restructuring of the economic base, addressing worklessness and improving social conditions for new and existing communities. There is developing evidence that whilst some schemes (for example, the development of Sports City) are being pursued, others are either slowing or stopping.			The Ministerial focus on and support for the development of Sportcity limits the risk for this particular development, however changing market conditions and the downturn of the economy remain a key risk for other schemes across the area.			Medium 12	
	Existing Controls				Additional Controls required			
<ul style="list-style-type: none"> Capital Programme Group have been engaged by NEM to provide both strategic and day to day resources to oversee the development of and implementation of major schemes in East Manchester; The NEM Board receive six monthly reports on Strategic Risks; The NEM Strategic Management Group review both Strategic and Operational Risks on a monthly basis; and Programme Boards are in place for each major commercial and residential development scheme in East Manchester and they review risk and issues logs at each meeting. 								

	Risk						SMT Owner	Sub Group Support
14	Failure to deliver sectorial growth outlined in the City Region Development Plan would lose the opportunity of using these sectors as a magnet for accelerated growth						Steve Mycio	Sara Todd
	Consequence	Significant	4	Likelihood	Possible	3	Overall Rating/Score	
	<ul style="list-style-type: none"> Lower levels of investment and development into the city reduce employment growth Impact on Community Strategy and specific economic LAA target performance 			<ul style="list-style-type: none"> Lower levels of recruitment activity in Manchester and slowing of some critical locational decisions by inward investing firms. Currently limited significant shocks to Manchester in either lost investment or large scale redundancy. 			Medium 12	
	Existing Controls				Additional Controls required			
	<ul style="list-style-type: none"> Monthly monitoring of key economic indicators and discussion with EMG and Chamber of Commerce Member involvement in the Board of MIDAS – working with public and private sector Maintaining profile of Manchester investment and development offer to national and international companies in key sectors Support of key development partnerships – i.e. City South – that will drive the attraction of high value added business 				<ul style="list-style-type: none"> Continued close working with key partners – Chamber, MIDAS, Marketing Manchester to maintain the profile of the City to prospective investors in high value sectors Additional work is required in linking the risk to the work of the Independent Economic Development Plan in order to determine where structural growth should be targeted and to develop a clear focus on the types of structural growth that should be pursued. Further consideration required as to the governance framework that scrutinises progress- the breath of schemes captured in this risk are too broad to enable scrutiny from within a single governance group and the emerging structure needs to be mapped to include all key governance bodies. Analysis of the effectiveness of the governance framework should be reported to SMT on completion. 			

	Risk					SMT Owner	Sub Group Support
1 5	The planning, agreement and monitoring and control of budgets are ineffective. The ability to control spend and deliver required efficiencies in the medium term financial strategy is jeopardised and the council is unable to demonstrate it delivers value for money. The ability to redirect funding to priority areas is therefore jeopardised.					Richard Paver	Carol Culley
	Consequence	Significant	4	Likelihood	Possible	2	Overall Rating/Score
	<p>Overspending inhibits the Council's ability to direct resources to areas of highest priority. The council may not be maximising the use of its resources with resources following historic spend rather than corporate priorities.</p> <p>Failure to deliver identified efficiencies suggests poor management of resources and insufficient evidence to support the council is delivering VFM, evidenced by a lower Use of Resources score. The council's reputation as a well managed authority and public perception of the council could be damaged.</p> <p>During review of the risk on 17 March it was agreed that although the last 2-3 months provided evidence of improved budget monitoring, there remain areas where budget monitoring still requires improvement, particularly in light of the emergence of unanticipated budgetary underspends.</p>			<p>Budgetary control arrangements are generally effective but inflationary pressures, government efficiency targets and the general economic climate are putting them under greater pressure.</p> <p>The development of business planning has provided improved capacity to plan resource allocation but service lead budget planning coupled with a lack of reliable VFM data can inhibit the process.</p> <p>Further development of the budget monitoring process is required to ensure all budgets are embraced and scrutinised. This process will commence in the next financial year and efficacy will be evaluated at the end of the financial year.</p> <p>A balanced budget should be achieved for 2008/09.</p>		Medium 8	
	Existing Controls				Additional Controls required		

