

**REPORT OF Assistant Director, Strategy & Performance**

---

**TO Audit and Accounts Committee**

**ON 23 September 2020**

---

**TITLE:** Strategic Risk Register

---

**RECOMMENDATIONS:**

It is recommended that Audit and Accounts Committee Members:

- a) Note the contents of the 2020/2021 Strategic Risk Register.
- 

**EXECUTIVE SUMMARY:**

Risk Management in Salford City Council is about improving our ability to deliver outcomes for the community by managing our threats, enhancing our opportunities and creating an environment that adds value to ongoing activities.

As part of the council's business planning process for 2020-21 a full review of the Strategic Risk Register has taken place. A copy of the new Strategic Risk Register is attached at Appendix 1.

The Risk Register includes strategic risks on infectious disease outbreaks, on the council's ability to deliver core services as a result of business disruption and the council's plans to manage the spread of COVID-19. All are relevant for considering our response to the COVID-19 pandemic.

Whilst developing the new Strategic Risk Register, due to the ongoing and emerging implications of COVID-19 additional work has been undertaken to complete and refine the risks identified.

---

**BACKGROUND DOCUMENTS:**

Salford City Council Risk Management Strategy and Process 2018-19  
2019-20 Strategic Risk Register  
2019-20 Annual Governance Statement

---

KEY DECISION: YES/ NO

---

DETAILS:

**1. Background**

- 1.1 Risk management in Salford City Council is about improving our ability to deliver outcomes for the community by managing our threats, enhancing our opportunities and creating an environment that adds value to ongoing activities. By effectively managing our risks and opportunities, which is all part of good governance, we will be in a stronger position to deliver our objectives, provide improved services to the public, work better as a partner with other organisations and achieve value for money.
- 1.2 It is good governance for the Council to maintain and review a register of its corporate, strategic and operational risks. The Strategic Risk Register is a tool for capturing important information about our risks. All risks included in the Strategic Risk Register are identified in line with the council's Risk Management Strategy. Strategic Risks should be those issues that affect the governance, legal, financial or reputational interests of the Council as a whole. Operational or service specific risks are captured in supporting Service Group Risk Registers.

**2. Review of Strategic Risk Register**

- 2.1 In order to ensure that the risks contained in the Strategic Risk Register reflect the current challenges in our changing operating environment and are aligned to the council's priorities it is good practice to review these risks on a regular basis.
- 2.2 In December 2019, CMT (Corporate Management Team) held a facilitated risk identification workshop, with a view to developing a revised Strategic Risk Register. Discussions have also taken place at Audit and Accounts Committee meetings where members raised queries regarding the current risks in the Register and suggested other potential risks that could be considered for inclusion. These suggestions have also been reflected in the development of the Strategic Risk Register. Strategic Directors have led development of risks for their respective areas.

**3. Strategic Risk Register**

- 3.1. Whilst developing the new Strategic Risk Register, additional work has taken place on individual risk assessments to reflect the ongoing and emerging implications of COVID-19.
- 3.2. The Risk Register includes strategic risks on infectious disease outbreaks (including COVID-19) and on the council's ability to deliver core services as a result of business disruption. These risks are relevant for considering our response to the COVID-19 pandemic. The pandemic is on an unprecedented scale, depth and duration and initial de-briefs are underway to ensure we learn the lessons from the initial few months. Full de-briefs and learning are unlikely to be completed for another 18 months.
- 3.3. The risks included align to the significant governance issues identified in the council's Annual Governance Statement. COVID-19 Governance arrangements are also outlined in the Annual Governance Statement.
- 3.4. Whilst reviewing the Strategic Risk Register, we have also considered common key risks identified by other organisations, including research and guidance from ALARM (the public risk management association). The council's Risk Register also links to the GMCA risk register which contains risks unique to the combined authority or where the risk relates to delivery e.g. waste, these risks are reflected in Service Group Risk Registers.
- 3.5. The format of the Risk Register has also been reviewed and re-designed to provide more detail on each strategic risk identified, introducing target risks and allowing for movement on the risk to be monitored and reported.
- 3.6. Following presentation of the Strategic Risk Register at Audit and Accounts Committee, updates will then be provided at future Committee meetings on a twice a year basis to present a mid-year and year-end update on the strategic risks contained within the Register.

#### **4. Recommendations**

It is recommended that Audit and Accounts Committee Members:

- a) Note the contents of the 2020/2021 Strategic Risk Register.

---

**KEY COUNCIL POLICIES:** Corporate Governance  
Risk Management Strategy and Process  
Corporate Performance Framework

---

## **EQUALITY IMPACT ASSESSMENT AND IMPLICATIONS:**

The risks contained in the register relate to many areas of Council risk. Where an equality risk has been identified it will be highlighted in the update report.

---

## **ASSESSMENT OF RISK:**

This is contained in the Risk Register attached.

---

## **LEGAL IMPLICATIONS Supplied by:**

Risk Management is a statutory requirement and a key part of the Council's corporate governance.

---

## **FINANCIAL IMPLICATIONS Supplied by: N/A**

Risk Management is aligned to the council's financial planning process. Risk management processes are considered within existing budgets to manage the risk or contingency plans can be implemented should any risks be triggered.

---

## **PROCUREMENT IMPLICATIONS Supplied by: N/A**

Risk management is aligned to the council's procurement processes.

---

## **HR IMPLICATIONS Supplied by: N/A**

Risk Management is aligned to the council's HR policies and processes.

---

## **CLIMATE CHANGE IMPLICATIONS:**

The impact of climate change is integral to the council's risk management approach. Climate change is leading to increasing frequency of severe weather e.g. high rainfall, flooding and heatwaves. Failure to deliver on climate change initiatives, particularly around the reduction in the use of energy and carbon within required timescales will have medium and long-term climate change risks to residents, businesses and infrastructure. In the short-term no action will result in reputational damage to the council.

The City has in place civil contingency plans to react and respond to events as they happen. The Council has declared a climate change emergency and have in place a suite of Greater Manchester and Salford Council policies to react to the climate change threat. The Council is also committed to the GM 5 Year Environment Plan which includes immediate mitigation and adaptation measures. The Council has also introduced a Climate Change Board which reviewed the council's Climate Change

Action Plan and this is also supplemented by subgroups which will focus on difficult challenges.

---

**OTHER DIRECTORATES CONSULTED:**

All Service Groups have been consulted.

---

**CONTACT OFFICER:** Jacquie Russell, Assistant Director, Strategy and Performance

**TEL NO:** 0161 793 3577

---

**WARDS TO WHICH REPORT RELATES:** ALL

Salford City Council

# Strategic Risk Register

The Strategic Risk Register is a tool for capturing important information about the council's risks and is a continual process that is closely aligned to the council's corporate performance framework. The Strategic Risk Register is used by Members and senior officers to identify and manage risks facing the Council and in particular the key risks to delivery of the council's priorities – The Great Eight.

| Timeline  | Date              |
|---|-------------------|
| <u>Strategic Risk Register</u>                                      |                   |
| Briefing of Statutory Deputy City Mayor and Lead Member for Housing | 18 August 2020    |
| Corporate Management Team   | 19 August 2020    |
| Cabinet Briefing  | 8 September 2020  |
| Audit and Accounts Committee  | 23 September 2020 |