	<u>Risk</u>	SMT Owner	Sub Group Support
	<p>Well developed budgetary monitoring arrangements with regular monitoring at a senior level underpinned with a dedicated financial risk log reviewed on a monthly basis by senior finance staff Maturing business planning methodology linked to MTFS with inclusion of a VFM assessment. Business planning includes the provision of a VFM assessment underpinned by the provision of cost information by Corporate Finance.</p>	<p>Implementation of VFM review process.</p> <p>Programme of work to correct organisation structures and budgets.</p>	

	<u>Risk</u>						SMT Owner	Sub Group Support
16	Implementation of single status has adverse financial consequences.						Richard Paver	Jon Redfern
	Consequence	Significant	4	Likelihood	Likely	4	Overall Rating/Score	
	The scale of JE could result in significant additional costs. Pressure within services to push the JE outcomes upwards without any corresponding co-commitment to manage outcomes within existing budgets			Some impacts on departments are already evident. No change (6 January 2009).			High 16	
	Existing Controls			Additional Controls required				
<p>A review of impact of evaluations to date is ongoing in relation to % difference will allow more detailed corporate forecasting.</p> <p>All Heads of Service advised to complete job evaluation within existing cash limits.</p> <p>The overall position regarding single status is being kept under careful review by the Head of Personnel and City Treasurer with regular updates to SMT.</p> <p>Monthly Personnel Leadership meeting manages responses to the risk based on performance management information.</p> <p>Head of Personnel personally takes the lead in achieving targets.</p>								

	<u>Risk</u>						SMT Owner	Sub Group Support
17	Design and implementation of the Information Strategy, the IT Strategy and the Customer Strategy are co-dependent. Failure to align, adequately fund, skill and project manage their implementation will inhibit the ability to transform customer services.						Elaine Bowker	Steve Park
	Consequence	Significant	4	Likelihood	Likely	4	Overall Rating/Score	
	ICT is fundamental to delivering business efficiently and improved customer service. Investment to achieve the vision will be significant so needs to be spent wisely			Information Strategy agreed and customer and ICT strategies under development			High 16	
	Existing Controls				Additional Controls required			
	<p>Agreed approach to the production of the key strategies and a recognition that these need to lead to implementation plans.</p> <p>Cross departmental involvement in the construction of these key strategies</p> <p>Transfer on ICT from Corporate Services to MIP to provide stronger link between strategies</p> <p>IDeA peer review process provides background and context for the implementation of the ICT Strategy.</p>				<p>Agree budget framework for delivery of implementation plans</p> <p>New governance arrangements required for agreeing ICT investment</p> <p>Risk based implementation Action Plans will be developed.</p>			

	<u>Risk</u>					SMT Owner	Sub Group Support
18	The affects of serious economic downturn on service delivery, expenditure and income and the delivery of City Council initiatives and those of the Public Service Board and our partners are not anticipated and mitigated					Richard Paver	Carol Culley
	Consequence	Significant	4	Likelihood	Very likely	5	Overall Rating/Score High 20
	<p>Speed of recent events could put financial plans at significant risk.</p> <p>Financial and service delivery consequences if key suppliers cease trading.</p> <p>The volatile financial environment may result in reactive policy changes in government policy.</p> <p>Reputational risk if the Council is not seen as providing effective leadership for the city in response to the economic downturn.</p> <p>Member involvement has been secured within the EMG Sub Group that is leading the response.</p> <p>Officer Sub Group established to lead on delivery against key priorities to mitigate the effects of the economic down turn.</p>			Current events are unprecedented			
	Existing Controls				Additional Controls required		

	<u>Risk</u>	SMT Owner	Sub Group Support
	<p>Strategic Directors /Heads of Service are considering and planning for the impact of the economic downturn and the impact on demand for services and costs. Regular monitoring of budgets to identify adverse impacts. Review of the Capital Programme is being carried out. Additional Treasury Management controls have been put in place to protect the Council's investments.</p> <p>Financial consequences being monitored and contained in the current year and will be reflected in 2009/10 budget proposals.</p>	<p>Review of draft Business Plans needs to ensure that these risks have been fully considered.</p> <p>PSB has commissioned a report on affects on PSB activity</p>	