## SRR.001 Infectious disease outbreaks (including Coronavirus)

|  |  |  |   |   |                             |
|--|--|--|---|---|-----------------------------|
| Salford faces a risk from infectious diseases outbreaks (including vaccine preventable disease, emerging and new diseases) which could involve loss of life, severe demand pressures affecting essential services and may also result in issues of community cohesion. |  |  |   | <b>Risk Owner</b>   | Gillian McLauchlan          |
| <b>Existing Controls</b>   | GM Multi-agency Outbreak Plan and in particular the Greater Manchester High Consequence Infectious Disease (HCID) Plan in place.<br>GM COVID 19 Outbreak Plan and Salford COVID 19 Outbreak Management Plan<br>Salford Health Protection Board.<br>NHS England/Public Health England/Salford City Council joint work on screening and immunisation – includes targeted work to increase uptake.<br>Emergency plans and pandemic plans in place.<br>National command and control arrangements and comms via Public Health England. Business continuity plans in place.  |  |   |   |                             |
| <b>Existing Controls - Assurances</b>  | The Salford COVID19 Outbreak Management Plan sets out the arrangements in place to prevent, control and reduce transmission of the virus, to protect the vulnerable, to prevent increased demand on health care services, and to address health protection, infection control and environmental health associated impacts which will support the city's social and economic recovery. Delivery of this Plan is led by the Director of Public Health and the monitoring of the Outbreak Plan will be the initial responsibility of the Health Protection Board.<br>Infection control messages and personal protection for staff and the public.<br>Business continuity plans to be activated.<br>Wider businesses, schools, community organisations business continuity (where affected).<br>Advice on mass gatherings. Treatment/vaccination (which may not be available in the short term) to protect contacts and to control the outbreak. |  |   |   |                             |
| <b>Gaps in Existing Controls</b>   | There are many infectious diseases that can be prevented through vaccination. Rates of people receiving their vaccinations is dropping in Salford so we are keen to promote vaccination uptake with members of the public throughout the year and catch up campaigns.<br>New diseases represent a global challenge like Coronavirus Disease 2019 (COVID-19) and the Ebola outbreak that is still ongoing in the Congo.   |  |   |   |                             |
| <b>Original Risk</b>   | <b>12</b>  | <b>Current Risk</b>  | <b>16</b>   | <b>Target Risk</b>  | <b>Risk Treatment Plan:</b> |
|    |    |             | <p>Following the COVID19 outbreak emergency plans and pandemic plans came into effect. The pandemic is on an unprecedented scale, depth and duration and we are not out of the emergency response phase yet. Initial de-briefs are underway to ensure we learn the lessons from the initial few months. The full de-brief and learning is unlikely for another 18 months. In Salford, a strategic coordinating group (SCCG) was established using the existing corporate management team, with the inclusion of a number of additional senior people from public health, the Salford NHS Clinical Commissioning Group (SCCG) and others, which met daily. Resources and structures at a GM level have also been utilised. The Council has a number of workstreams focused on recovery, over the short, medium and longer term. These are being incorporated into a COVID-19 recovery action plan which will be regularly reviewed and monitored for progress by the Salford COVID-19 Pandemic Recovery Coordinating Group. Each of those workstreams has a strategic officer lead and reports into both the Council's Corporate Management Team and the relevant Cabinet Member. Council Governance and decision making has been adapted to continue to provide effective leadership and oversight, making best use of digital communications for meetings.</p> |   |                             |
| Major  | <b>4</b>   | Major  | <b>4</b>  | <b>Potential actions for improvement - End of year and half-year update (Apr &amp; Oct)</b> |                             |
| Likely   | <b>3</b>   | Very Likely  | <b>4</b>  | <b>Last Updated:</b>  | <b>29 Jun 2020</b>          |
| <b>Risk Identified</b> 21-Feb-2020   |  | <b>Risk Assessed</b> 29-Jun-2020   |   | <b>Next Assessment:</b>   |                             |
| <b>Risk Movement since last assessment</b>   |  |  Increasing |   | <b>Risk History</b>   |                             |
|  |  |  |   |         |                             |

**SRR.002 Inability to deliver minimum service levels/statutory service levels as a result of a business interruption incident**

Business continuity risk - Should an emergency or major incident occur, there is a risk that the council may not be able to deliver key services as a result - loss of staff/loss of buildings/loss of IT infrastructure/loss of power due to unplanned interruption.  
 Brexit transitional arrangements are coming to an end in December and as a result of the significant amount of unknowns, there is a potential risk to the delivery of council services/vibrancy of the city.  
 Due to the COVID19 pandemic there is a potential risk that the council may not be able to maintain delivery of council services / vibrancy of the city.

**Risk Owner**  
 Jeanette Staley

**Existing Controls**

The Council has a statutory requirement under Civil Contingencies Act to maintain a risk register on emergencies, with a pandemic being one of those risks. Responsibility sits at a Greater Manchester level, and the risk register can be found on the GM prepared website. This sets out mitigation plans that are in place.  
 A Salford Emergency Response and Recovery Plan is also in place. The Plan is regularly exercised through various scenario planning and desk top multi-agency exercises. Governance is in place – GOLD via a Salford Strategic Coordination Group, SILVER via Local Resilience Forum and BRONZE through Business Continuity Champions.  
 Business Continuity - The council has a business continuity corporate plan, as well as directorate/service-based business continuity champions, business impact analysis and business continuity plans. BIAs (Business Impact Assessments) have been completed and Business Continuity plans have been written. A test of our Business Continuity arrangements will be run.  
 Brexit - The council has conducted a Brexit impact assessment and a Brexit mitigation plan. During the no deal period the council was running 2 weekly Brexit meetings with business continuity champions, where we would review and update our plans in line with current government guidance/changes. The Brexit plan is being kept up to date, continue to share government guidelines across the council and continue to meet as a Brexit group quarterly.  
 COVID19 – the council has a full command and control structure to manage the ongoing COVID19 Pandemic and mitigate as far as possible the effects on Salford's residents, businesses and communities.



**Existing Controls - Assurances**

For the actions we would take in the event of a business interruption incident, please refer to the corporate business continuity plan and the directorate business continuity plan relevant to the incident. For the actions we would take in the event of Brexit affecting SCC (Salford City Council) or the wider City, please refer to the actions contained within the Brexit plan and/or the SCC emergency response and recovery plan. For the actions we would / are taking in relation to COVID19 please refer to the COVID19 Outbreak Management Control Plan and the Recovery Co-ordinating Group Recovery Plan.  
 Our emergency planning and business continuity plans are regularly tested (whether that be through exercising or through live incidents). Any learning we gain from these are debriefed and put back into plans retrospectively.

**Gaps in Existing Controls**

| Original Risk                   | 12 | Current Risk                    | 8 | Target Risk                     | 8 | Risk Treatment Plan:   |
|---------------------------------|----|---------------------------------|---|---------------------------------|---|--|
| <p>Likelihood</p> <p>Impact</p> |    | <p>Likelihood</p> <p>Impact</p> |   | <p>Likelihood</p> <p>Impact</p> |   | <p>Following the COVID-19 outbreak the council has made use of its existing business continuity arrangements and its emergency preparedness which has been tested to the full.<br/>                     The council followed the guidance from government that all of those who could work from home should do so. Through the business and risk processes, it was able to establish those who could work from home. They were provided with advice, support and where necessary equipment to enable them to work from home. Throughout the first three months of the pandemic, GOLD has met daily, reducing to three times a week, and then once a week during June. Silver and Bronze have also met bi-weekly until recently. Risks are being captured in a daily log of the GOLD discussions. Progress is reviewed at each subsequent meeting. Ensures either actioned, resolved or can be escalated immediately.<br/>                     The Chief Executive as chair of GOLD, reports daily to the City Mayor. Regular meetings take place with other portfolio holders to ensure democratic oversight.<br/>                     The impact of Covid-19 is likely to be felt by the Council, its citizens and its partners for some time. The Council has developed a COVID-19 Recovery action plan which is regularly reviewed and monitored for progress by the Salford COVID-19 Pandemic Recovery Coordinating Group.</p> |



|  |  |                      |   |  |             |   |                    |                         |
|--|--|----------------------|---|--|-------------|---|--------------------|-------------------------|
|  |  |                      | The Council is part of a wider Greater Manchester approach to 'Build Back Better' after the pandemic.<br>Due to the ongoing situation in relation to COVID-19, risk scores remain changeable and will be reviewed on a monthly basis. |  |             |   |                    |                         |
| Major                                      | 4  | Major                | 4   | Major  | 4           | <b>Potential actions for improvement - End of year and half-year update (Apr &amp; Oct)</b> |                    |                         |
| Likely                                     | 3  | Unlikely             | 2   | Unlikely   | 2           | <b>Last Updated:</b>  | <b>29 Jun 2020</b> | <b>Next Assessment:</b> |
| <b>Risk Identified</b>                     | 11-Feb-2020  | <b>Risk Assessed</b> | 29-Jun-2020   | <b>Target Date</b>   | 31-Mar-2021 |   |                    |                         |
| <b>Risk Movement since last assessment</b> |  Constant |                      | <b>Risk History</b>   |  |             |   |                    |                         |

## SRR.003 Resilience of council resources (finance and people)

Financial resilience is the ability of the council to withstand financial strain arising from various causes including changes to local authority funding, increasing demand for services, higher costs, loss of income sources, an increasingly complex delivery landscape and changes in the economy overall. An unprecedented event such as the Covid19 pandemic can bring the full range of these risks to bear on the council's financial position. There is no single indicator of overall risk to financial resilience, but CIPFA has identified a number of areas which should be scrutinised, focusing especially on the adequacy of reserves, the consequences of borrowing, vulnerability to social care cost increases, the ability to raise funds other than from government sources and vulnerability to changes in the business rates retention system. The council has identified significant risks in each of these areas. If financial resilience is weakened then the council may have inadequate resources to meet service demands and priorities, inadequate reserves to respond to financial risks and may be unable to set a legal, balanced budget. As a result, the appointed auditor may issue a qualified report, a s114 notice may be issued, spending may be suspended and government may step in to administer the council's functions. Furthermore, if the nature and interrelation of financial risks is not fully understood, then the council will make poor financial decisions, leading to inefficient use of resources.

If the council does not have sufficient capacity and capability in its workforce to deliver and support the delivery of services for our residents at the right time in a flexible, integrated and place based way this will result in increased demand for more specialist services, resident dissatisfaction at the service level provided and impact upon employee engagement and wellbeing.

**Risk Owner**

Samantha Betts;  
Joanne Hardman

### Existing Controls

#### Finance

The council's financial planning arrangements include preparation by the finance team of detailed financial forecasts, based on the best available information and including prudent assumptions based on professional judgement and external advice. These forecasts are built into the council's strategies as follows:

- a balanced budget to put into effect the council's service plans for the forthcoming year, matched by available funding and including a risk assessment of the adequacy of general reserves.
- a medium term financial strategy (MTFS) to set out how the council will fund Salford's ambitions and priorities over the next three years, including a risk-based reserves strategy that also ensures reserves will not be depleted without first identifying a strategy to restore them to risk-assessed levels during the MTFS period.
- a treasury management strategy to manage the council's cash flows, including an investment strategy focused on the security of principal sums and a borrowing strategy to manage interest payable and other charges.
- a capital strategy that prioritises capital investment programmes, while placing a limit on the amount of unsupported borrowing to be taken and governing the council's appetite for risk in investments.

Budget monitoring, comparing actual performance against approved budget, is undertaken throughout the financial year and reported to service management teams, the Corporate Management Team, Cabinet and Overview and Scrutiny Committee. Where services are experiencing budget pressures, focussed 'deep dives' are undertaken and reported to members. The impact of pressures and any recovery activity is reflected within outturn forecasts enabling a strategic, corporate response. Where a residual deficit is forecast, a number of actions will be explored including:-

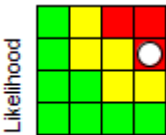
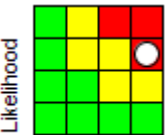
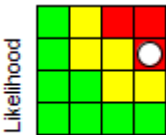
- use of any service or non-specific underspends to offset pressures elsewhere within the budget
- accessing external funding ensuring compliance with any funding conditions
- use of reserves
- use of general balances
- review of spend and identification of potential savings

A risk assessment is a critical element in the review of these options. Alongside the work undertaken to balance the annual budget, any ongoing impact on the MTFS will be explored with the strategy being updated and reported to CMT and members

In order to ensure that decision making is based on sound financial information the finance team, working with service groups, ensures that the council's accounts appropriately and accurately reflect activity and commitments.

#### People:

- Targeted recruitment campaigns and different approaches for more difficult to fill posts using appropriate tools and social media.

|   |   |  |  |                    |           |                             |
|---|---|--|--|--------------------|-----------|-----------------------------|
|   | <ul style="list-style-type: none"> <li>•Developing our talent pipeline through work placements, apprenticeships, undergraduate and graduate programmes working closely with our partners at Salford College and Salford University.</li> <li>•Flexible recruitment campaigns and approaches to attract a diverse candidate pool able to be deployed to appropriate roles as demands arise i.e. test, track and trace.</li> <li>•Maximising the opportunities provided through apprenticeships to upskill the current and future workforce.</li> <li>•MyWork programme to enable our people to work more effectively in the right place at the right time able to respond to the needs of our citizens. Providing our employees with the right tools, skills and leadership enabling them to work from the most appropriate place, whilst being able to access the right information and systems, avoiding unnecessary travel and freeing up more time to respond to the needs of our citizens.</li> <li>•#Leading Salford leadership framework and development programme to ensure that we recruit, develop and retain leaders with the right skills and behaviours to operate effectively.</li> </ul> <p>In addition to the control measures detailed above additional measures have been implemented to ensure capacity to continue to deliver and support the delivery of essential services during the global pandemic. Work is ongoing to ensure that the council has the right people in the right place to continue to deliver essential services for our residents. A range of new approaches have been introduced to enable us to do so including: creation of talent pools; fast track recruitment process; continuous social media posts and campaigns to drive external interest to current vacancies for essential services; fully virtual recruitment and selection implemented; virtual induction resources developed; established the resourcing hub; and support for all staff using digital tools and technologies.</p> |  |  |                    |           |                             |
| <b>Existing Controls - Assurances</b>   | <p>Annual budget setting process culminating in Council approval of annual budget, MTFs, treasury management strategy and capital strategy.<br/> Accuracy of budget monitoring and forecasting when compared to outturn position.<br/> Review of main financial systems and processes by internal audit<br/> Annual audit of the statement of accounts by external auditor.</p>   |  |  |                    |           |                             |
| <b>Gaps in Existing Controls</b>  | A more informed approach to workforce planning based on an understanding of future workforce skills requirements  |  |  |                    |           |                             |
| <b>Original Risk</b>  | <b>12</b>   | <b>Current Risk</b>  | <b>12</b>  | <b>Target Risk</b> | <b>12</b> | <b>Risk Treatment Plan:</b> |
|  <p>Likelihood</p> <p>Impact</p> |  <p>Likelihood</p> <p>Impact</p>   |  <p>Likelihood</p> <p>Impact</p> | <p>A review of 2020-21 revenue budget incorporating COVID19 costs and associated recovery costs is taking place. Consideration of a recovery plan for bridging the gap could include a range of options i.e. govt funding, reserves, discretionary spend restrictions and savings. We are ensuring opportunities to access government funding are maximised including working with partners to ensure maximum benefit for the city. The Medium-Term Financial Strategy is being revised to assist with government funding discussions and lobbying. Financial planning assumptions are being reviewed to reflect government announcements (e.g. fair funding) and financial implications where known. A review of 2020-21 capital programme is taking place - what is committed, re-profiling and re-prioritisation. In relation to Treasury management, our action is to maintain an adequate cash position taking into account increased costs, income loss and impact of short-term borrowing.</p> <p>Through a squad working approach the council continues to make progress with significant change programmes across all three service directorates utilising the Salford Way change methodology. Workforce Panel have considered an update on [My]Work which is the Council's approach to enabling people to work smarter reducing unnecessary travel and supporting place-based working.</p> <p>Monthly monitoring against savings targets and budgets help the Council to identify any slippages in its savings programme as early as possible. HR and OD work closely with service directorates to redesign services in response to public service reform, new and emerging technologies and new ways of working. Ensuring appropriate workforce development plans are in place to ensure we have people in the right place with the right skills maximising the</p> |                    |           |                             |