	<u>Risk</u>					SMT Owner	Sub Group Support
19	Finance available to address backlog maintenance in relation to operational building stock and, in particular, the Town Hall complex, is insufficient to protect the integrity of the buildings.					Richard Paver	Carol Culley
	Consequence	Significant	4	Likelihood	Likely	4	Overall Rating/Score
	Major damage to or deterioration of buildings used to deliver Council services would carry significant financial costs, to be met at short notice and have significant negative impact on reputation			It is certain that in some buildings electrical and heating systems are, in some areas, being used beyond their effective lifespan. In itself this does not equate to catastrophic damage or systems failure, but the potential for such an occurrence is very real.			High 16
				Overall estimates of costs of backlog maintenance are high albeit these can be mitigated by planned actions.			
	Existing Controls				Additional Controls required		
	<p>An Asset Management Capital Programme has been put in place to address backlog maintenance with a substantial amount of funding. Condition Surveys have been completed for operational buildings, which have formed the basis for a planned programme of repairs. Progress on backlog maintenance is reported to the AMP Board, the Capital Asset Management Steering Group, and Scrutiny</p> <p>A major programme of refurbishment has been agreed for the Town Hall Extension and Central Library. Future rationalisation of the building stock will result in funding for refurbishment of the Town Hall.</p>						

	<u>Risk</u>						SMT Owner	Sub Group Support
20	Members, managers or officers act corruptly or defraud the Council of significant sums						Richard Paver	Carol Culley
	Consequence	Moderate	3	Likelihood	Possible	2	Overall Rating/Score	
	Significant financial loss. Serious reputation damage			Low historic incidence of issues given the size and complexity of the Council. Governance arrangements generally well developed			Low 6	
	Existing Controls				Additional Controls required			
<p>Extensive governance arrangements in all key areas recently reviewed for AGS purposes.</p> <p>Advertising is under way to recruit a new Head of Internal Audit and Risk Management.</p> <p>Fraud and corruption policy and whistle-blowing policy (recently re-launched) provide basis for encouraging reporting of concerns</p> <p>Established and effective procedures for investigation potential Fraud</p> <p>Codes of conduct for Members and Officers in place</p> <p>Funding to support development of additional financial governance capacity has been agreed.</p>				<p>Resources have been identified within Internal Audit, who are undertaking a pro-active programme to seek to detect fraud.</p>				

	<u>Risk</u>					SMT Owner	Sub Group Support
21	Acts of omission or commission by the Council's members, employees or agents result in death or serious injury to a service user, staff member or member of the public.					Richard Paver	Jon Redfern
	Consequence	Major	5	Likelihood	Unlikely	2	Overall Rating/Score
	<p><i>Significant adverse press coverage.</i></p> <p>Health and Safety investigation leads to severe criticism and/or legal action. Substantial fines incurred. Accountable officers and responsible corporate directors prosecuted under Corporate Manslaughter Act.</p>			<p>Low historic incidence of issues given the size and complexity of the Council</p> <p>Well developed health and Safety function in place</p>		Medium 10	
	Existing Controls				Additional Controls required		
	<p>Health and safety team provides guidance, advice and assurance to SMT</p> <p>Statutory Health and Safety regulations provide a framework for safe practice. Legal Services are actively engaged in maintaining an overview and contributing to the personnel response, especially in relation to tribunals.</p> <p>Reporting links established to Executive Lead Member.</p>				<p>SMT agreed development of enhanced training arrangements in the light of the Corporate Manslaughter Act</p> <p>Agreement of revised H&S Policy to implement strengthened governance arrangements and role out of service risk assessments</p> <p>Concerted corporate risk management response launched during March 2009. First 100+ managers trained. Evaluation and review planned for April.</p>		