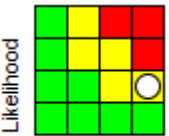
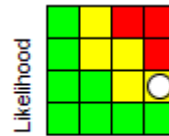

|  |  |                      |                     |   |
|--|--|----------------------|---------------------|---|
|  |  |                      |                     | opportunities that the apprenticeship levy provides.  |
| Major                                      | 4  | Major                | 4                   | <b>Potential actions for improvement - End of year and half-year update (Apr &amp; Oct)</b> |
| Likely                                     | 3  | Likely               | 3                   | <b>Last Updated: 29 Jun 2020</b> <b>Next Assessment:</b>                                    |
| <b>Risk Identified</b>                     | 02-Mar-2020                                  | <b>Risk Assessed</b> | 02-Mar-2020         | <b>Target Date</b> 01-Mar-2021  |
| <b>Risk Movement since last assessment</b> | <input checked="" type="checkbox"/> Constant |                      | <b>Risk History</b> |   |

**SRR.004 An increase in the number of people and families requiring financial support due to the impact of COVID-19 pandemic and changes in welfare system, creating a potential financial risk to the council**

|  |   |                       |
|--|---|-----------------------|
| <p>There have been significant changes in the welfare system that will move people currently accessing benefits into the new Universal Credit Scheme. New claimants will move directly into the new scheme. This change for current claimants will remove or could reduce the allowances for some residents leaving them financially worse off. Two significant changes introduced, spare room subsidy and housing benefit cap, have impacted on families and individuals causing them to seek financial support. These changes along with the increased cost of accommodation rent and reduction in available affordable housing poses a potential financial risk to residents. This may result in residents getting into debt, becoming at risk of being homeless, needing to access financial support from council discretionary budgets, requiring access to debt advice services, presenting in housing services and needing to access support through the wellbeing services. These financial pressures on families if not managed can also have a direct impact on children's budgets and resources, creating a pressure on services to provide support because families can become in arrears and reliant on services.</p> <p>As a result of the COVID-19 pandemic many residents in the city have had no ability to absorb the financial or emotional challenges this has created and increased levels of poverty are likely. There has been a high impact on those living in poverty, self-employed, furloughed and those who do not receive statutory sick pay. There is a likelihood of an increase in unemployment levels through redundancies, business closures and reduced opportunities across many sectors resulting in more families needing financial support.</p> | <p><b>Risk Owner</b></p>  | <p>Janice Lowndes</p> |
| <p><b>Existing Controls</b></p>  | <p>The Anti-Poverty Strategy, Housing Strategy and Homelessness Strategy are in place with annual delivery plans which aim to reduce the impact of poverty, increase house development and reduce the cost of housing. The Housing and Homelessness strategies and plans will ensure that the council meets the statutory duties to provide housing to residents at risk of homelessness including in a preventative stage and a relief stage as required through the Homelessness Reduction Act.</p> <p>The Anti-Poverty Strategy has focussed on reducing the impact of poverty through a range of interventions across the council and partner organisations. Prior to the COVID-19 pandemic there had already been a significant increase in people being supported in temporary accommodation and a significant increase in residents accessing Housing Options Services and Welfare Rights &amp; Debt Advice Services. The uptake of financial support through Salford Assist and Discretionary Housing Payments scheme had also increased, maximising and almost exceeding the budget allocation.</p> <p>In response to the pandemic, the provision of emergency humanitarian assistance was provided through the Spirit of Salford (SoS) Helpline. This included a range of services to support vulnerable Salford residents impacted by the virus including help with food shopping and medication, applying for benefits, advice for managing debts and applying for benefits including council tax discounts, and support for mental health and loneliness.</p> <p>Calls for services (such as housing, welfare rights &amp; debt advice, Salford assist and health improvement) were also made through the usual routes throughout as well as the Spirit of Salford Contact Centre. Calls to WRDA and housing were higher through the usual routes than through the help line. Initially, support for food was through volunteers using Salford Assist vouchers to purchase groceries at Aldi Supermarket and delivering direct to the home or vouchers posted directly to the resident. Since April, a Food Hub at Buile Hill Park has replaced food vouchers with pre-made food boxes, which are provided at no cost (for those on a low income). As of 25th May, this reverted to supplying vouchers.</p> <p>With parents unable to access free school meals, eligible parents of children under 18 were provided with food vouchers from Salford Assist and also advised to contact schools as some gave food vouchers as part of government free school meal food voucher scheme.</p> <p>Homeless people were identified as being particularly vulnerable as unable to self-isolate. Direct provision of temporary accommodation provided to all rough sleepers through the GM Everyone In Scheme. People in shared accommodation schemes moved into individual accommodation. Support for service users provided locally via Salford Temporary Accommodation and Rough Sleeper Teams.</p> |                       |
| <p><b>Existing Controls - Assurances</b></p>   | <p>A number of housing schemes are in development to secure further properties for temporary and permanent accommodation. Work is in place to embed housing support in children's services to improve the quality of service, meet the statutory requirements and reduce cost. As of 26 June, the hotline has received more than 11,300 telephone calls, along with 1,456 requests for support from the website. 3,206 food boxes have been delivered to vulnerable residents. Many messages giving positive feedback have been received. A Community Impact Assessment on the Spirit of Salford helpline has also been carried out.</p>  |                       |
| <p><b>Gaps in Existing Controls</b></p>  | <p>Consideration needs to be given as to how we mitigate the likely increase in poverty and deprivation in Salford. This will be reflected in the city's well-established Tackling Poverty Strategy. This is currently being refreshed with a view to the 3-year strategy being published in late 2020.</p>   |                       |

|  |             |  |                     |   |                             |
|--|-------------|--|---------------------|---|-----------------------------|
|  |             | To inform any future civil emergencies, conduct an equality impact assessment on current practice of welfare rights, benefit advice and council tax reduction work.  |                     |   |                             |
| <b>Original Risk</b>                       | <b>12</b>   | <b>Current Risk</b>  | <b>16</b>           | <b>Target Risk</b>  | <b>Risk Treatment Plan:</b> |
|  |             |  |                     |   |                             |
|  |             | <p>Housing - Develop a plan with registered providers to manage the reopening of Salford Home Search to manage the demand for and allocation of housing. Develop the homelessness prevention plan and establish the list of people who are potentially at risk as the restrictions on evictions are eased.</p> <p>Focus on communications with housing providers to make early contact with Housing Options before taking eviction action.</p> <p>Promoting and extending Salford Letting Agency to increase the number of privately rented properties available through Housing Options.</p> <p>Housing – developing a local plan with MHCLG to create further housing for homeless people. This will be completed end of August with a commencement date end of year.</p> <p>Food Poverty - Help tackle poverty by supporting the Salford Food Share Network and other key partners to support food poverty alleviation projects. Review the referral pathway into Salford Assist to enable easement of the food hub.</p> <p>Closer work with the Salford Food Share Network to engage more food schemes in a single approach to food support.</p> <p>Financial support - Estimate the requirements for welfare and debt support using the national data on additional applications for Universal Credit and other entitlements.</p> <p>Further actions focussing on plans for the release of lockdown phase are contained in the COVID-19 Recovery Action Plan.</p> |                     |   |                             |
| Major                                      | 4           | Major  | 4                   | <b>Potential actions for improvement - End of year and half-year update (Apr &amp; Oct)</b> |                             |
| Likely                                     | 3           | Very Likely  | 4                   | <b>Last Updated:</b>  | <b>Next Assessment:</b>     |
| <b>Risk Identified</b>                     | 26-Feb-2020 | <b>Risk Assessed</b>   | 29-Jun-2020         | <b>Target Date</b>  |                             |
| <b>Risk Movement since last assessment</b> | Increasing  |  | <b>Risk History</b> |   |                             |

## SRR.005 Community Resilience - addressing inequalities



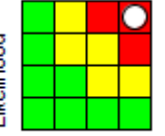
|   |  |  |          |   |                |   |
|---|--|--|----------|---|----------------|---|
| <p>Widening inequality across Salford's diverse communities remains a significant risk to the council, both in terms of delivering poor outcomes for local people and the potential to increase demand for local public services. Entrenched inequalities associated with health and wellbeing, the economy, poverty, employment, education, access to services and climate change continue to exist. In addition, there is now a substantive body of evidence that the worst effects of the COVID-19 pandemic have traced and further exacerbated pre-existing patterns of inequality across our communities. As Salford moves into recovery it is imperative that we seek to continue to respond to these structural inequalities and put in place plans to limit the long-term negative effects of the pandemic and strengthen the resilience of Salford's most disadvantaged communities.</p> |  |  |          | <b>Risk Owner</b>   | Jacque Russell |   |
| <b>Existing Controls</b>  | <p>The city council has a number of strategies and plans in place, or development, aimed at tackling some of the short and long-term systemic inequality issues present in Salford. For example:</p> <ul style="list-style-type: none"> <li>Salford's COVID-19 Recovery Action Plan sets out some initial priority areas for action as the city moves out of lockdown and into living with COVID-19 over the next 12 to 18 months. Key areas of work include: supporting children, young people, and families, Adult Health, wellbeing, &amp; social care, supporting the economy, transport and the environment.</li> <li>The council has undertaken several Community Impact Assessments to gather its own intelligence on the disproportionate impacts of the pandemic on different communities to help support the council and its partners in addressing any adverse impacts arising from our immediate emergency response. These have highlighted a number of additional areas of improvement which are being taken forward as part of recovery planning work.</li> <li>Longer term, the council's emerging Inclusive Economy Strategy will seek to address structural economic inequality across Salford. Working with Centre for Local Economic Strategies and the Association for Public Service Excellence, the strategy will be based on community wealth building and social value principles as a way to build a fairer and greener local economy in Salford</li> <li>Salford's national recognised Tackling Poverty Strategy is in the process of being refreshed for the next three years. Working again with the Salford Poverty Truth Commission and partners, the strategy will seek to build on the work of the previous strategy to continue to reduce and prevent poverty in the city and campaign for a change at a national level,</li> <li>Salford has begun work with VCSE sector organisations and wider partners to develop a new citywide Equality Strategy that would seek to directly address some of the disproportionate highlighted impacts by the pandemic.</li> <li>Finally, Salford's Locality Plan was recently refreshed to specifically tackle some of the entrenched health inequalities such as the significant gap in life expectancy between the most and least deprived communities in the city. This work is being taken forward through the Health and Wellbeing Board.</li> </ul> |  |          |   |                |   |
| <b>Existing Controls - Assurances</b>   | Community Impact Assessments for COVID-19 Response, Spirit of Salford Helpline, and Recovery have been completed and governance arrangements are in place to take forward development of strategies aimed at tackling inequality in the city. A separate risk register for SCO has also recently been reviewed and updated and is awaiting signoff.  |  |          |   |                |   |
| <b>Gaps in Existing Controls</b>  | Initial analysis has revealed a greater negative impact of COVID-19 on BAME individuals and communities, with suggested causes including underlying inequalities in the wider determinants of health. Consideration of how to mitigate these will be included in future planning around tackling inequalities in the city.   |  |          |   |                |   |
| <b>Original Risk</b>  | <b>8</b>   | <b>Current Risk</b>  | <b>8</b> | <b>Target Risk</b>  | <b>8</b>       | <b>Risk Treatment Plan:</b>   |
|  <p style="text-align: center;">Major</p>  |  |  <p style="text-align: center;">Major</p> |          |  <p style="text-align: center;">Major</p> |                | <p>Ensure specific action plans developed to reflect Community Impact Assessment issues, with specific plans as necessary, e.g. Jewish community and Muslim communities. Ensure Equalities Strategy reflects COVID-19 recovery actions.</p> |
| Major   | 4  | Major  | 4        | Major   | 4              | <b>Potential actions for improvement - End of year and half-year update (Apr &amp; Oct)</b>   |

|  |  |                      |             |                     |             |                                  |                         |
|--|--|----------------------|-------------|---------------------|-------------|----------------------------------|-------------------------|
| Unlikely                                   | 2  | Unlikely             | 2           | Unlikely            | 2           | <b>Last Updated:</b> 29 Jun 2020 | <b>Next Assessment:</b> |
| <b>Risk Identified</b>                     | 29-Jun-2020                                  | <b>Risk Assessed</b> | 29-Jun-2020 | <b>Target Date</b>  | 31-Mar-2021 |                                  |                         |
| <b>Risk Movement since last assessment</b> | <input checked="" type="checkbox"/> Constant |                      |             | <b>Risk History</b> |             |                                  |                         |



**SRR.006 Information Management and Technology risk - risk of non-compliance, cyber security etc.**

|  |   |                   |
|--|---|-------------------|
| <p>Cyber Security (CS) is a term used to define measures taken to protect against threats to security through accidental circumstances, actions / events or through deliberate attack.<br/>The threats can originate from the internet, corporate networks, maintenance activities, software upgrades and unauthorised access etc. with the potential to result in incident that has major impact on the City Councils ability to operate.</p> | <p><b>Risk Owner</b></p>  | <p>Steven Fry</p> |
| <p><b>Existing Controls</b></p>  | <p>At present the following measures are in place:</p> <p><b>Protective monitoring:</b></p> <ul style="list-style-type: none"> <li>• All PCs, Laptops and Servers on the Council's IT network are protected by Virus Protection Systems, which are controlled centrally by ICT and cannot be disabled.</li> <li>• All incoming mail is scanned automatically by 2 separate systems to ensure that it does not contain viruses or malware.</li> <li>• Multiple layers of firewall are in place on all external connections to the Council's network, preventing authorised access to data and systems.</li> <li>• All systems that are accessible from outside the Council, such as the Customer portal, are located in a special area of the network that is separated from the main Council network.</li> <li>• Regular penetration tests are carried out on all external access points to the Council's network to ensure unauthorised access cannot be achieved.</li> <li>• JANet who provide our internet services to schools has dedicated security and network teams that have expertise in dealing with DoS attacks. As well as investigating incidents targeted at them, they assist customers when they are targeted.</li> </ul> <p><b>Threat hunting:</b></p> <ul style="list-style-type: none"> <li>• Deep Security by Trend Micro is deployed which delivers automated server protection through host-based security controls, including anti-malware, intrusion prevention (IPS), firewall, integrity monitoring, application control and log inspection.</li> <li>• Structural modification – inspecting links and data within documents/emails for malicious code attempting to redirect unsuspecting users. These links can be manipulated before onward delivery.</li> </ul> <p><b>Vulnerability management:</b></p> <ul style="list-style-type: none"> <li>• Micro segmentation – the ability to logically segment parts of our Server Infrastructure ensuring a single compromised host does not impact the rest of the Infrastructure.</li> <li>• Access Layer segmentation – Lateral communication is prevented at Layer 2 to mitigate virus/malware movement at the network layer, so device independent.</li> </ul> <p><b>Cyber Threat Intelligence:</b></p> <ul style="list-style-type: none"> <li>• In Office 365 we are leveraging O365 threat analytics while they are on and off premise for indicators of compromise with the user account and device objects.</li> </ul> <p><b>Organisational awareness:</b></p> <ul style="list-style-type: none"> <li>• User awareness – regular communication with end users highlighting the risks to staff and users to always question what they receive and whether to open files. The first line of defence is often employee education. Investment in mandatory e-learning and organisational development around digital skills is being widened.</li> </ul> |                   |
| <p><b>Existing Controls - Assurances</b></p>   | <ul style="list-style-type: none"> <li>• Business impact assessment</li> <li>• Business continuity plan</li> <li>• Disaster recovery plan</li> <li>• ISO27001 accreditation</li> <li>• 3 Yearly rolling internal audit plan</li> </ul>  |                   |
| <p><b>Gaps in Existing Controls</b></p>  |   |                   |

| Original Risk   | 16   | Current Risk  | 16          | Target Risk  | 16          | Risk Treatment Plan:   |
|---|--|---|-------------|--|-------------|--|
|  <p>Likelihood</p> <p>Impact</p> |  |  <p>Likelihood</p> <p>Impact</p> |             |  <p>Likelihood</p> <p>Impact</p> |             | <p>The council's Data Protection Officer (DPO) has been actively involved in providing guidance across the council in respect of data sharing to ensure that effective arrangements were implemented in line with the Information Commissioner's Office to deliver best outcomes for people in Salford.</p> <p>Covid-19 has seen an increase in phishing and network attacks. Heightened security measures and policies have been implemented and will continue to be closely monitored.</p> |
| Major   | 4  | Major   | 4           | Major  | 4           | <b>Potential actions for improvement - End of year and half-year update (Apr &amp; Oct)</b>  |
| Very Likely   | 4  | Very Likely   | 4           | Very Likely  | 4           | <b>Last Updated: 29 Jun 2020</b> <b>Next Assessment:</b>   |
| <b>Risk Identified</b>  | 04-Dec-2019                                  | <b>Risk Assessed</b>  | 04-Dec-2019 | <b>Target Date</b>   | 31-Mar-2021 |  |
| <b>Risk Movement since last assessment</b>  | <input checked="" type="checkbox"/> Constant |   |             | <b>Risk History</b>  |             |  |