	<u>Risk</u>						SMT Owner	Sub Group Support
2 2	Demographic and social pressures result in a breakdown of community cohesion in specific neighbourhoods jeopardising the development of individual and collective self esteem and mutual respect.						Mike Reardon	Fiona Worrall
	Consequence	Significant	4	Likelihood	Possible	3	Overall Rating/Score	
	Failure to continue improvements in neighbourhood cohesion will affect the City's long term economic and social development and will make meeting key strategic objectives problematic.			Current engagement arrangements robust and stable. Work programmes are already structured around priorities within Respect agenda.			Medium 12	
	Existing Controls				Additional Controls required			
	Extensive public consultation and engagements with representative groups and the voluntary sector. Public and transparent investment decisions enable understanding of Council decisions, within local communities. Racial incident reporting and effective response arrangements are designed to ensure a swift response to maintain community relationships.				Risk is still undergoing review within the Sustainable Neighbourhood Partnership Sub Group Risk to be communicated to PSB on completion of the review. External consultancy support has been identified that is assisting managers in sharpening their focus on the risk.			

	Risk					SMT Owner	Sub Group Support
2 3	Business Continuity Plans (BCP) have not been adequately completed (including tested) to ensure that they are sufficiently robust to enable effective response to an incident.					Vicky Roisin	Fiona Worrall
	Consequence	Moderate	3	Likelihood	Possible	3	Overall Rating/Score
	Disruption of services can impact upon MCC's ability to protect/maintain human welfare/safety, financial interests, the environment, security, legal requirements and reputation. Any delays in service resumption will only compound the consequences. Recent disruption indicates that BCP commitments are not widely understood across the organisation.			Over time disruption is likely to happen in some form		Medium 9	
	Existing Controls				Additional Controls required		
<p>BC Team engage each service over an annual cycle (P1 100%, P2 100%, P3 and 4, 33%) to ensure full Business Continuity Management BCM process is completed.</p> <p>Each plan is tested annually through a crisis management table top exercise.</p> <p>SMT position statement is signed off on a regular basis to highlight significant areas of risk (from October 08).</p>				<p>Draft principles in place outlining a revised service area engagement strategy. Strategy to be developed and implemented. Provision to be made within this strategy for all service areas to conduct a Business Impact Analysis.</p> <p>Develop a comprehensive schedule that would incorporate Business Continuity Plan, Crisis Management and Disaster Recovery testing using proxy testing strategies.</p>			

	<u>Risk</u>						SMT Owner	Sub Group Support
2 4	Business Continuity Management is insufficiently well understood corporately to identify the right priority areas and to protect against operational disruption incurring unanticipated costs and disruption to business critical but non life threatening service delivery.						Vicky Roisin	Fiona Worrall
	Consequence	Moderate	3	Likelihood	Possible	3	Overall Rating/Score	
	Disruption of services would jeopardise service delivery and ultimately MCC Corporate Objectives. Lack of robust recovery strategies would result in ineffective and inefficient loss in the event of an incident. This would impact on MCC internal responsibilities to staff and city residents.			Recent disruption indicates that BCM commitments are not understood within the organisation.			Medium 9	
	Existing Controls				Additional Controls required			
	<p>All priority 1 and Priority 2 services have a business continuity plan in place</p> <p>Review of business continuity arrangements has highlighted areas for further development See also risk 23.</p> <p>Business Continuity now included as part of core business planning process</p> <p>Programme of BCM for contractors/suppliers has been designed and pilot presentations underway. Awareness initiatives and contract wording that places an expectation that the third party has competent business continuity procedures in place.</p>				<p>The BC culture requires further work to embed more widely and deeply within the Council and to its external providers and suppliers.</p> <p>Annual QA/benchmarking to track KPI/KRI. Reporting to feed into MCC risk framework model to incorporate mechanism for risk awareness and visibility to be provided to the management hierarchy.</p> <p>Further tightening and embedding of the requirements placed upon MCC supply chain and outsourcing. MCC partnership organisations should also be reviewed in this manner.</p> <p>Additional strategies maybe required to ensure operational work plans are adequate and robust.</p>			