## SRR.007 Delivery of high-quality services for Looked after Children in Salford

If the Council does not ensure the delivery of services for Looked after Children are at an appropriate level and standard, this could result in failure to meet the statutory duty to effectively safeguard children and young people.

**Risk Owner**

Zoe Fearon

**Existing Controls**

Demand for services has reduced due to the impact of COVID -19 and less agencies being in touch with children and subsequently making referrals, however the referrals received over the last 4 months have increased in severity and complexity meaning a high number of contacts have led to referrals (threshold for statutory intervention met) It is anticipated that there will be an increase in the number of contacts and referrals when children return to school in September.

The number of children and young people becoming looked after has remained stable and data is showing a marked improvement in the 15 days to conference. The number of Looked After children has reduced slightly with a significant reduction in children placed outside of Salford and in IFA's.

Performance management is shared at all strategic levels within Children's Services and politically shared with the Lead Member.

Additional balances and checks to scrutinise the quality of social work practice have been introduced with the implementation of the Contact challenge meetings, there are planned to widen this framework to other areas within the service to ensure the impact and quality of work is scrutinised alongside the data. These meeting focus upon and scrutinise thresholds at the Bridge, decision making and quality of referrals. Impact challenge meetings have been introduced and are chaired by HOS/AD to look at the quality of CIN plans that have been in place for 12 months or longer, these provide an opportunity to focus upon the quality and impact of the plan and offer a high support/high challenge environment with senior management support.


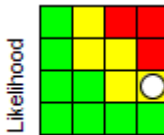

Moving Forward Meetings began in March 2020 that provide an opportunity for social workers and partners to explore complex children/families that have been at CP for a period of 9 months without a positive impact or improved outcomes, again these are chaired by HOS/AD and provide an increased level of senior management oversight and support. Performance management reports have been revised and now encompass an overarching report for each service area detailing all key performance measures and detail all statutory functions, it is clear to see where improvements have been made and where sustained progress is in place.


Monthly meetings between the Assistant Director and frontline practitioners are now in place and on occasion these are attended by Lead members, this allows direct dialogue between senior managers and frontline staff.

A Head of service for social work practice has been recruited to and this has led to a full review of the retention and recruitment of Social Workers and managers, this post will look to develop a Service Manager forum and a practice manager forum to support the element of peer support and development.

**Existing Controls - Assurances** Several strategic boards lead the work of the directorate and enable the performance to be picked up quickly and effectively.

**Gaps in Existing Controls**

| Original Risk   | 8 | Current Risk  | 8 | Target Risk  | Risk Treatment Plan:  |
|---|---|---|---|--|---|
|  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p> |   |  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p> |   |  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p> | <p>Significant work has been undertaken over the last 12 months in relation to Neglect within the City, this culminated in a Neglect Summit on 29 October 2019 attended by over 70 professionals from across the partnership. The Neglect Strategy includes specific tools to support professionals working directly with children and families in order to identify neglect at the earliest opportunity.</p> <p>The Social Work Health Check has now been completed and has culminated in a detailed action plan which is being delivered over a 10-month period beginning in January 2020. COVID-19 has impacted significantly upon the progress of the Social Work Health plan and will be revisited in September 2020.</p> <p>Staffing levels have been challenging throughout this period which has led to the review of the recruitment and retention plan, a significant recruitment drive is underway and 8 additional Advanced social work posts have been created.</p> <p>There has been updated Neglect training a pilot of the use of the tools is underway, an evaluation will be completed in September 2020 before the full role out of the tools, there is an updated overarching Neglect action plan which is reviewed on a fortnightly basis and the impact will be assessed at the end of October 2020, this is a priority area for the partnership.</p> |

|  |  |                      |                     |                    |  |
|--|--|----------------------|---------------------|--------------------|--|
|  |  |                      |                     |                    | <p>Following the COVID-19 outbreak levels of sufficiency appears to be holding well however there have been some issues across Salford in securing foster placements for teenagers whose families have experienced crisis breakdowns. Creative ways to support youths have been explored and continue to be explored. The use of Route 29 has been extremely supportive in preventing admissions into care, additional support continues to be offered and alternative solutions, including the use of Lledr Hall is in place.</p> <p>We are ensuring foster placements remain supported and stable during this time. There is a risk moving forward that recruitment to fostering could slow down, areas are using the internal recruitment approach to support with this. Foster carer strategy to be reviewed and revised. This was scheduled to take place prior to COVID-19 and will be revisited when priority actions elsewhere have been completed around keeping children safe. Ideally a SQUAD approach will begin in September 2020.</p> <p>A uniformed practice model within Social Care will be adopted over the next 12 months with training beginning in September 2020 in the Bridge and Duty and Assessment teams, this will be rolled out throughout 2020 /2021.</p> |
| Major                                      | 4  | Major                | 4                   |                    | <b>Potential actions for improvement - End of year and half-year update (Apr &amp; Oct)</b>  |
| Unlikely                                   | 2  | Unlikely             | 2                   |                    | <b>Last Updated:</b> <b>Next Assessment:</b>   |
| <b>Risk Identified</b>                     | 04-Dec-2019  | <b>Risk Assessed</b> | 04-Dec-2019         | <b>Target Date</b> |  |
| <b>Risk Movement since last assessment</b> |  Constant |                      | <b>Risk History</b> |                    |  |

## SRR.008 Pupils not attending in schools and settings

As the pandemic continues during this academic year there is a risk that children will not attend school from September as they would usually do. Some parents and pupils will be concerned regarding the risk of the virus to their family and vulnerable family members. Some pupils will find the return very difficult due to a variety of reasons following a 6-month period of not being in school. Some pupils who did attend school regularly prior to the pandemic may continue to have poor attendance. Many parents may choose to Electively Home Educate their child to avoid the challenge of returning to school.

In addition managing infection control in schools meant that there will be many legitimate reasons why children will need to be off school e.g. when isolating due to being in a bubble with a positive case or when unwell from another virus and needing to not return to school until being free from symptoms for 48 hours.

Children not attending school regularly presents a significant risk to both the children's safeguarding and education outcomes. In terms of safeguarding, schools usually submit the majority of 'worried about a child' referrals to social care and without visibility of children these referrals have fallen significantly so far during the pandemic. Schools also provide families with a significant amount of support at an early help level. If children do not attend school, then these safeguarding risks that are usually visible to the school will not be. In terms of education outcomes, pupils being supported to continue to learn is a key priority. During the pandemic so far, there is much evidence that children and young people have not engaged with remote learning. This has been for a variety of reasons. Therefore, supporting many children to reengage with learning is a key priority and to experience quality first teaching to ensure the learning time lost so far is minimised as much as possible. Without attendance at school with is going to be extremely challenging. In terms of those children who are unable to attend school for legitimate reasons e.g. continued shielding in the long term or short term periods of self-isolation, schools have a responsibility to provide high quality remote learning and DFE guidance states their plans must be in place by the end of September.