	<u>Risk</u>						SMT Owner	Sub Group Support
25	Antisocial or criminal behaviour in neighbourhoods may fall below acceptable levels						Geoff Little	Forid Meah
	Consequence	Significant	4	Likelihood	Possible	3	Overall Rating/Score	
	Crime and the fear of crime generates significant public concern. High crime levels will seriously inhibit efforts to regenerate deprived neighbourhoods			Crime levels are falling through concerted coordinated effort but pressures continue to exist which will be made more severe given periods of economic downturn			Medium 12	
	Existing Controls				Additional Controls required			
<ul style="list-style-type: none"> - Crime and Disorder Strategy - Police tasking meetings established - Regular monitoring - KINS (Key Individual Networks) - Respect Programme - Local Tasking meetings - Partnership Business Groups and analytical document (monthly) - Crime analysis and - Quarterly Performance Boards - Hierarchy of responses determined to deal with Anti social behaviour - Social Cohesion Board established to set strategy and deliver social cohesion action plans - Dedicated police team established to provide structured approach to dealing with violent extremism 				<p>Risk considered by SMT Sub Group lead on 11 March. Risk wording simplified to allow controls framework metrics can be generated and measured.</p> <p>Consider transferring risk to the Crime and Disorder Partnership Board.</p>				

	<u>Risk</u>					SMT Owner	Sub Group Support
26	The way services are delivered at a neighbourhood level, if not properly configured between agencies, causes resentment, inequity and discontent.					Geoff Little	Forid Meah
	<i>NB This risk to be further considered by the Sustainable Neighbourhood Partnership Board w/c 8 December and will be amended accordingly.</i>						
	Consequence	Moderate	3	Likelihood	Unlikely	2	Overall Rating/Score
	Council services, whilst important are not the most significant driver of area based resentment			Concerns raised relate to few services mainly related to environment		Low 6	
	Existing Controls				Additional Controls required		
	<ul style="list-style-type: none"> - Ward Co-ordination which does what? - Role of members, - Enhanced scrutiny function? - Neighbourhood investment strategy? 				Reconsider risk.		

	<u>Risk</u>						SMT Owner	Sub Group Support
27	Failure to achieve IIP accreditation damages the Council's reputation as an employer of choice.						Steve Mycio	Jacky Doyle
	Consequence	Moderate	3	Likelihood	Possible	3	Overall Rating/Score	
	IIP is an important indicators of the Council as an employer of choice so failure may inhibit the ability to recruit and retain the best staff			Preliminary assessments indicated that significant work is required in some areas		Medium 9		
	Existing Controls				Additional Controls required			
	<i>Risk removed from register December 2008 following achievement of liP. Risk to be included within Personnel risk register in order to monitor progress with assessment recommendations.</i>							

	<u>Risk</u>						SMT Owner	Sub Group Support
28	Priorities of the People's strategy are not progressed at a sufficient pace to support the required development of the organisation.						Geoff Little	Jacky Doyle
	Consequence	Major	5	Likelihood	Possible	3	Overall Rating/Score	
	Failure to achieve outcomes within the People Strategy will prevent the organisation from maximising the potential of its workforce and, therefore, its ability to deliver on the ambitions in our Community Strategy and Corporate Plan.			The recent achievement of liP gives an indication of the existing strengths and also weaknesses within the management of the workforce. It provides some clear actions to take forward and build on best practice			High 15	
	Existing Controls				Additional Controls required			
	Annual Action Plan People Strategy Project Board drives progress and receives assurance that priorities are being delivered. liP Internal review Process provides vehicle for regular review of progress.				Regular and formal management reporting at a Corporate and Directorate level to People Strategy Project Board. Linked to workforce and business planning performance management arrangements. Development of a PSPB working group to steer progress. Strategy for ongoing liP internal review. NB Risk discussed with SMT Sub Group Lead on 23 March. It was agreed that the risk required a full review to be undertaken by the People's Strategy Board on 24 April. The risk will then be resubmitted to SMT for further consideration. The purpose of the review is to identify appropriate outcome targets that can be measured to track further progress.			