Ensuring schools are able to remain open as much as possible is key area for consideration. There is a risk due to necessary infection control measures that numbers of staff will not be able to attend

e.g. due to self-isolation or due to either themselves or household members being unwell with a cold and needing to be 48 hours clear of symptoms before being able to return to work. Schools have business continuity plans in place but the DFE have made clear there is not additional funding available this academic year.

**Risk Owner**

Sue Johnson; Cathy Starbuck

### Existing Controls

A communication plan is in place from the council via the usual channels to ensure expectations of parents/pupils to attend school is clear. Schools also have clear comms plans in place and are being supported with various resources e.g. videos. All agencies across the 0-25 Partnership will be supported to convey the key messages regarding attendance at school and the associated support available.

Promoting support for attendance and support for families who are anxious has a high focus and providing reassurance that schools are as safe as they can be via detailed risk assessments being available on school websites. The risk assessments demonstrate the appropriate protective measures that have been put in place to ensure, as far as reasonably practicable, the health, safety and wellbeing of pupils and staff. Whilst ensuring they have regard to the latest statutory guidance, in particular guidance issued by the Department of Education relating to COVID-19. Schools are sharing these risk assessments on their websites. Individual risk assessments have been developed for both pupils and staff to support bespoke discussions to ensure school is as safe as it can be. Since March schools have developed successful strategies to engage with parents to reassure them about the safety of the school environment. Some good practice has been shared amongst leaders but these strategies will be collated and shared formally in the autumn term.

Schools are being supported with a bank of resources locally and from GM to support emotional well-being. This will complement our business as usual approach to supporting mental health in schools. Additional training will be made available to schools via the 'Well Being for Education Return' DFE additional monies of 35K.

Multi-agency referral process available schools for families they are struggling to engage with; for children and young people who are anxious about returning to school, either as a result of pre-existing concerns about attending school (emotionally based school avoidance; EBSA) or more specific COVID-19 related anxieties.

This will include a single referral point and a graduated response to meeting need using the Thrive Framework. Collaboration between the following services will offer support to school staff, parents, children and young people:

- Education Welfare Service

|  |   |                      |             |   |             |   |
|--|---|----------------------|-------------|---|-------------|---|
|  | <ul style="list-style-type: none"> <li>•Early Help Team</li> <li>•The Educational Psychology Service</li> <li>•CAMHS (including i-Reach)</li> <li>•Place2Be and 42nd Street – Mental Health Practitioners</li> </ul> <p>Further support via the multi-agency triangulation meeting, via the Assure process, can also be sought. Some children will not be able attend school for legitimate reasons and robust measures need to be in place to ensure that these pupils can access the curriculum. Some children, on the advice of health with continue to shield and some pupils will need to self –isolate whilst awaiting a test results or due to being part of a bubble who has been advised to self-isolate for 14 days due to a positive case. All schools will have a remote learning plan in place by the end of September to support these pupils.</p> <p>Supporting the schools to remain open due to staff shortages due to needing to self-isolate is also a key priority. Schools are being supported in their own contingency planning by HR advice and in addition a talent pool of teachers and support staff has been recruited to. Volunteers have also been sought via CVS and our own City Council staff as a number of schools will not have the budget to support the costs of additional supply staff. A Supporting schools subgroup meets weekly and will consider operationally this strategy, using data analysis.</p> |                      |             |   |             |   |
| <b>Existing Controls - Assurances</b>      | <p>All schools (with the exception of the UTC due to technical issues) share attendance data. Attendance data will continue to be monitored on a weekly basis via Children’s Services leadership team and Lead member. IT have supported a PowerBI platform that can analyse social care and EHC cohorts. Schools’ COVID-19 risk assessments have been prepared by the individual Headteacher/schools leadership team and have been shared with all school staff. This includes the updating of schools own policies i.e. H&amp;S, safeguarding, fire regulations etc. to reflect COVID-19. New processes and procedures have also been communicated with parents/carers and pupils. The assessments have also been approved and signed off by the Governing Body and/or Multi Academy Trust Lead. Whilst the development and ownership of assessments sits with individual schools, Local Authority officers have been and will continue to support schools. This includes officers reviewing completed/updated assessments.</p>   |                      |             |   |             |   |
| <b>Gaps in Existing Controls</b>           |   |                      |             |   |             |   |
| <b>Original Risk</b>                       | <b>9</b>  | <b>Current Risk</b>  | <b>9</b>    | <b>Target Risk</b>  | <b>6</b>    | <b>Risk Treatment Plan:</b>   |
|  |   |                      |             | <p>Local Authority officers in partnership with school will continue to review this risk as the Autumn term develops and implement and amend the strategy above as appropriate.</p> |             |   |
| Serious                                    | 3   | Serious              | 3           | Serious   | 3           | <b>Potential actions for improvement - End of year and half-year update (Apr &amp; Oct)</b> |
| Likely                                     | 3   | Likely               | 3           | Unlikely  | 2           | <b>Last Updated:</b> <b>Next Assessment:</b>  |
| <b>Risk Identified</b>                     | 01-Aug-2020   | <b>Risk Assessed</b> | 01-Aug-2020 | <b>Target Date</b>  | 31-Mar-2021 |   |
| <b>Risk Movement since last assessment</b> | Constant  |                      |             | <b>Risk History</b>   |             |   |

**SRR.009 Inability to meet demand for services as a result of population growth/changes in demographics-impacts across multiple areas including health, homelessness, bins etc**

There are just over a quarter of a million people living in Salford (254,408 in 2018) and the population has been increasing since 2002. Salford has one of the youngest and fastest growing populations in Greater Manchester. It is projected to increase over the next twenty years from around 258,000 people (in 2020) to 291,000 (in 2040).  
 Much of the population growth in the city has occurred in the East, around Salford Quays and Blackfriars. Salford has a younger population than the average for England; with a third of the population aged 20-39 years (compared to 26% across England), a lower proportion in older age groups, and proportionately more young children. Salford is currently the 18th most deprived local authority area in England (out of 317) and remains the third most deprived locality in Greater Manchester as measured by the Index of Multiple Deprivation. There are 76,400 people (30.4%) who reside in a highly deprived area of Salford.  
 As the population continues to grow, the demand for council services will increase and the council will face added pressures to deliver these services within existing budgets.

**Risk Owner**

Dr Muna Abdel Aziz

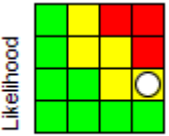
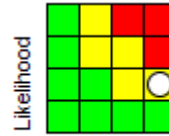
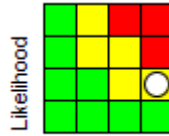
**Existing Controls**  
 Housing and Homelessness strategy, building new homes and a focus on affordable housing.  
 Integrated care pooled budgets across adults and children face a shared financial challenge and priority setting.  
 Investing in prevention and early intervention services.  
 Neighbourhood model of working to meet needs closer to where people live.  
 Debt support, discretionary housing payments and council tax reductions where most needed.  
 Population growth is reflected in increasing income from council tax and New Homes Bonus (yet these are finite resources).

**Existing Controls - Assurances**  
 New ways of meeting demand (digitally, mutual aid, further integration)  
 Growing ageing population as assets – Locality plan proposes intergenerational work.  
 Communities engaged in difficult conversations around choices and priorities.