	<u>Risk</u>						SMT Owner	Sub Group Support	
2 9	Capacity and skills in the workforce are insufficiently understood and may be inadequate to deliver major strategic and operational priorities						Geoff Little	Jacky Doyle	
	Consequence	Moderate	3	Likelihood	Unlikely	2	Overall Rating		
	Staff are a key resource in the delivery of council objectives but effects are likely to be localised and will not occur across all services							Low 6	
	Existing Controls				Additional Controls required				
Analysis of skills within business planning process Appraisals process reviews all staff Development programme in place Professional qualification identified and required where appropriate Commitment to and delivery of skills pledge				Development of SAP training module to support skills analysis and auditing NB Risk discussed with SMT Sub Group Lead on 23 March. It was agreed that the risk required a full review to be undertaken by the People's Strategy Board on 24 April. The risk will then be resubmitted to SMT for further consideration. The purpose of the review is to identify appropriate outcome targets that can be measured to track further progress.					

	<u>Risk</u>						SMT Owner	Sub Group Support
30	Council does not respond in time to capture reallocation of additional LSC funding, thus may miss the opportunity to enhance the skills of staff.						Geoff Little	Jacky Doyle
	Consequence	Moderate	3	Likelihood	Possible	3	Overall Rating/Score	
	Funding could be lost and the Council may fail to deliver on its pledge						Medium 9	
	Existing Controls				Additional Controls required			
	Skills pledge in place. Progress overseen by SMT sub group Project management in place across providers and MCC				NB Risk discussed with SMT Sub Group. It was agreed that the risk required a full review to be undertaken by the People's Strategy Board. The risk will then be resubmitted to SMT for further consideration. The purpose of the review is to identify appropriate outcome targets that can be measured to track further progress.			

	<u>Risk</u>						SMT Owner	Sub Group Support
3 1	Relationships with key partners are ineffective in delivering the community strategy and the LAA						Geoff Little	Forid Meah
	Consequence	Significant	4	Likelihood	Unlikely	2	Overall Rating/Score	
	The LAA is pivotal to the Council's aims for the City and cannot be delivered without the active assistance of partner organisations			Relationships with partners are well developed			Medium 8	
	Existing Controls				Additional Controls required			
<ul style="list-style-type: none"> - Partnership Board is developing its own strategic risk register and risk management methodologies - Regular performance monitoring at PSB - Regular performance monitoring at SMT - Regular performance monitoring at Overview and Scrutiny - Partnership Scrutiny and Overview and Scrutiny - Adequately resourced partnership team to facilitate partnership working - Regular contact and dialogue between senior partner officers - Chief Executive of NHS Manchester on the Council's Strategic Management Team - Statutory duty 				<p>Management Group to further consider controls at meeting on 2 December.</p> <p>Individual members of PSB to take ownership of each risk supported by members of management group</p>				

	<u>Risk</u>					SMT Owner	Sub Group Support
3 2	Failure to achieve excellence in the Corporate Area Assessment by 2010 indicates that the Council has missed the opportunity to manage its relationships and resources to the maximum benefit of the city					Geoff Little	Forid Meah
	Consequence	Significant	4	Likelihood	Likely	4	Overall Rating/Score
	The Council needs to be managed to best effect to achieve the most from the resources it has available in delivering the Community Strategy			Current use of resources assessment are only "satisfactory" the CAA is a new process and it is difficult to assess the potential result albeit it appears to be more closely aligned to the Councils agenda			High 16
	Existing Controls				Additional Controls required		
<p>SMT sub group established to oversee the delivery of nine key work streams.</p> <p>Project management methodologies deployed to deliver work streams and work supported by MIP</p> <ul style="list-style-type: none"> - Regular performance reporting - Reviews by External Audit of key areas of activity 				<p>Peer Review through Self assessment methodology under development</p> <p>IDEA review commissioned including examination of capacity to improve with partner organisations</p> <p>The risk was considered by the SMT Sub Group. Indicator flags will be available re the Corporate Area Assessment. The risk will require a full review in light of the implications of the flags when received.</p>			

	<u>Risk</u>						SMT Owner	Sub Group Support
33	The required fundamental transformation in service delivery is not implemented to deliver the required improvement in performance, customer service and/or deliver required efficiencies						Elaine Bowker	Steve Park
	Consequence	Significant	4	Likelihood	Likely	4	Overall Rating/Score	
	Transformation is essential to move from a high cost low performance position in relation to some services and to deliver a step change improvement in customer service which would be recognised in an excellent CAA assessment			Resources are in place to manage the delivery of change but the programme of activity is extensive			High 16	
	Existing Controls				Additional Controls required			
	MIP established and resourced. Skills and work programme are maturing SMT/MIP board tracking progress. Business planning and developing self assessment methodologies revised to inform deployment of MIP resources				IDEA review commissioned.			

	<u>Risk</u>						SMT Owner	Sub Group Support
34	Poor outcomes delivered in respect of mental health services						Caroline Marsh	Fiona Worrall
	Consequence	Major	5	Likelihood	Possible	3	Overall Rating/Score	
	Significant resources are deployed within the pooled budget arrangement funding care for vulnerable service users. Continuing poor performance could jeopardise the performance rating of the ASC department and impact on the CPA/CAA assessment.						HIGH 15	
	Existing Controls				Additional Controls required			
– a robust action plan has been agreed by MCC, NHS Manchester and the Manchester Mental Health Care Trust to address the identified weaknesses in relation to leadership, management and commissioning.								

APPENDIX 4

Next Steps in Risk Management: Lessons Learnt

Service Improvement Project:

The Service Improvement Project undertaken within the Council and completed in 2008, provided significant organisational learning in relation to how other Councils positioned and resourced their risk management functions and provided the primary source of information for Manchester as to how the risk management service could be further enhanced.

In total, site visits were made to six Councils, chosen either because of their status as Core Cities or because they have been acknowledged as having made significant progress in establishing corporate and/or operational risk management. The Councils visited were Birmingham, Coventry, Hull, Leeds, St Helens and Sunderland

The table below outlines the main learning points and summarises the actions either taken or planned.

Learning Point/Best Practice	Manchester City Council's Response
All Councils visited provide a larger corporate resource for risk management than that provided within Manchester.	<p>In progress.</p> <p>Relevant Officers have been pulled together into a "virtual" team to support the corporate risk management programme including provision of training.</p> <p>3 additional corporate risk managers will be appointed during 2009/10.</p>
All Councils have developed a Corporate Risk Management Committee structure to set priorities and objectives, scrutinise progress, hold the organisation to account for delivery and report to Strategic Management on progress.	<p>Addressed.</p> <p>The Use of Resources and Governance Sub Group was established in August 2008 as the Council's Corporate Risk Management Committee.</p>
Corporate support reaps dividends within operational service risk management programme development.	<p>Being addressed.</p> <p>The risk management training programme and provision of facilitated workshops provides significantly greater engagement with operational services.</p> <p>As part of the challenge and support process in the development of Business Plans, Heads of Service will be offered direct engagement in shaping their risk assessments to the delivery of service objectives.</p>

<p>Corporate training for all managers using an integrated risk management model enhances the quality of strategic and operational risk assessment and increases uptake across operational service divisions.</p>	<p>Being addressed.</p> <p>Ongoing corporate training programme commenced- target set to train 500 managers a year.</p> <p>Further work in progress to develop additional methods of training provision. New approaches will come on stream in 2009/10.</p>
<p>Exploiting the synergies between risk management, Business Continuity Management, Emergency Planning, Health and Safety and Capital Projects adds significant value to risk management.</p>	<p>Addressed.</p> <p>“Virtual” Team established that engages all these functions. This allows work programmes and objectives to be aligned to achieve maximum value.</p>

External Audit Review:

The Council’s arrangements for risk management were formally reviewed by External Audit in 2008 and 16 recommendations for further development were made. The recommendations mirrored the Council’s own perception of the important next steps and the Council’s response formed the basis of last year’s strategy and policy.

The CPA Use of Resources assessment, reported in October 2009 confirmed that the Council had responded in a way that met External Audits expectations and commented positively on the Council’s response and the progress made.

The council recognises that the work over the last three years has been to establish a firm platform for corporate and operational risk management and that the overwhelming priority now is to embed risk management in all services across the Council.

Whilst the External Audit recommendations have been met to their satisfaction of the auditors, the Council recognises that they still have relevance to further embedding risk management and have been used to shape the ongoing priorities and workplans within this year’s strategy.