**Gaps in Existing Controls**

| Original Risk                              | 6           | Current Risk                    | 6           | Target Risk                     |  | Risk Treatment Plan:  |
|--|-------------|---------------------------------|-------------|---------------------------------|--|---|
| <p>Likelihood</p> <p>Impact</p>            |             | <p>Likelihood</p> <p>Impact</p> |             | <p>Likelihood</p> <p>Impact</p> |  | This risk requires a full risk assessment.  |
| Significant                                | 2           | Significant                     | 2           |                                 |  | <b>Potential actions for improvement - End of year and half-year update (Apr &amp; Oct)</b> |
| Likely                                     | 3           | Likely                          | 3           |                                 |  | <b>Last Updated: 29 Jun 2020      Next Assessment:</b>                                      |
| <b>Risk Identified</b>                     | 21-Feb-2020 | <b>Risk Assessed</b>            | 21-Feb-2020 | <b>Target Date</b>              |  |   |
| <b>Risk Movement since last assessment</b> | Constant    |                                 |             | <b>Risk History</b>             |  |   |

## SRR.010 Risk to delivery as a result of rapid change in strategic direction / priorities

|   |   |  |
|---|---|--|
| If there was a rapid change in the strategic direction and priorities for Salford, does the council have sufficient capacity and capability to continue the effective delivery of services? | <b>Risk Owner</b>   | Jacquie Russell  |
| <b>Existing Controls</b>  | The elected City Mayor brought together political and organisational leaders from across the city behind a shared vision to create "A Better and Fairer Salford and provide the best quality of life for the people of the city". Through the City Leaders Forum, leaders from partner organisations across the city work together to discuss shared strategic priorities for the city. To deliver the vision for "A Better and Fairer Salford", the City Mayor set out his key priorities for the city called The Great Eight. These priorities guide how resources are allocated and projects planned.<br>Excellent cross-city partnership working in response to the COVID-19 crisis. The full economic impact of the recent COVID-19 crisis in 2020 remains uncertain, however the Council will maintain its ambition for Salford, and will potentially need to even increase it, to ensure that our city is well positioned to emerge and grow when the crisis ends to continue to improve the well-being of the city's residents.<br>The council working with key partners including the NHS, Salford University, housing providers and the voluntary sector will continue to drive forward our shared set of cross cutting priorities. |  |
| <b>Existing Controls - Assurances</b>   | All Service Groups across the council develop business plans aligned to achievement of these priorities and the council agrees an annual set of core performance measures to demonstrate progress against these priorities.<br>Monitored via Corporate Performance Framework.<br>Key cross cutting issues for the city are discussed at City Leaders Forum.<br>Corporate and Service's Business Continuity Plans.<br>Salford Emergency Response and Recovery Plan.  |  |
| <b>Gaps in Existing Controls</b>  |   |  |
| <b>Original Risk</b> <span style="background-color: yellow; border: 1px solid black; padding: 2px;">8</span>  | <b>Current Risk</b> <span style="background-color: yellow; border: 1px solid black; padding: 2px;">8</span>   | <b>Target Risk</b> <span style="background-color: yellow; border: 1px solid black; padding: 2px;">8</span>   |
|  <p style="font-size: small;">Likelihood</p> <p style="font-size: small;">Impact</p>                       |  <p style="font-size: small;">Likelihood</p> <p style="font-size: small;">Impact</p>   |  <p style="font-size: small;">Likelihood</p> <p style="font-size: small;">Impact</p> |
| <b>Risk Treatment Plan:</b>   |   |  |
| Ongoing review of the plans and meetings outlined under existing controls - assurances together with a full review of priorities should there be a change in leadership.                    |   |  |
| Major      4  | Major      4  | Major      4   |
| <b>Potential actions for improvement - End of year and half-year update (Apr &amp; Oct)</b>   |   |  |
| Unlikely      2   | Unlikely      2   | Unlikely      2  |
| <b>Last Updated:</b> 29 Jun 2020 <b>Next Assessment:</b>  |   |  |
| <b>Risk Identified</b> 29-Jun-2020  | <b>Risk Assessed</b> 29-Jun-2020  | <b>Target Date</b> 29-Jun-2021   |
| <b>Risk Movement since last assessment</b>  | <span style="color: blue;">■</span> Constant  | <b>Risk History</b>  |



**SRR.011 Managing the ongoing social impact of climate change.**

All the current science and empirical evidence suggests that climate change is leading to increasing frequency of severe weather, be that high rainfall and flooding or heatwaves. Salford is as vulnerable to these types of event as the rest of Greater Manchester and the region. Failure to deliver on climate change initiatives, particularly around the reduction in the use of energy and carbon, within the required timescales impacting on achieving long term carbon reduction targets will have medium- and long-term climate change risks to residents, business and infrastructure. In the short-term inaction will result in reputational damage.

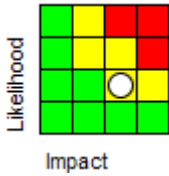
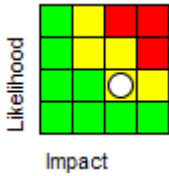
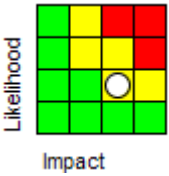
**Risk Owner**

Jim Wensley

**Existing Controls**  
 The City already has in place Civil Contingency plans to react/respond to events as they happen, working with the whole range of civil agencies (SRR.002 in the Strategic Risk Register).  
 The Council has declared a climate emergency and we have in place a suite of Greater Manchester and Salford City Council Policies to drive change across the City to react to the climate change threat.  
 Salford City Council is committed to the GM 5 Year Environment Plan (March19) – which includes immediate mitigation and adaptation measures and further innovation measures needed to meet the challenge of Climate Change and meeting a science-based target for the City of Carbon Neutrality by 2038. This requires on average a 15% annual reduction in emissions.

**Existing Controls - Assurances**  
 The Salford Strategic Flood Forum enables different parts of the city council and relevant external partners to discuss flood risks and mitigation opportunities within the city, in addition to continuous joint working with relevant partners. The flood forum receives regular updates on the implementation of Salford’s Local Flood Risk Management Strategy which contains a number of measures designed to mitigate flood risk within the city. One of the main measures completed in recent years was the construction of an additional flood storage basin at Castle Irwell.

**Gaps in Existing Controls**

| Original Risk   | 6 | Current Risk  | 6 | Target Risk  | 6 | Risk Treatment Plan:  |
|---|---|---|---|--|---|---|
|  |   |  |   |  |   | <p>The Place Directorate is currently reviewing existing City and GM policies and action plans in this area and working to define a delivery plan with aligned resources to enable the City to respond to the Climate Change threat and our stated aim of achieving carbon neutrality by 2038.</p> <p>The city council takes its responsibilities regarding flooding very seriously. As an example, applications for new development in flood areas are carefully scrutinised to ensure that the development proposals are safe, in line with the city council’s development and flood risk supplementary planning guidance. Developing approaches to biodiversity and greening through the city should reduce the impact of urban heat islands during heat events.</p> <p>In the event that a major flooding incident occurs emergency planning procedures are in place and staff are trained to respond. The training includes knowledge of the operational procedures of the flood basins and communities most at risk within the city. The response to major incidents can include opening rest centres to accept those displaced by flooding and assisting with the recovery phase.</p> <p>The emerging approach to retrofit should reduce the risk of excess summer and winter deaths in the event of extreme weather events.</p> <p>Following the declaration of a climate emergency by Salford City Council in 2019 the council introduced a Climate Action Board which reviews the council’s climate change action plan. This is now being supplemented by sub-groups which will focus on difficult challenges. The level of home retrofit required to meet the target in the 5 Year Environment plan are extremely challenging.</p> <p>The roll out of Carbon Literacy Training to all staff will assist in the identification of climate change risks and opportunities at an individual, team and service level.</p> <p>Consideration is also now being given to the Covid-19 lockdown experience to see how the council can maintain changed behaviours that have contributed to better air quality, reduced</p> |

|  |  |                      |                     |                    |                                |   |
|--|--|----------------------|---------------------|--------------------|--------------------------------|---|
|  |  |                      |                     |                    | pollution and less congestion. |   |
| Serious                                    | 3  | Serious              | 3                   | Serious            | 3                              | <b>Potential actions for improvement - End of year and half-year update (Apr &amp; Oct)</b> |
| Unlikely                                   | 2  | Unlikely             | 2                   | Unlikely           | 2                              | <b>Last Updated: 29 Jun 2020</b> <b>Next Assessment:</b>                                    |
| <b>Risk Identified</b>                     | 11-Feb-2020                                  | <b>Risk Assessed</b> | 11-Feb-2020         | <b>Target Date</b> | 31-Mar-2021                    |   |
| <b>Risk Movement since last assessment</b> | <input checked="" type="checkbox"/> Constant |                      | <b>Risk History</b> |                    |                                |   |

